

## **Chapter One**

### **Introduction**

#### **1.1 Background to the Study**

Organisations are run by people and without properly structured and well managed communication in place, organisational existence, survival, productivity and sustainability would be chaotic. Just as it is to all aspect of life, it has been proven through various researches and theoretical notions that the efficient functionality of an organization, its sustainability and the protection of its frontiers, clime and environment from all forms of internal and external threats can become tumultuous without effective communication structures and strategies being in place as an integral part of its managerial strategic plan, tool, style, culture, effective relationship fundamentals and success enabler to bind the organisation together efficiently, productively and in good health. Since the employees of any organisation are at the core of its vision and mission, goals, aspirations and most critically its profitability, it is most crucial that their physical, emotional and psychological wellbeing particularly and essentially on the job, especially as it relates to the aspect of communication and relationship management must be at the top of the agenda of all organisational managerial tactical plans, routine and endeavours to keep it running amidst all threats and challenges.<sup>1</sup>

As the world wades through global and economic crisis, organisations are forced to operate on stiffer business terrains as a result of the financial disruptions and melt down that has permeated the business clime which has changed the general outlook, framework, style and intensity of doing business profitably and peacefully in many ways that are challenging than they are beneficial. As a result, attention has been drawn to the increasingly high rate of disengaged and

dissatisfied employees as seen in the rate of employee turnover and financial cutdowns which also posed a threat to the tranquility, sustainability and success of businesses worldwide in recent times<sup>2</sup>. Coupled with having to deal with the direct effects of this crisis, which has also affected the lives of employees personally on many grounds and aspects outside work, the effects of the burden both financially and productively as it relates to the increasingly higher demands of the job have been felt most adversely by employees<sup>3</sup>. For so little and with very scarce and meagre resources and tools provided or available, employees have become the proverbial grass that suffers. Lack of attention, overburden on the job, low sense of belonging, negligence amidst other unpalatable and negative situations, feelings and consequences on the job have been found to hover on organisation climates and this has very strong capabilities and potentiality to affect the overall psyche of employees on the job and holistically, their lives. This anomaly has been linked to be at the root cause of disengagement, dissatisfaction and non-performance especially when actions to detect, correct, provide and mitigate on the emotional resources are not taken seriously and given adequate and deliberate attention.

A major crucial factor that occurs in an organisation that is capable of weakening the frontiers, peace co-existence, productivity, wellbeing and health of an organisation especially as it relates to employees has been found to be majorly amidst other factors, the consequences of ineffective communication premised on lack of attention, openness, value, collaboration and poor relationship between management and their teams<sup>1</sup>. Effective organisation especially between the major divides is crucial to the existence and sustenance of organisations to the extent that it prepares, permeates and protects the environment both internally and externally, making it strong enough to wade through the good, the bad and perhaps the ugly. Since employees are the most important resource of an organisation, the quality of communication exchanges and relationship

between the hierarchical divides determines to a large extent how successful the organisation is managed amidst any threats and challenges faced or may face.

Hence, the motivation, satisfaction and zeal to perform and commit by employees on the job premised on the psychological and emotional health of the people especially at this time of business struggles and the role that effective organisational communication plays in activating the sustenance of the business through the investment of self by the people is brought under focus in this study. Employees cannot be invested in the vision and mission of an organisation when they do not have excellent communication and relationships premised on openness, collaboration, cordiality, high sense of belonging and trust between the levels, structures and on the routine work processes and especially with those at the top of the organisational structure who control, command and perhaps decide their fate on the job<sup>1</sup>.

Effective Communication is the chain that links all organisational peoples and members at all levels together in ways that are profitable to the organisation itself and for the good of all. For organisations to thrive and survive gracefully as status quo shifts and disruptions occur worldwide under this 'new normal' of doing business which has deepened competition and the fight for competitive advantage to heights unimaginable and which has caused business owners and managements to drive employees many times harder than before to deliver on the job even beyond agreed performance expectations, more than shifting some of the major burden on employees, organisations are saddled with greater responsibility to turbocharge their core by committing to greater openness, attention and investments in terms of finances, time and resources into creating more formidable and enabling environments that can support employees to bring their full self to work, be motivated and committed to the goals and aspirations through

effective organizational communication<sup>2</sup>. The harsh realities of the global and local economic situation vis-à-vis the survival of businesses and most crucially the well being of employees as it relates to the independent and dependent variables of this study led the way to beaming the search light on organisations in Nigeria and the focus rested on the Share Registrations sub sector which seems to have not been the focus of many empirical studies despite its critical role in the sustenance of the Nigerian Financial System.

The Share Registrations sub-sector of the Nigerian Capital Market industry is one of the key players of the Nigerian financial system that consists of several organisations managed by specialized and professional personnels who are skilled in the creation and management of shareholder and institutional investment which controls and contributes significantly to the success of the nation's financial stability and wealth. The business officially began in Nigeria sixty three years ago with the take over of the registrar arm of the Barclays Bank to become the Union Registrars of Nigeria. Hitherto, the registrar's function of the bank was managed internally by the bank, then Barclays bank since its inception before it became the Union Bank of Nigeria. The business can be said to be as old as banking in Nigeria. The cardinal responsibility of share Registration companies boards on registering, housing, managing the registers, investment and transactions of members as well as the data of shareholders of public and private quoted companies who are clients to specific share Registration companies<sup>4</sup>. The main functions of the subsector also revolves around raising new funds or capital for companies, state government and government agencies. They do this in collaboration with other professionals' bodies and organisations statutorily required to be involved in the investment management sub-sector such as the Issuing House, the Chartered Accountants, Stockbrokers and Trustees amongst others<sup>4</sup>. The sector is largely managed by skilled workers and professionals who have both

technical and process expertise. Due to its nature, it is basic prerequisite that the operational employees and managements of share Registration organisations must at the least be associate members of the governing Institute of Capital Market Registrars and top managements must be fellows for operational licence to be granted and renewed annually. This is because the business and its operations requires very advanced level of professionalism and specialization as well customer relations and data management to handle shareholders and investors funds amidst making profit and mitigating against risks and threats. Though not at the fore front in terms of popularity, the profession like other sub sectors of the financial system in Nigeria is equally as demanding of its employees physically, mentally, emotionally and psychologically to stay afloat, offer cutting edge customer services and optimum service delivery within allocated time and not beyond to avoid litigations. As such organisations of this sub sector requires employees that are fit to keep it running and above course.

Share Registration companies are technically involved in the management of various types of offers on behalf of their clients. The types of offer includes issues such as Initial public offers which refers to the act of offering the stock of a company on a public stock exchange for the first time in the market; Offer for subscription which are direct issues offered to the public by floatation of a number of shares or debenture stocks; Offer for sale which involves offering of shares in a company by existing shareholders and the proceeds herein goes to the seller; Offer by introduction which involves private companies selling part of their shares in the company on the floor of the Nigerian Exchange group and the Right Issues which is the opportunity given to existing shareholders and investors to buy more shares that is issued by the company. Other securities managed by share registration companies include debenture stocks which may be redeemable, convertible and floating, bonds, funds, unit trust as well as other corporate

securities<sup>4</sup>. The companies perform secretarial functions and maintain accurate ledgers on matters relating to Registration of particulars of shareholders, transfer of shares, payment of dividends electronically and through other authorized means, handling of bonus shares through electronic bonus allocation and dematerialization of shares, management and integration of the right issue shares allotted, mergers and acquisitions, production and filing of periodic statutory returns to the Corporate Affairs Commission and to the Securities and Exchange Commission, handling the operational affairs and management at annual general meetings and extra-ordinary meetings in conjunction with the secretariats of their client companies, updating shareholder records and maintaining liasons with the Central Securities and Clearing Systems and The Nigerian Exchange Group on behalf of their respective clients and shareholders on a daily and on a per sales basis<sup>4</sup>. The sector also handles funds and bonds as well as other institutionally related classified and government related investments. The regulatory bodies in charge of the sector in Nigeria is the Securities and Exchange Commission (SEC) and the governing institute in charge is the Institute of Capital Market Registrars (ICMR). The Securities and Exchange Commission, SEC is a government agency mandated to regulate and develop the Nigerian Capital Market and all its agencies. SEC was established in 1962 and it has gone through several acts and decrees of establishment. Currently its powers is sustained by the Investment and Securities Act of 2007.

The industry operates on very demanding workloads, tight deadlines and targets based on the revolving and multiple liquidity requests of customers' especially those from institutional and holding companies and large holding investors hence the overall portfolio of the industry and its success is premised on the commitment, dedication and physical abilities of the employees to deliver on time, within statutory obligations and requirements and with minimal risk or no risk at all. The employees of the sector are also constantly at risk of various threats and incursions

especially from fraudsters because the operational process is not driven by face to face contacts like other sectors rather it relies more on documentations which were not directly collated or collected most of the time like old purchase documents and transfer documents which throws the risk of inconsistent signature of shareholders and investors for identity management to initiate and approve transfers for sales and claims on the laps of the authorizers, verifiers and action takers on the job. The various job portfolios of the sub sector therefore requires employees to be physically and mentally active, invested, accountable and connected to their roles and their organisations at all times to jointly protect themselves and their organisations from threats and to efficiently meet up with the demands of the job. The portfolio of Registrar's carries great risk, hence it is highly crucial for employees to bring in their 'full self' to the job at all times. A disconnection from the job as a result of disengagement and dissatisfaction may result in a dented psyche and lack of commitment on the part of the employees which has the potentiality to cause minimal to extremely large financial loss for the company, litigations, profit and investment loss for the actual owner, loss of clients, grievances, creativity clogs, and complete business failure at the worst.

Given the global financial crisis, its effects and the increasing demands of the portfolios of share Registration companies, it has become imperative for communication scholars to explore the sector to investigate the influence of organisational communication as a confirmation of what communication can and is doing as a resource for organisational managements to refer to in managing their employee base to be able to contribute to the archive of reference materials on the sector for proper and better employee management as the case may be.

The general definitive view of communication is that 'it is an interaction within a social context'<sup>5</sup>. Communication is perhaps the most significant phenomenon upon which the totality of social experience is founded<sup>6</sup>. The need to communicate is primary and cardinal to human existence to foster meanings, interactions and relationships which are equally crucial to mutually co-exist peacefully and gainfully. The workplace cannot exist neither can it function without communication whether in the aspect of language use, spoken and written words, interactions or as structures put in place to connect people and procedures. Hence, Communication plays both 'transformational and socialization roles', in all forms of communal co-existence, development, improvements and especially in all aspects of 'social change in the direction of enhanced quality of life and social justice'<sup>7</sup>.

Communication is a basic and vital management tool that is essential in managing organisations. Organisational communication revolves around communication that takes place both externally within and amongst the external publics of an organisation i.e. the clients, customers and other stakeholders and internally amongst and between its people. As it relates to the internal publics which is the cardinal focus of this research, the important role of effective communication revolves around managing the inherent relationships and maintaining peaceful co-existence amongst the human resource by effectually creating and sustaining platforms that perpetually eliminate disengagement, dissatisfaction, conflicts, disagreements, strife and calumny which are elements of an unhealthy organisation<sup>8</sup>. This is because human beings naturally function effectively in organized settings that validate their feelings, values and recognize their contributions as a valuable part of the entity; be it in a marriage, society or workplace relationship.

Studies in the field of communication and relationship management have revealed how the lifespan, existence, wellbeing, health, culture, climate and overall success of organisations can be affected by the mindset, behaviours, both innate and acquired attitudes, perceptions and beliefs of employees that dominate the environment<sup>9</sup>. Many of those studies also posit that the productivity vis-à-vis the profitability levels of an organisation is largely tied to the effectiveness of its communication strategies, especially those that exist amongst its human capital<sup>10</sup>. From various studies in the field it has also been found that effectively planned and integrated communication in the life of an organisation is ultimately crucial to its existence, sustainability and bottom line both internal and externally<sup>10</sup>.

It is well known that crisis situations can arise as a result of issues ranging from the mundane to the critical. Although most often than not, crisis situations arise predominantly from external situations, it is verified fact that the most deadly type of crisis situations an organisation may face rears its head within and amongst the internal publics of an organisation<sup>11</sup>. Internal crisis situations may arise as a result of poor conditions of service and welfare of staff members, gap in communication, occupational accidents or situations involving one or more staff and policies perceived by employees as being not in their best interest<sup>11</sup>. The antidote to these possible occurrence is for managers to initiate processes that focuses on how to raise employee performance optimally by using the power of communication that is effective and strategic. A popular mantra in the field of communication encapsulates the importance of communication. The mantra states; 'take care of communication and success shall take care of itself'<sup>12</sup>. The inherent interpretation of this mantra supports the empirical fact that effective communication structures and strategies have very strong correlations with the success and health of any organisation.

Employee management demands skillful handling of thoughts, feelings and emotions of the personnel of an organisation to secure and elicit the highest levels of performance and productivity<sup>13</sup>. It has been proven in many studies that for organisations to function effectively and to stay above board, all aspects of business production, i.e. men, machine and materials (M3), must be wisely managed and of the three, the human resource presents the highest hurdle to cross and the greatest catalyst to success when managed effectively<sup>14</sup>. At the heart of the successful attainment of the dependent variables of this study in any organisation lies the fundamental and critical power, role and effects of organisational communication.

The broad concept of communication holistically refers to various types, nomenclature, subsets and concepts amongst which is organisational communication. There are very various definitions of what constitutes communication however scholars mostly agree that certain salient elements must constitute a good definition of communication. These elements includes components such as the process, the sender, receiver, message, medium, type, format, feedback, shared beliefs and understanding, teamwork and commitment to the attainment of organisational goals and aspirations etc. Since communication is holistically defined 'as the process of passing message, information, ideas etc. from a sender to the receiver and vice versa at a level of understanding through verbal and nonverbal methods via a medium'<sup>15</sup>, organisational communication as a subset of the general concept of communication refers to a comprehensive and strategic form or type of communication that supports effective communication mechanisms that is inclusive and participatory across all hierarchies, divides and levels amongst the human resources and stakeholders of an organisation that is directed at either its internal or external publics or an interplay of both to achieve its organisational goals and aspirations.<sup>16</sup> Another author defines

refers to it as the dynamics and interplay of communication in the workplace and to its external publics as a catalyst to effective organisational management<sup>17</sup>.

As an effective management tool, the concept can be measured in terms of its appropriateness, adequacy, usefulness, influence and impact in organisational management<sup>18</sup>. Since organisation consists of a group of people internally with a common purpose, organisational communication can be viewed as the glue that unites all members and actors of organisations together in a workplace setting<sup>19</sup>. The basic components of the workplace include the various elements of purpose, people, structure, technology, external environment and the dominant value system of the organisation<sup>20</sup>. Workplace structures interact and connect through communication of various forms which includes one or a combination of some or all of the following i.e. oral, written, graphics, and unwritten types of communication, all of which are hinged on the implicit culture and work procedure of the organisation<sup>21</sup>.

Majorly, the organisational communication is directed at the internal or external publics of an organisation. Organisational communication that occurs with the internal publics of an organisation constitutes the primary focus of this study. Conceptually, Internal Organisational Communication pointedly refers to communication and exchange of ideas and information that takes place within the organisation especially within the employee groupings while external communication refers to the exchange of information that happens outside the organisation which usually emanates from the internal structure of the organisation i.e. with the customers, clients and all external stakeholders<sup>22</sup>. According to its form, internal organisational communication can be written, spoken or symbolized (body language) between and amongst managers and employees involved in the delivery or exchange of information within

workplace internal processes. As it concern the internal environment, communication can take place formally and informally. Formal communication exists on predefined and structured channels that employees or leaders can use to reach out to others within the workforce<sup>23</sup>. It represents a repertoire of communication genres that are goal oriented and function related and it defines how communication flows through the hierarchies, follows prescribed norms, and transcend time and space<sup>24</sup>. Informal communication on the other hand within the internal sphere of an organisation provides avenues for the necessary and needed interpretation of the formal message. Informal communication increases interpersonal relationships, helps in obtaining immediate feedback, relieves frustrations, breaks down barriers and bureaucracies, reduces costs and overheads and helps in making better and quicker decisions<sup>23</sup>.

Communication in the workplace also flows in certain identified and structured directions. According to its structural movement, communication may flow vertically, horizontally, or diagonally in various ways, angles and subsets in an organisational space<sup>22</sup>. Hence according to the directional movement communication flows; downward and upward on a vertical structural movement, laterally in a horizontal movement or same line of vision direction, diagonally across all the structural degrees and dimensions and externally with its outside publics.

On the vertical structural plane where communication move downward, upward and bi-directionally where both movements occur simultaneously, downward flow of communication refers to communication that flows from a higher level in an organisation to a lower level. It flows from superiors to subordinates in a chain of command<sup>22</sup>. This type of flow explains how managers transmit work-related information to the employees at lower levels. Downward communication enables managers to provide feedback on employee performance, give clear job

instructions as well as provide complete and detailed communication and information on employees' job descriptions and how specific job functions of individual employees interrelate with other job functions in the organisation. Upward flow of communication refers to communication that flows to a higher level in an organisation from the subordinate or lower levels<sup>22</sup>. It provides feedback as well as a clear insight on how well the organisation is functioning especially in terms of management relationships with the employees and subordinates. Upward communication enables employees to share their views and ideas and to participate in the decision-making process and growth of an organisation especially as it relates to their direct work functions.

In a bi-directional setting that is characteristic of a simultaneous movement of both upward and downward communication, participatory form of communication is enhanced where subordinates use this type of communication to convey their problems, feelings and performances to their superiors as well as return feedback on the communication that came from them<sup>22</sup>. Bi-directional communication leads to a more committed and loyal workforce in an organisation because the employees are given a chance to air their voices and speak about dissatisfaction issues with the higher levels in a relaxed and positively engaging setting. This flow of communication helps managers to feel the pulse of their employees about their jobs, peers, supervisor and organisation in general. Managers can as a result take actions to improve things because of the open channel of communication that exists<sup>22</sup>.

As it refers to the structural flow of communication, Lateral or Horizontal Communication which must also be bi-directional for optimal effectiveness refers to communication that takes place at the same level of work relationship and interaction in an organisation<sup>23</sup>. This basically refers to

communication between peers and between managers at the same levels or on the same team or between any horizontally equivalent organisational members or between line managers and their subordinates on the same team or departments. Horizontal communication is time saving, facilitates coordination of tasks and cooperation among team members, provides emotional and social assistance to the organisational members. Bi-directional communication also takes place on the horizontal or lateral plane as it does on the vertical. In this case it moves on a more direct and closer sphere.

Diagonal Communication on its own part refers to communication that takes place between managers and employees, departments of various sub work groups on all dimensions and degrees of interaction whether up or down or bi-directionally in the workplace<sup>22</sup>. Diagonal communication extends integrally into all fragments of relationships and interactions in the workplace. Though it generally does not appear on organisational charts, it is used to identify and connect a network of cross-functional job portfolios amongst units and to gather information and foster effective interactions across and along the symmetries of the organisation. As a managerial tool, diagonal communication fuses the capabilities of both vertical and lateral communication. It is most beneficial when compared to the other types because it accommodates all the benefits of the others types and allows for open communication around and in between fragments and teams across the organisation due to its reach and flexibilities.

Organisations have significant effects on the people who work for them and some of those elements are reflected in and on how people feel about their work. There are three dependent variables in this study that are closely linked to the concept of effective organisational communication. Studies have shown that the engagement, job satisfaction and performance

levels of employees can be positively or negatively influenced by the communication dynamics, structures and power play that exist within the organisation<sup>24</sup>. All three variables though conceptually different in certain aspects have very similar desirable behavioural outcomes that every organisation must work assiduously to achieve for the good of all<sup>25</sup>.

Job satisfaction refers to the degree to which people like or perhaps 'love' their jobs<sup>26</sup>. It is defined as, 'any combination of psychological, physiological and environmental circumstances that cause a person to truthfully say 'I am satisfied with my job' <sup>27</sup>. The concept relates to "a positive affective reaction of the target environment as a result of the individual's appraisal of the extent to which his or her needs are fulfilled by the corporate environment"<sup>27</sup>.

Employee engagement is ideologically distinct as a workplace behavioural concept and it focuses on the advanced issues of commitment and positive organisational behaviour rather than just about being happy doing the job<sup>28</sup>. The major characteristics of employee engagement, addresses emotional and psychological issues which revolves around their level of motivation, involvement, or emotional commitment to the job<sup>29</sup>. Having an engaged employee workforce can make the difference in the survival or success of the organisation. A combination of the happiness and engagement of employees on the job is important to achieving an effective organized setting in the workplace; hence the need for employees to be both satisfied and engaged at the same time<sup>30</sup>. Though well-researched in the field of organisational communication and human capital management, the concept of employee engagement lacks a universally acceptable definition that distinguishes it from other related constructs. The available definitions does not fully encapsulate its extents and limitations, however several authors attempted to highlight its characteristics in some definitions.<sup>31</sup> Simply explained, 'employee engagement is the extent to which employees

feel passionate about their jobs and how deeply they are committed to the organisation in contributing their discretionary effort into the success of their work<sup>31</sup>.

The characteristics of the concepts reveal that an engaged employee is someone who feels involved, committed, passionate, and empowered about his or her job and demonstrates those feelings in his or her work behaviour. Being positively present during the performance of work by willingly contributing intellectual effort, experiencing positive emotions and meaningful connections to others defines the behavioural pattern of an engaged employee<sup>32</sup>. Employee disengagement is however the ‘simultaneous withdrawal and defense of a person’s preferred self in behaviours that promote a lack of connections, physical, cognitive, and emotional absence, and passive, incomplete role performance’<sup>32</sup>. Personal disengagement leads to “the uncoupling of self from work roles”<sup>31</sup>. “Disengaged” employees are highly unsupportive employees whether they openly exhibit such traits or hide it because of economic and social factors which make them stay on the job regardless of how they feel, their psyche and mindset on the job.

The concept of performance refers to the ‘nature and quality of an action carried out in ‘a company to achieve its primary functions and tasks to produce profit successfully and optimally’<sup>33</sup>. Organisations eager to accomplish strategic goals establish well defined communication strategies that will enhance and support performance<sup>26</sup>. In the chain that sets both organisational management approaches and organisational communication effectiveness side by side, performance is the key measuring index to decipher and to evaluate outcomes and results<sup>34</sup>. The achievement of performance outcomes is premised on the quality of service of the human capital resources stakeholders of the organisation above all else<sup>35</sup>.

To achieve optimal performance, productivity and health therefore, effective organisational communication that goes beyond the art of speaking and exchanging information between the human actors in the workplace is key<sup>35</sup>. For communication to be effective in the workplace, scholars have opined severally that it must include and very importantly so, the non-verbal and non-physical cues which point at the unspoken words, interpretation and feelings that the messages and strategies exude from the sender to the receiver and the feedback it returns from the receiver to the sender<sup>36</sup>. Most often than not in organisational management, greater attention is given to the medium and tools of communication neglecting the roles and influence of communication as well as the general perception of the employees about the strategies of the company and how this affects their attitude, mindset, psyche, interaction and behaviour on the job<sup>37</sup>. Employees' state of mind and attitudes to their work and organisation as a whole is perhaps more important to the success of an organisation than any other management resource and tool. Empirical studies have shown that employees who are positively influenced, motivated and satisfied with their jobs are two times more likely to go the extra mile for an organisation and almost four times as likely to recommend them if they are satisfied with the manner in which they communicate and relate with them on different levels<sup>37</sup>.

## **1.2. Statement of the Problem**

As a result of the global economic and financial meltdown and its effects on world economies and local businesses, disengagement, dissatisfaction and non-performance has been found to be on the increase especially in developing nations where the heat has been felt the most in very unpalatable ways and the Share Registration sub-sector as a critical sub-sector of the Nigerian financial industry has not been immune from the threats and challenges caused by this global

economic crunch. The high rate of drastic financial cut downs, employee size reduction, employee turnover especially the loss of skilled hands on the job to the international business community and in some cases to some other local businesses in other sectors who have struggled successfully to stay afloat maybe through international affiliations has been alarming and worrisome to the extent that its fangs has permeated the business clime in many adverse ways that has changed the management outlooks, styles and patterns and affected management decisions especially as it concerns the employees in adverse ways that bear on the employees negatively most especially.

The Share Registration business is a volatile one if ineffectively managed hence it is risky on all fronts for organisations in the industry to keep a clan of disengaged and dissatisfied employees as a result of poor communication and ineffective employee-management relationships. This factor as well as the rub on effects of the economic crisis points at the need to beam the search light on the industry at the crucial time given the scare direct empirical references and resource materials also available on the sub-sector to investigate and decipher the role, effects and influence of communication particularly on employee-management relationships in a bid to investigate the extent to which communication has assisted to keep the psyche, level of commitment and emotions of the employees active and fully invested in the jobs and the organisations formidably together against threats or not. The intention herein is to probe the effects, content, nature and essence of the internal organisational communication strategies to discover any gap or positive correlations of such effects that may or may not exist as it relates to the influence of the strategies in enhancing employee-management relationships to the extent that employees are satisfied and engaged to perform optimally on the job or not at this period of great business drought and challenge.

### **1.3. Aim and Objectives of the Study**

The aim of the study is thus focused on examining the influence of organisational communication on the employee engagement levels, satisfaction and performance in the selected organisations of the Nigerian Share Registration Industry. The specific objectives are to;

- i. identify the laid down internal communication strategies put in place for employees-management relationship in the selected organisations.
- ii. identify the nature of the internal communication strategies for employees-management relationship in the selected organisations.
- iii. assess the essence of the internal communication strategies on employees-management relationship in the selected organisations.
- iv. determine the influence of the internal communication strategies for employees-management relationship on employee engagement in the selected organisations.
- v. determine the influence of the laid down internal communication strategies for employees-management relationship on employee performance on the job in the selected organisations.
- vi. determine the influence of the laid down internal communication strategies for employees-management relationship on employee job satisfaction on the job in the selected organisations.

### **1.4. Research Questions**

The following research questions will guide the study.

1. What are the laid down internal communication strategies put in place for employee-management relationships in the selected organisations?

2. What is the nature of the laid down internal communication strategies put in place for employee-management relationships in the selected organisations?-
3. What is the essence of the laid down internal communication strategies put in place for employee-management relationships in the selected organisations?-
4. What is the influence of the laid down internal communication strategies put in place for employee-management relationships on employee engagement in the selected organisation?
5. What is the influence of the laid down internal communication strategies put in place for employee-management relationships on employee performance in the selected organisation?
6. What is the influence of the laid down internal communication strategies put in place for employee-management relationships on employees job satisfaction in the selected organisation?

### 1.5. Hypotheses

The following hypotheses will be tested:

**H<sub>0</sub><sup>1</sup>:** There is no significant relationship between the laid down internal communication strategies and employees engagement in the selected organisations.

**H<sub>0</sub><sup>2</sup>:** There is no significant relationship between the laid down internal communication strategies and employees satisfaction on the job in the selected organisations.

**H<sub>0</sub><sup>3</sup>:** There is no significant relationship between the laid down internal communication strategies and employees performance on the job in the selected organisations.

**H<sub>0</sub><sup>4</sup>:** There is no significant relationship between the laid down internal communication strategies and employees engagement, satisfaction and performance on the job in the selected organisations.

### **1.6. Significance of Study**

The outcome of the study is expected to help the management of the selected companies to focus on becoming sensitive to the supremacy, role, importance and power of effective management-employee communication and relationship in achieving their organisational goals and aspirations. The study will as such provide a reference point that will also support business managers in identifying the contributions and commitments of their human resources as a viable resource to productive performance. The study is expected to also help business owners and managers have access to an unbiased assessment of the perception of their employees on the dominant organisational communication strategies. This is intended to provide an in-depth insight into the communication behaviours between managers and their subordinates and how this influences or affects employee performance and the overall productivity of their organisation as the case may be. Most importantly the outcome of this study is expected not only to contribute to the body of knowledge for both scholars and practitioners but to help human resource managers become more pragmatic by paying indepth attention to internal communication structures and practices that will enhance performance and encourage better staff loyalty, happiness, engagement and commitment.

### **1.7. Scope of Study**

The scope of this study is limited to Lagos State where all the selected companies have their head offices. As a result of their presence in the same environment, the researcher was able to categorize and study ninety five percent (95%) of the active Share Registration companies that are still in business presently using a total enumeration approach.

### **1.8. Limitation of Study**

The study encountered several limitations especially as a result of the official secret acts clause that all employees of financial organisations are bounded by. This brought about some inhibition and refusals to participate which was mostly surmounted with the support of the institutional body in the industry, the ICMR. The inhibitions also prevented the researcher from organising forums and direct interviews and discussions with the employees. This also prevented the extension of the research to as many other respondent types and sub-classes to give this study a more holistic outcome. This is suggested for further studies.

### **1.9. Operational Definition of Terms**

**Capital Market:** refers to the avenues where funds are exchanged between suppliers of capital and those who demand capital for use. The secondary market is where already-issued securities are traded between investors

**Communication Audit:** refers to the process whereby the communications within an organisation are analyzed by an internal or external consultant, with a view to increasing organisational efficiency.

**Employee Engagement:** Employee engagement is the strength of the mental and emotional connection employees feel toward the work they do, their teams, and their organisation.

**Employee/Staff:** These two words are used interchangeably in the study. They both refer to the executive, administrative, or professional worker employed by an organisation doing a specific work. In this research employees are used to refer to those staff members who play subordinate roles to management.

**Employee Respondents:** This term is used to represent employees with direct reporting lines to the management of the selected organisations in this research study.

**HR Management Representative:** This term is used to describe management staff in charge of human capital and personnel management on the management team of the selected organisations of this research. Such person represent the interests of the owners and report directly as with other management members to the owners of the business through the MD/CEO.

**ICMR:** acronym of The Institute of Capital Market Registrars of Nigeria. This acronym refers to the governing institute in charge of the training of share Registrationpersonnels as well the management of the affairs of the industry.

**Job Satisfaction:** Job satisfaction is defined as the extent to which an employee feels self-motivated, content and satisfied with his/her job.

**Managerial Communication:** refers to interaction among managers and their subordinates within an organisation.

**Organisational Climate:** refers to the element of a professional environment that has a strong influence on the action and performance of the employees working in that workplace

**Organisational Communication:** For the purpose of this study, Organisational communication shall refer to all forms and structures of communication exchanges that exists and occurs within an organisation and amongst its internal organisational publics.

**Organisation/Company/Workplace/Business entity:** These words are used interchangeably to represent an entity formed for the purpose of carrying out commercial enterprise.

**Organisational flow of Communication:** refers to the patterns of communication that exist in the workplace. They are commonly classified according to the direction of interaction: downward, upward, horizontal, diagonal, external.

**Organisational Health:** refers to an organisation's ability to function effectively, to cope with environmental and economic changes appropriately, and to grow from within which results in high performance.

**Organisational Well-being:** refers to all aspects of working life, from the quality and safety of the physical environment, to how workers feel about their work, their working environment, the climate at work and work organisation.

**Participatory Communication:** refers to an approach based on dialogue, which allows the sharing of information, perceptions and opinions among the various stakeholders and thereby facilitates their empowerment.

**Performance:** Job performance relates to how individuals perform in their job duties.

**Regulatory bodies:** A regulatory agency (regulatory body, regulator) or independent agency (independent regulatory agency) is a government authority that is responsible for exercising autonomous dominion over some area of human activity in a licensing and regulating capacity.

**Share Registration:** refers to the act of keeping records of shareholders of a company in a register held under the trust and care of a share registration company and the maintenance of them.

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## **Chapter Two**

### **Review of Related Literature**

To provide empirical background to this study and also make this work comprehensive, the literature is reviewed under the following sub-headings:

**2.1. Conceptual Review**

**2.2. Theoretical Review**

**2.3. Review of Empirical Studies**

**2.4. Conceptual Model/Framework**

**2.5. Summary of Reviewed Literature.**

#### **2.1 Conceptual Review**

Etymologically, the word ‘communicate’ is derived from the Latin noun; ‘communicatio’. The word also takes its root from the old French term ‘comunicacion’ (n-). Literarily, the word means ‘to share’. The Latin verb version ‘communicare’ also means to make common. Early scholars of communication suggests that the word was developed in the 14th and 15th centuries and it was used to define actions relating to the distribution of tangible things like food, land, goods, and property<sup>1</sup>. Today, it is often and primarily applied to the holistic concept of what consititutes knowledge and exchange of information processed by living things, plants, human and even computers. Communication connects people and places and allows people to exchange their thoughts and ideas through speech, signals, writing and behaviour. Basically, communication is premised on language and speech exchanges, shared feelings and shared understanding<sup>2</sup>. The

process of communication cannot be complete and effective without shared feeling and understanding between the sender and the receiver of the message<sup>3</sup>. People have always communicated since the beginning of time, but the process of communication became the subject of study during the 20th Century. Over the years, communication techniques have continued to advance with the development of technology. Actually, empirical studies conducted in the field of communication were triggered by the development of evolving technologies that have continued to improve the process and exchange of information and ideas amongst humans<sup>4</sup>.

Communication is the platform upon which all human existence and transactions are premised. The role of communication in the routine of human relationships in varied forms and outlooks continues to be the focus of scientific empirical research in the past, present and in the future. Without Communication, it is impossible for the world to co-exist. Communication and the act of communicating amongst humans is a constant factor and a continuum; it is the connecting dot that makes coexistence possible. The online encyclopedia defines Communication as ‘the exchange and flow of information and ideas from one person to another that involves a sender transmitting an idea, information, or feeling to a receiver’.<sup>5</sup> Communication takes place when ‘a sender, displays, transmits or otherwise directs a set of symbols to another individual referred to as a receiver’, with the aim of passing an information for pleasure and/or enlightenment or with the intention ‘to change or modify something or a world view or simply to pass a message to elicit response for a desired effect’<sup>6</sup>.

Communication is a transactional as well as an interactive process<sup>7</sup>. The process involves the sharing of opinions, thoughts and concepts. It is described as an ongoing event, a continuous and ever changing activity<sup>7</sup>. In the process of communication, conversational interaction is typically

"dyadic; an action or process that must involve the encoder and the decoder of the message<sup>7</sup>; a give and take. Like many complex human activities, 'communication is abstract, multidimensional, and difficult to define holistically'<sup>8</sup>. Due to its complexities, scholars view and analyze communication, its features, characteristic and process from different perspectives when developing a comprehensive working definition of communication that encompasses all its intricacies as they unfold. This diverse opinions and approaches has led to the development of different theoretical concepts, models, and approaches that have continued to help in understanding communication and all it can do. Despite the variety of definitive perspectives on how to encapsulate what constitutes communication holistically, it is universally agreed that communication is as a process and it must therefore be an exchange for it to be complete, shared and effective<sup>9</sup>. This affirmation proven through numerous empirical testing over the years has led to the development of various models of communication.

There are four major forms of communication that relates to the concept of organisation communication<sup>11</sup>. Communication in the workplace can be verbal, nonverbal, written, and visual and in recent times, scholars of communication have added the computer-aided or the electronic communication as a form or method of communication<sup>12</sup>. Verbal communication refers to the use of language or symbols to transfer information through speaking or sign language. It is one of the most common types, often used during simple and formal interactions and exchanges, presentations, video conferences and phone calls, meetings and informal conversations in the workplace setting. Non-verbal communication refers to the use of body language, gestures and facial expressions and perhaps mood and nuances to convey information to others. It can be used both intentionally and unintentionally. Written communication is the act of writing, typing or printing symbols like letters and numbers to convey information to a receiver. In the workplace,

writing or written documents are commonly used to share information through books, pamphlets, blogs, letters, memos, emails and chats. Visual communication refers to the use of photographs, drawings, sketches, charts and graphs to convey information. Visuals or visualized documents are often used as an aid or attachment during presentations and interactions to provide helpful context alongside written and/or verbal communication. Electronic communication refers to communication which uses electronic media to transmit information or messages using computers, e-mail, telephone, video calling, FAX machine, etc. This type of communication can be developed by sharing data like images, graphics, sound, pictures, maps, reels, software etc. This type of communication allows people to interact with others especially those that are far away through technology as well as the use of the internet<sup>13</sup>.

There are two main actors in the communication process; the sender and the receiver. The sender initiates the first action in the communication process. A sender uses words and symbols to put forth information into a message for the receiver who receives and decodes the message. In the workplace, the sender is viewed as the person who desires to convey an idea or concept to others. The sender may be a person, department, or unit of an organisation or system who originates the message. The sender encodes the idea by selecting words, symbols, gestures or mannerism with which to compose a message. The message itself then becomes the outcome of the encoding process which takes the form of verbal, nonverbal, or written language. The receiver on the other hand or end, is the individual to whom the message is sent who decodes the received message into meaningful information or otherwise depending on a lot of factors and barriers. Accurate decoding of the message by the receiver is critical to effective communication in the workplace. The closer the decoded message gets to the intent of the sender, the more effective the communication<sup>14</sup>. This encoding and decoding exercise through the use of

language and all other formats lies in the communication process without which living, managerial, administrative, academic and social functions will not be possible<sup>14</sup>. Communication systems is very vital to the survival and smooth running of an organisation and it has assisted man to build and sustain himself, societies and other social groupings<sup>14</sup>.

Communication comprises eight major components<sup>13</sup>. They are classified into the following; Source, Message, Channel, Receiver, Feedback, Environment, Context and Interference. In the process of communication, the source is regarded as the one who creates and sends the message. The personality or the action that is sent out conveys dispatches the message and content by sharing new information with the recipient and audience. The source determines the message particularly in the aspect of what to say and how to say it, encodes the message by choosing just the right order or the perfect words to convey the intended meaning, before it is sent to the receiver or audience. By watching for the receiver or audience's reaction, the source is expected to perceive how well they received the message and responds with the return of clarification or supporting information. The message is the stimulus or meaning produced by the source for the receiver or audience and vice-versa. The receiver upon receipt of the message from the source, analyzes and interprets the message in ways both intended and unintended by the source. The act of responding intentionally or unintentionally is referred to as feedback. Feedback refers to the reactionary messages the receiver sends back to the source<sup>14</sup>.

The channel is the pathway in which a message or messages travel between the source and receiver. There are visual channels, spoken and written channels and electronic channels. Visual channels include pictorial and graphical presentations, animations, screenshots, videos, charts, infographics, and slide presentations etc. Spoken channels include face-to-face conversations,

speeches, telephone conversations and voice mail messages, radio, public address systems, and voice over

Internet protocol (VoIP). Spoken channels often accompany the visual channels to make it more effective. Written channels refers to the letters, notices, memorandums, e-mail, text messages, tweets etc. Electronic channels of communication includes modern channels such as the intranet and internet enabled emails, social media newsgroups, chat rooms, video conferencing, instant messaging, phone and fax and technological applications etc<sup>13</sup>

▼ As it relates to the feedback components in the communication process; the verbal and the nonverbal elements are the major feedback signals that allows the source to see how well and how accurately or how poorly and inaccurately the message sent was received and understood. Feedback provides an opportunity for the receiver or audience to ask for clarification, to agree or disagree, or to indicate that the source could make the message more interesting, clear, and unambiguous and less autocratic. It is believed that the frequency of feedback increases, the accuracy of communication also increases.<sup>14</sup>

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The environment component refers to the atmosphere, physical and psychological, where messages are sent and received<sup>14</sup>. Under this context, ‘the communication interaction process involves the setting, scene, and expectations of the individuals involved.’ The context of communication within the workplace involves the environmental cues that directly or indirectly influence the expectations of language and behaviour among the participants. Context herein revolves around what people expect from each other, and we often create those expectations out of environmental cues. Interference is also a factor to consider in the communication process.

As a type of noise, interference can come from any source in the communication chain. Interference is anything that blocks or changes the source's intended meaning of the message. There are basic elements in a relationship that revolves around the quality of interaction between participants. The first element is the process which refers to the activity of interaction itself. The second is understanding. Understanding the words and the intended meaning is an important part of the communication process. Another element is sharing. Sharing refers to the exchange of words, codes, ideas, information, and instruction etc with one or more people and lastly is the meaning shared through communication during such interactions.<sup>14</sup>

Generally, human communication is broadly classified into five main sub categories; Intrapersonal, Interpersonal, Group, Public/Mass, Cross Cultural and Organisation communication<sup>13</sup>. Intra –personal communication involves only one person who acts and interprets his behaviour internally. Interpersonal communication involves the exchange of messages, sharing of opinions and ideas between at least two people. Group communication involves communication between “one” to “many” persons. Mass communication refers to communication that involves the transmission of messages through mass media channels to a heterogeneous audience<sup>18</sup>. A sixth one is organisational communication which is the focus of this study. It refers to the kinds, form and process of communication that takes place in, within and outside an organisation<sup>13</sup>.

### **2.1.1 Concept of Organisational Communication**

Organisational communication refers to the internal and external communication strategies and activities that takes place within an organisation internally (i.e. employees) and with its external publics (i.e. shareholders, customers etc.)<sup>15</sup>. For the purpose of this research, the focus is on the internal organisational communication which is the type of communication that exists within an organisation. Just like all other faculties of what constitutes life, the work place is a hub of constant human interaction directed at achieving organisational goals and objectives. Specifically however, simply communicating in itself as an act is not what makes the world or the workplace organized. In the parlance of organisational communication, effective communication between those who relate is the key to a sane and healthy environment where information is exchanged and understood for a purpose<sup>16</sup>. The presence of organisational communication structures in the workplace especially that which is effective provides the needed framework and support that enables an organisation to succeed in achieving its goals and aspirations<sup>17</sup>.

Without proper organisational communication, the workplace will be a disorganized place of chaos, conflicts and failure<sup>16</sup>. Organisational communication therefore is a concept that measures the degree to which messages and information around and about the workplace and jobs are conveyed by an organisation to its members effectively. It occurs within a certain social system made of interdependent groups attempting to attain commonly recognized goals<sup>18</sup>. Human beings live in social groups and the people in these social groups interact with one another in order to understand their environment, develop new ideas, and solve problems to have better understanding of one another which will eventually lead to an improvement in their lifestyles and endeavors<sup>19</sup>.

Communication is life itself and it is what makes life sustainable<sup>20</sup>. Therefore, the success of the communication processes within an organisation can be examined in the context of how organisations function as well its nature, interplay and essence. Organisational Communication is the major platform upon which activities are coordinated to devise, circulate, and pursue organisational goals<sup>21</sup>. The idea here is that since communication itself is identified as important for information, socialization, promoting motivation, for controlling processes and for altering attitudes, organisational communication has very strong correlations to how organisations function efficiently, effectively, sustainably and productively<sup>22</sup>. This lends credence to the reference of organisational communication as ‘actions that takes place between groups of individuals working together in a synchronized way in the pursuit of production-linked goals<sup>23</sup>.

Organisations do not exist separate from their members, but are shaped and reshaped in the acts of communication between them<sup>24</sup>. Organisations exist to perform specific functions and this demands using organisational communication to facilitate the effective and efficient performance of those functions. Therefore, the inherent interconnectedness in an organisational structure facilitates the flow of communication within and among the parts<sup>25</sup>. In business as it is in other aspects of life, nothing can be achieved without effective communication between the internal and external publics. As a managerial tool, ‘communication is used to share information in the organisation with members, to coordinate activities, to reduce unnecessary managerial burdens and rules and to ultimately improve organisational performance<sup>26</sup>. Effective organisational communication is required in the workplace to ‘achieve coordinated action, express feelings and emotions, share information regarding task directions, results of efforts and decision making, achieve control and to encourage staff participation in decision making<sup>27</sup>.

In the age of globalization, communication has fundamentally grown in response to the needs and concerns of organisations and industries<sup>28</sup>. The act, art, concept and its attendant improvements and dynamics has made globalization possible on all fronts. The study of organisational communication shows that communication in organisations has gone beyond training managers to be operational speakers and to have good interpersonal communication skills and abilities. It recognizes that all businesses, not just organisations, have communication prerequisites and challenges that must be met and surmounted especially that which goes beyond the eloquence of speaking and speech writing<sup>28</sup>.

Organisation communication recognizes the symbiotic relationship that exists between hierarchical structures. For example, scholars in the field have opined that the way an employee perceives the supervisory communication style, accuracy, credibility, and content as well as the organisation's communication structure itself as a whole will influence the amount of satisfaction (morale) he or she receives from the job<sup>29</sup>. This supports another feature of Organisational communication which aptly defines it as a process through which people construct, manage, and interpret behaviours and symbols (whether verbal or nonverbal), both intentionally and unintentionally, through interaction (mediated or direct), within and across particular organisational contexts<sup>30</sup>.

### **2.1.2 Benefits of Organisational Communication**

The benefits of effective organisational communication is enormous to organisational life. A presence of effective organisational communication in the work place helps to control organisational members' behaviours in various ways that is beneficial to the organisation. Outcome of various research work in the field has supported this over the years. Effective

organisational communication promotes motivation in the workplace by informing and making clarifications to the employees about the task to be done, the manner they are to perform the task, and how to improve their performance with their wellbeing being a central focus<sup>31</sup>. It also provides avenues for effective information exchange in decision-making as it helps to identify and assess alternative course of actions during the exchange<sup>31</sup>. Organisational communication also plays a crucial role in altering and molding employee's attitudes and behaviours in response to the culture of the organisation. A properly and adequately informed employee will have a better attitude to work than a less-informed one<sup>32</sup>. Organisational Communication provides the structure and platform for work place socialization<sup>33</sup>. Since, organisational communication is critical to employee management, it also supports the functions of management and management control. The process and concept of organisational communication brings dynamism into organisational activities and helps in attaining organisational goals and aspirations<sup>34</sup>.

Communication helps in preparing organisational plans and policies and effective organisational communication helps employees at all levels to be conscious and attentive to those plans<sup>32</sup>. It is opined that an organisation that can communicate better, can also sell better<sup>32</sup>. Effective communication in the workplace removes controversies and allows for the smooth flow of information among various parties involved in the negotiations or transactions in the work place and as a result, conflicts, controversies and disagreements can be resolved easily. Most importantly, effective organisational communication enhances employee satisfaction and engagement<sup>35</sup>.

Successful organisations and managers understand that employee satisfaction, performance and employee engagement are crucial to organisational life<sup>36</sup>. A free and fair flow of information in

the organisation, brings mutual understanding between management and workers and such understanding enhances the satisfaction of employees<sup>36</sup>. Effective communication therefore helps in enhancing loyalty and strong relationships<sup>37</sup>. Trust and loyalty are key factors in any relationship and both are boosted by communication that is focused on meeting individual needs, conveying important information and providing feedback that is positive and constructive. Strong relationships with the internal and external audiences also builds strong solid communication about products, services company culture, relationships and values<sup>37</sup>.

Managerial effectiveness and efficiency critically depends simultaneously on the communication relationship that the manager and team members have<sup>38</sup>. It is therefore the duty of an organisation's management to figure out possible barriers that might exist in the communication structure and to rectify them to establish an effective communication network<sup>38</sup>. This is necessary because effective organisational communication cannot be separated from the concept of good leadership and leadership management<sup>34</sup>. Being able to communicate effectively is one of the major characteristics of a good business manager in leadership<sup>34</sup>. Developing strategies for effective communication is and should therefore be every leader's goal<sup>34</sup>. Every organisation sets clearly defined goals, objectives and vision and effective leaders need to understand how to communicate with all stakeholders of an organisation including managers, employees, investors, and customers to achieve the set vision. Building relationships and open communication, between the employees and administrators or between the management and employees, leads to the formation of better personal and professional relationships<sup>39</sup>.

Behaviourally, effective workplace communication motivates employees especially by making them feel valued<sup>39</sup>. Summarily, communication that is built on effective structures have strong correlations with loyalty and trust which eventually translates into greater job satisfaction, deliverance of work and increased workplace productivity and performance on the job<sup>40</sup>. Effective organisational communication provides such structures that makes employees feel genuinely cared for and valued, which as a result make them more likely to remain loyal to the organisation. It creates a friendly environment and promotes a better working relationship which is conducive to the work. It is a critical tool that helps organisations face challenges when they arise, and resolve crisis and conflict situations that may also arise due to ineffective communication. Effective organisational communication strategies premised on good internal public relations can protect an organisation from falling into crisis situations internally and externally<sup>41</sup>. It also helps with the proper utilization of resources in the workplace. An environment of good communication is a must for any organisation to better utilize its resources and increase productivity as well keep engaged employees<sup>42</sup>. Effective communication contributes to higher employee satisfaction and engagement, lower turnover, and stronger long-term commitment<sup>42</sup>.

The concept should therefore be intentional, goal-oriented, integrated and coherent with an organisation's strategy<sup>43</sup>. Some scholars posits that effective communication is rational, logical, and persuasive, which benefits industrial relations, organisational change, and relaxation<sup>43</sup>. When implemented properly, the roles and responsibilities of an employee to work are defined, structured and implemented properly and with full dedication<sup>44</sup>.

### **2.1.3 Effective Communication versus Ineffective Communication in the Workplace**

In x-raying what effective communication is not, reference is made on what constitutes ineffective communication. Ineffective communication causes unnecessary hitches, barriers and delays which leads to wastage of resources that adversely affects and lowers the overall work productivity of an organisation. Examples of some conditions that cause refraction resulting to ineffective communication includes the ambiguity of language and expression, miscommunication, preoccupation, emotional blocks and disregard, hostility, charisma, past experiences, hidden agendas, inarticulateness, stereotyping, physical environment, mind wandering, defensiveness, relationships and status<sup>45</sup>. Communication is a two-way process in which participants not only exchange ideas, feelings and information but also create and share meaning for the purpose of reaching mutual understanding<sup>45</sup>. The act of communicating involves expressing oneself in such a way that one is readily and clearly understood whether as the sender or as the receiver<sup>45</sup>. Both actors have roles to play in the transaction of communication, relationship management and success<sup>46</sup>. Communication is ineffective when the intended meanings and response is not achieved. Scholars of communication opine that this poses an adverse effect on relationships in the work place. The effects of poor communication on a relationship can threaten the existence of the relationship itself<sup>47</sup>.

Another similar perspective on the symptoms of communication breakdown or ineffective communication in the workplace identifies outcomes that include the feeling like the other person is not listening, feeling of being ignored or not valued, arguing constantly, feeling like nothing of substance is being said and of course, acting defensively as some of the signs of ineffective communication<sup>48</sup>. Poor or ineffective communication can chip away at the self-esteem and self-confidence of employees<sup>49</sup>. The proficiency and dexterity in communicating and being communicated with is significant to the wellbeing of employees within an organisation.

Disconnected and aggrieved employees can have a detrimental effect on the business and its bottom line in the long run. This can spell doom for any business venture; large or small<sup>49</sup>. Implementing effective communication skills, tools and strategies in the office is vital for companies to optimize performance and stay competitive<sup>50</sup>. Any contrary situation can lead to misunderstandings, a gang of stressed employees, suppressed innovation, poor communication, and miscommunication and reduced profits<sup>49</sup>. Diagnostically, businesses and organisations that suffer from lack of constructive interaction most likely have no defined communication, structures, strategies or tools in place<sup>50</sup>. Aspects of management that can be most affected by poor communication are the leadership, culture and productivity of the business<sup>51</sup>.

Poor or ineffective communication and miscommunication are two workplace situations that are both counterproductive to the success, growth and productivity of any organisation especially through its human capital<sup>48</sup>. Poor, ineffective communication makes it difficult for employees to work closely, collaboratively and successfully<sup>52</sup>. Managers who do not communicate effectively find it difficult to lead because employees rely on them to offer feedback, direction and positive reinforcement<sup>51</sup>. Ineffective communication can be frustrating to employees, creating a breeding ground of distrust and confusion. If there are no good lines of communication existing, the level of loyalty and commitment to the organisation may suffer. A unified, open culture can't exist if there is lack of trust and believability amongst employees<sup>53</sup>. This can lead to a high employee turnover rate. Poor ineffective communication affects productivity and the happiness of employees on the job resulting in a dangerous crop of disengaged staff. <sup>53</sup>.

The concept of ineffective communication cannot be discussed outside what constitutes miscommunication<sup>48</sup>. Both words are used interchangeably however the conceptual constructs of the two may differ. Miscommunication can be viewed as a subset of what constitutes ineffective

communication. Whilst ineffective communication refers to all types of communication that results into negative consequences, miscommunication refers to the failure to get a message across or lack of clear communication especially in the encoding and decoding of messages.[<sup>48</sup>]

[<sup>49</sup>]

Ineffective communication leading to miscommunication and vice-versa in some situations can occur at different levels in the workplace<sup>67</sup>. It can occur between the manager supervisors and the subordinates, amongst employees on the same hierarchical level, in the same team and amongst different inter-team relationships and interactions<sup>48</sup>. Miscommunication disrupts operations and disconnects team members resulting in lost productivity, mistrust, absenteeism, low morale, bad interpersonal relationships. This also fosters the grapevine effect which is one of the deadliest diseases that can kill or maim organisational activity and productivity to thrive<sup>49</sup>. Miscommunication as an independent concept or subset of the generality of what constitutes ineffective communication can be a potent barrier that divides the organisation from reaching its goals and creates an unhealthy work environment for employees. It creates pressures on employees, stress, failure to complete projects, and it also leads to the development of hindrances and struggles for employees to connect with their colleagues, which often results in unclear expectations and poor performance. It can also potentially lead to internal conflict and employee dissatisfaction<sup>49</sup>.

Summarily herewith, effective communication is the life line of any organisation<sup>51</sup>. It is the goal. As such ineffective communication should be avoided at all cost. Effective organisation communication is essential to organisational health and wellbeing especially as it relates to building a positive company culture<sup>51</sup>.

#### **2.1.4 Barriers to Effective Communication in the Workplace**

Barriers to good communication between a sender and receiver in the encoding and decoding process of communication is referred to as noise<sup>55</sup>. In communication theory, noise refers to anything that causes hindrances or blockages between the message, source and destination<sup>55</sup>. Noise cannot be thoroughly avoided or eliminated in the communication process, but it can be controlled or reduced as far as possible<sup>56</sup>. Within the workplace, the concept referred to as noise can slow down and reduce the effectiveness of communication. The barrier can occur both at the sender's and at the receiver's end especially on how messages are sent, received and most importantly interpreted<sup>57</sup>.

Theoretically, there are three elements associated with the process of communication that stands as barriers to effective communication. They are referred to as the Entropy, Redundancy and Noise<sup>58</sup>. Entropy is a measure of the amount of uncertainty in the message/content. Redundancy on its part can either knowingly or unknowingly creep into the communication process such that messages or content become irritably repetitive and ambiguous. Noise is actually anything irrelevant, unwarranted, undesired that poses as a disturbance/interference to the effective, decoding and effects of the messages in the transmission process<sup>58</sup>. Unmanaged interference or noise adversely affects the communication process. There are various kinds of noise and each one may require a different kind of resolution however none of them has the desired effects on communication satisfaction and success. By identifying which kind of noise is affecting the communication processes in the workplace, management can resolve the interference by removing the specific barrier<sup>59</sup>.

There are many examples of what constitutes noise that occurs in the communication process in the workplace. There is the environmental noise which are distractions and interferences that physically disrupts communication. There is the physiological-impairment noise which refers to physical bodily impairment like deafness or blindness that prevents messages from being received and processed as they were intended. Semantic noise is another form of noise that allows different interpretations of the meanings of certain words that could interfere with the intended meaning. Another is the syntactical noise which are mistakes in grammar that can disrupt communication. Cultural stereotypical assumptions are another form of noise that can impede communication<sup>59</sup>.

Psychological noise on its part aptly explains barriers that may inhibit effective communication in the workplace through the psyche and state of mind of the employees. Psychological noise also includes certain attitudes that can also make communication difficult. This refers to poorly structured communication that can prevent or inhibit the receiver from accurate interpretation or reaction. For example, unclear and badly stated directions can confuse and misdirect the receiver. Psychological noise refers to the internal thoughts, attitudes and preconceived notions that affect how we focus, listen to and interpret messages. Emotions such as sadness, worry and frustration can interfere with message transmission. To tackle communication noise, the acknowledgement of the needs and feelings of the receiver must be recognized and valued. Acknowledgements are messages, attitudes, body language and reaction, spoken or unspoken from the addressee informing the originator that his/her communication has been well received and is understood<sup>59</sup>.

A business owner or manager has no greater responsibility than to develop effective communication. Another potent barrier to effective communication is the perceptual barriers. Communication barriers distort and affect the intent, acceptance and perception of messages<sup>60</sup>.

Different perceptions about the message, language usage, interruptions, emotions, and attitudes are examples of barriers to the accurate and beneficial decoding of messages sent by the encoder<sup>60</sup>. Perceptual barriers arise due to ‘the differences of opinion and reaction between two people and this adversely clogs effective communications and relationships in the workplace. Constant or cross functional disagreements between two persons is not healthy for the functioning of an organisation<sup>61</sup>. This results into emotional barrier which occurs when people do not develop interest in communicating with their fellow employees or superiors due to the feelings of fear, mistrust, anger or annoyance that may arise within their minds<sup>59</sup>. These are usually brought about as a result of past events that affects them directly or indirectly.

The greatest problem with communication is the illusion that it has been accomplished. This supports the statement that most business managers assume they communicate effectively<sup>62</sup>. Scholarly positions in the field have identified what they regard as the most dangerous elements amongst many others that can impede the effective communication process. The four major categories noted are the environmental, language, culture and psychological/emotional barriers<sup>63</sup>. These barriers can block, filter, or distort the message at the point that it is encoded and sent, as well as when it is decoded and received and affect the psyche of the receiver as well<sup>63</sup>.

Managerial philosophy that is not inclusive can also promote or inhibit effective communication as well<sup>64</sup>. Managers who are not interested in promoting intra-organisational communication upward from the sphere of the employees and disseminating information downward appropriately and sensitively from the sphere of the employer/business manager will establish procedural and organisational blockage<sup>64</sup>. By requiring that all communication follow the chain of command with lack of attention and concern for the employees in the chain and flow of

communication is a sign of a managerial philosophy that inhibits the effective flow of communication<sup>64</sup>. The resultant effect is that subordinates in a ripple effect become unwilling and antagonistic to the upward communication in the future<sup>65</sup>. Lack of inclusion and participation in the process of communication proves that employees become unhappy, disengaged and rigid in the workplace. Power or status relationships that inhibits the subordinate party in the process of communication can also pose a barrier to the effective transmission of a message. The exhibition of superiority complex in the communication process can be injurious and damaging to the message intent as well as the message interpretation<sup>65</sup>. An unharmonious and domineering supervisor–subordinate relationship can interfere with the flow and content of information. Moreover, an employee’s previous or repeated experiences in the workplace may also prevent open communication due to fear of negative sanctions, victimization or neglect as a result. Fear of the power and status of the administrator poses a barrier to communication especially when the supervisor creates or disregards the need to communicate effectively and participatorily<sup>66</sup>.

Positive actions are needed to overcome these barriers<sup>67</sup>. Barriers can be reduced if receivers and senders ensure that adequate attention especially when participation is allowed in the information exchange and in the messages by devoting necessary attention to listening to and comprehending what is being communicated. The scholarly position is that a management philosophy that encourages open and free flow of communication is constructive to effective communication. Reducing the number of unnecessary links and gaps within the levels in the organisational hierarchy or steps between the sender and the receiver reduces opportunities for distortion and lack of attention and encourages relationships and participation<sup>68</sup>. The power/status barrier can be removed by consciously tailoring words and symbols, attitudes and mannerisms such that

messages are understandable enough to reinforce words with actions<sup>66</sup>. This significantly improves communication among different power/status levels as well as the multiple channels by reinforcing the understanding and adoption of complex messages and by decreasing the likelihood of misunderstanding<sup>66</sup>.

Personal barriers to effective communication are reduced by conscious efforts and accessibility of both the senders and receivers in understanding each other's values and beliefs amidst the environmental and cultural platforms that surrounds them. This is because people engage in selective perception and are prone to jealousy, fear, strife and alienation<sup>69</sup>.

Exhibiting empathy with those to whom messages are directed has been scholarly and professional proven as the best way to increase effective communication especially in the workplace<sup>70</sup>. Using techniques that extend beyond traditional organisational lines to facilitate communication has been found to be very critical to communicating effectively<sup>71</sup>. It is opined that effective communication can be limited, restrained or distort through filtering, selective perception, information overload, emotions, language, silence, communication apprehension, gender differences and political correctness<sup>64</sup>.

Other barrier to effective communication includes employee resistance to change due to entrenched attitudes and ideas as well as the issues of semantics<sup>59</sup>. Resistance to change may arise from an overtime exposure to forms of physical, cognitive, emotional and psychological barriers. Cognitive in the sense that words sounding the same but having different meanings can convey a different meaning and reaction altogether and this can pose a barrier to effective communication.

Technological multitasking and absorbency can also pose a barrier to effective communication<sup>59</sup>.

With rapid increase witnessed in technologically-driven communication in the past several

decades, individuals are increasingly faced with condensed communication in the form of e-mail, text, and social updates. This has, in turn, led to a notable change in the way younger generations for example communicate and perceive their own self-efficacy to communicate and connect with others. Fear of being criticized can also challenge effective communication<sup>59</sup>. Though, often times, this is not given enough or any attention at all, it is a major factor that prevents good communication.

Others types of barriers include gender barrier and cultural barriers as it relates to cultural differences that exist within countries, dialects, religions etc.<sup>59</sup>. Another type of barrier that apt for analysis in this study is the attitudinal barriers which arise as a result of problems with staff in an organisation whether they be voiced or not. Attitudinal barriers arise out of poor management, lack of consultation/participation with employees, and personality conflicts which can result in people delaying or refusing to communicate. The personal attitudes of individual employees may be affected by the lack of motivation or dissatisfaction at work.

#### **2.1.5 Communication Overload versus Under Load**

While there is a strong advocacy for employee participation, employee engagement and happiness through effective communication in the work, lack of balance in the communication process can affect or inhibit the process of effective communication in the workplace<sup>72</sup>. When there is information overload or underload in the workplace, then communication is not effective. In the light of this, other factors that challenges effective organisational communication is communication overload and underload<sup>64</sup>. Information underload occurs when employees do not have access to the information needed or required to perform their tasks and roles efficiently.

Overload occurs when employees have access to everything but are simply overwhelmed by the torrent of information available especially those that are valuable to their work<sup>64</sup>.

When communication is too much or too little and not properly set or structured, implemented and used effectively, this can have adverse resultant effects on the mood, feelings, psyche and participation levels of employees on the job<sup>73</sup>. Communication overload occurs when an individual receives too many messages in a short time and in an unstructured manner that is not beneficial to the receiver as well as the sender which can result in unprocessed information. When more inputs exceeds the outputs, a condition of overload is perceived<sup>64</sup>. In comparison, communication under-load occurs when messages or inputs are not made available or accessible or are sent below the individual's ability to process them accordingly and efficiently. If an individual does not receive enough input on the job or is unsuccessful in processing these inputs, the individual is more likely to become dissatisfied, aggravated, and unhappy with the work which may lead to low level of job satisfaction<sup>64</sup>. Information overload and underload both lead to malutilization or underutilization of knowledge and anxiety issues amongst employees. The problems of Information underload and overload are connected because as managers tackle the problems of underload, problems of overload may be created if they manager is not aware. To make communication effective in the workplace, communication that is effective has to be served in the right dosage<sup>74</sup>.

### **2.1.6 Communication Flow**

Organisational Communication is chiefly categorized into two. Communication with the internal public and the external publics of the organisation. Communication with the internal public of an organisation refers to the management of relationships with the internal publics while

communication with the external publics refers to all communication exchanges with the external stakeholders of a company who are not part of its employee nomenclature<sup>75</sup>. The communication framework and the way communication flows and interact in many organisations majorly consists of vertical lines that represents the upward/bottom-top flow and downward/top-bottom flow. Communicational may also flow laterally across the lines around the interactions that happens in the committees, teams and interdepartmental interactions and the inter/intra relationship that are created in between. This usually occurs on a lateral horizon. An organisation with strong networks make use of both the vertical and lateral but in most cases they allow communication to flow laterally more frequently than for the free unrestricted flow of communication on the vertical plane.. This breaks down the barriers of the top-bottom interaction. [<sup>60</sup>][<sup>23</sup>]

Dimensionally, communication flows in two major dimensions in an organisation; horizontally and vertically<sup>25</sup>. It is upon these foundations that the various types of communication flow is premised. One way is for communication to flow horizontally which is also referred to as lateral communication. This explains the transmission of information along the same lateral or similar levels in an organisation. Example of such communication is the exchange of information between peers and team members on a similar level. Lateral communication takes place at the same level of hierarchy within an organisation, and is used to save time, facilitate coordination of tasks, facilitate cooperation among employees, solve problems within the organisation share information and resolve conflicts<sup>25</sup>. When lateral communication is being used effectively it creates camaraderie, and builds rapport with coworkers<sup>75</sup>. Many times this flow of communication brings coworkers closer because it provides them with emotional and social assistance in the office. Vertical Communication on the other hand is used to explain

communication that involves two different movements from top to down and from bottom to top along the organisational hierarchy which involves both the superior and the subordinates<sup>25</sup>

On both planes communication further occurs in sub-dimensions. On the vertical line structure where communication may flow top-bottom and bottom-top, downward communication represents the flow of communication from top to bottom from the employer to the employee or supervisor to the subordinates in the chain of command<sup>75</sup>. It explains the flow of communication from a higher level to a lower level. This type of communication transmits work-related information to lower level employees, which helps them to meet the expectations that have been set by their superiors<sup>75</sup>. Managers use this communication to relay instruction, give feedback on employees' performance, and provide understanding of employee job function and the role they play in the organisation. It is also the platform used to communicate the mission and vision of the organisation amongst others<sup>25</sup>. Downward communication is carried out through mediums such as – emails, organisational publications, circulars, letters to employees, and group meetings. Second on the vertical line is the upward communication which involves the transmission of information from the employees to the employers and subordinates employees on a lower cadre to the managers and supervisors. Upward communication flows to a higher level in an organisation from a lower level<sup>25</sup>. It allows for feedback from subordinates to the superiors. Upward communication helps to relay the effectiveness of downward communication and allows employees to convey their opinions and ideas back to the top. Upward communication give employees a voice within the organisation, to share their grievances, opinions, and ideas for the organisation. This allows for managers to work out any issues and keep the workplace a pleasant place to be. This communication can be facilitated through the Grievance Redressal System, Complaint/Suggestion Box, face-to-face conversations, and so on<sup>75</sup>. When effectively utilized

upward communication creates an ambience for more loyal and committed employees because the employees feel like they can take some ownership and have a voice within the organisation.

Thirdly is the diagonal communication premised basically on the lateral structure and dimensionally across the hierarchical structure including from the top to bottom and bottom to top. Diagonal communication is essential in the work place to foster complete and total interaction and communication aimed at eliciting information and behaviours needed to make the job of employees independently and in relation to the work of others efficient<sup>75</sup>. Diagonal communication relates to the sharing of information among different structural levels within a business which foster direct communication amongst the hierarchies within the organisation<sup>75</sup>. Diagonal communication refers to the flow of communication that allows a manager work with employees from various department and work group simultaneously. This type of flow is evident mostly in instances for example where a manager is creating an action plan with employees of various departments who are valuable to the action or when a project spans across multiple departments. Effective diagonal communication leads to uniformity across an organisation, and helps prevent any misunderstanding that may occur through the communication chain<sup>25</sup>.

For communication to be effectively mixed and diluted to function efficiently in the workplace, it is essential to have a clear objective that ensures that messages are unambiguous, specific, and accurate, and that the technique being used is the one that is best fit to relay the message<sup>77</sup>. When practiced effectively employees can maintain a clear direction for what they are doing, and have a complete understanding of the role that they play, which will increase productivity and limit frustrations. Understanding the best way communication should flow in the work place helps to avoid vague communication which can lead to a misunderstanding of expectations. The more

effectively an organisation communicates the more efficient and productive they are, and the happier, satisfied and engaged their employees tend to be<sup>78</sup>

### **2.1.7. Employee Participatory Communication for Effective Organisational Communication Management**

The employee is the most valuable resource and capital that any organisation may possess. The inability of an organisation to manage its human resource effectively results in the breeding of a gang of silent killers of the organisational goals and aspirations.<sup>79</sup> Studies have shown that employee participation in the flow of communication across the hierarchical structure is very essential to the success of any organisation in achieving its goals<sup>80</sup>. In a research conducted on 207 employees comprising both junior and senior staff members of selected organisations in the Ibadan metropolis, Nigeria it was confirmed that participative decision-making system through participative communication increases employees commitment to organisational goals<sup>75</sup>. Several other research outcomes have revealed that significant positive correlation exists between participative decision-making, job satisfaction, motivation and increase in organisational productivity and health<sup>80</sup>. Result of the findings of the Ibadan metropolis research further revealed that employees at the lower cadre of Nigerian organisations were not allowed to take part in decisions that affect the strategic goals of the organisation even though senior managers have a positive perception of participative decision-making and they see it as important for managing present-day organisations<sup>75</sup>.

Scholars and human resource specialists alike have continued to highlight the importance of employee participation and empowerment in the workplace stating that an organisational culture should be that which empowers its employees to play up their strength rather than downplay it<sup>77</sup>.

Such opinions support the mantra that employees at lower and middle level cadres of organisations should be allowed to be involved in the management of the organisation as much as possible especially as much as it affects their direct portfolio, responsibilities and limit levels on the job and in the organisation.<sup>83</sup>.

In relating this to the role of communication in achieving this mantra, a scholarly perspective suggests effective communication strategies and channels that are interactive and participatory in nature as the solution to a positive organisational culture<sup>84</sup>. It is usually a herculean task to get employees who are disengaged to willingly get involved wholeheartedly in the affairs of the organisation after their exposure to several episodes of ‘denial and neglect’<sup>78</sup>. Oftentimes such employees are unwilling to offer suggestions or participate in organisational activities and innovative endeavors because they feel that the work place environment is hostile. Denial and neglect in the workplace is the prolonged lack or absence of inclusive interaction, supervision and control of organisational development, which leads to patterns of harmful interaction between management and staff<sup>78</sup>. As such when constructive reciprocity is lost, which is at the core of effective communication, staff distrusts management<sup>85</sup>. This also explains why a lot of employees pay lip service to a change or developmental process and their responses, behavioral exhibitions, nuances, body language and reactions usually does not meet expectation<sup>85</sup>. Emotions are manifested via facial expressions, bodily gestures, silence and tone of voice as well as the verbal language used. Emotional expressions are an important part of work interactions because they influence individual and organisational performance.

Open dialogic communication in the workplace can help to prevent and resolve all forms of organisational grievances and conflicts. Workplace conflicts are easily resolved through clear communication and mutual discussions which carries extended potential that can lead to personal,

professional and organisational and growth<sup>79</sup>. Other research outcomes have shown that ineffective and lopsided communication adversely contributes to most of the silent and unspoken grievances that occur in the workplace between employers and employees, supervisors and subordinates. This nonverbal type of communication if unclamped have negative consequences on organisational health and culture<sup>79</sup>. Communication experts refer to such occurrences as ‘corporate silent killers’<sup>80</sup>. If not curtailed or eradicated, these silent killers result in adverse situations of employee disengagement, disloyalty, organisational inefficiency, low organisational performance and most damagingly, business failure in the life cycle of an organisation<sup>80</sup>.

Analyzing global trends in effective management leadership, it is found that executives are often baffled when they can't implement perfectly sound strategies<sup>84</sup>. A general opinion suggests that a large chunk of the problem lies on the issues surrounding communication satisfaction. A study found that there are six deep-seated barriers to strategy implementation and organisational learning. The first barrier is a top-down or laissez-faire senior management style<sup>80</sup>. Without transforming such barrier into a capability or strength, none of the other barriers can be turned into capabilities either. The five others are unclear strategy and conflicting priorities, ineffective senior team, poor vertical/lateral communication management; poor coordination across functions, businesses or borders and inadequate down-the-line leadership skills and development<sup>80</sup>. The study revealed that the first four barriers undermine an organisation's quality of direction and the last two barriers results into poor quality of implementation<sup>80</sup>. The combination of the six affects productivity adversely.

A professional perspective on the benefits of employee participation on the job identifies that forging a participatory relationships with employees helps to build a stronger community, improve communication through the breakdown of traditional communication barriers, reduce

stress and conflict situations for both employers and employees, boost productivity and increase product or service quality<sup>81</sup>. Participatory communication drums support for the people at the receiving end of the communication process who are the most vulnerable and marginalized<sup>82</sup>. The concept has for ages been seen and used as a veritable strategic tool to persuade people to change and enhance the development and change processes in organized settings and endeavors<sup>85</sup>. In recent times, a shift has been noticed by human resources and management scholars globally of a change from scientific and traditional approach of management to approaches which supports local or internal knowledge sharing and inclusive decision making processes<sup>85</sup>. It has become imperative for organisations to place value on the importance of participatory communication to resource management and to organisational performance<sup>84</sup>.

While traditional management theories stem from a systematic approach was favored during the industrial revolution in the early 1900s, participative management is a disruptive approach to effective organisational management<sup>86</sup>. Max Weber was considered the father of bureaucratic organisations, where workplace procedures and standardization were central to efficient management<sup>87</sup>. Historically, participatory communication is currently trending as an organisational management practice because of its effectiveness as a tool in achieving community development<sup>88</sup>. A close correlation thus exists between the concepts of participatory communication and participative management style<sup>89</sup>. The two interrelated concepts both take their roots from the democratic ideals of the 1930s, when management scholars began to recognize the social aspect of the workplace and 'free will' of employees.<sup>89</sup> Early seminal work also reported the results of a research study conducted where factory workers were seen to be more likely to change their behaviour if they were actively involved in planning how a change situation would occur in an organisational setting. As a result of the works of the scholars,

employee participation is now used as the framework for change management processes in the work place<sup>89</sup>. This is because it has been proven as a potent tool in reducing or eliminating resistance and for enhancing employee commitment values in the work place<sup>90</sup>.

Participatory management has been defined as ‘a style of management where managers share and communicate with the rest of the members of the organisation and accommodate their influence in the decision-making process’<sup>91</sup>. The tool of interaction and participative management in any organized setting has its roots in all forms of formal and informal, verbal and non-verbal communication processes<sup>91</sup>. Other definitive perspectives on participative management explains that it ‘is a technique which pushes the decision making process down to the lower level staff for inputs to support proper planning and execution of strategies’<sup>92</sup>. The explanation for this perspective is that participative management is premised on the recognition that employees often have something valuable to contribute to the organisation beyond the accepted level of their normal daily routine of work<sup>92</sup>. Any inhibition of this zeal in any way demotivates employees. Other studies have also highlighted the role of participatory management on organisational efficiency and stability<sup>93</sup>. Participatory management offers the platform for employee participation in making decisions that supports the achievement of very high levels of efficiency aimed at achieving organisation's goals and aspirations. This points to the fact that there is a significant relationship between participation in decision making, participation in planning and institutional goal attainment <sup>94</sup>.

The workplace consists of a community of people both remotely and physically. Participatory communication is also currently trending as an organisational management practice because of its effectiveness as a tool in achieving community development<sup>93</sup>. The concept is described as an offshoot of development communication which refers to the use of the mass media and other

traditional and interpersonal means of communication to empower communities to visualize their aspirations and discover solutions to their development problems and issues together<sup>89</sup>.

‘Participatory communication refers to an approach that is based on dialogue which allows for the sharing of information, perceptions and opinions amongst the various stakeholders’<sup>90</sup>.

The concept of employee participation is also a very effective tool to develop sound organisational climate since it is based on democratic value of organisational life<sup>94</sup>. There are some basic features of democracy as it relates and applies to organisational life<sup>94</sup>. They include firstly “the full and free communication regardless of rank and power”<sup>94</sup>. Second is the “reliance on consensus rather than on the more customary forms of coercion or compromise to manage conflict”<sup>94</sup>. Third is “the idea that influence is based on technical competence and knowledge than on the vagaries of personal whims or prerogative of power”<sup>94</sup>. Fourth is the “atmosphere that permits and even encourages emotional expression as well as task oriented acts and fifth is basically human bias, one which accepts the inevitability of conflict between the organisation and the individual but which is willing to cope with and mediate in this conflict on rational grounds”<sup>94</sup>.

Employee participation in decision making is a cardinal subset of organisational democracy. Organisational democracy is expressed “as the participation of the organisation members in the management and decision-making processes in the organisation and it is benchmarked against factors such as organisational commitment, loyalty, and job peace which is expected to develop in the employees if a workplace indeed has organisational democracy”<sup>95</sup>. Further explanations describe organisational democracy as “the agreement and exchange of all organisational decisions, applications and their results by the management with the employees”<sup>95</sup>. It is also stated the concept of organisational democracy has very strong correlation with employee

engagement, job satisfaction, employee performance, organisational productivity, and effectiveness<sup>95</sup>. Where there is a “healthy operations and management of organisation democracy”<sup>95</sup>, there are many benefits which includes “developing constructive opposition and preventing destructive opposition in the organisation”<sup>95</sup>.

There are also three important ideas in the concept of employee participation in the workplace<sup>90</sup>. First is the mental and emotional involvement<sup>90</sup>. The basic feature of a participative system is that there should be mental and emotional involvement of the employees in the administration of the organisation. This involvement is psychological rather than it is physical. An employee who participates in the work place becomes both ego and totally involved rather than merely being task involved. If there is no deep psychological involvement of the employees in the work actions, the participation is no participation but just a manipulation or a tag-along. In such a situation, the manager may only be successful in merely making employees think that they are participating and having an influence, while in reality they are not. Second is the acceptance of responsibility. A second important characteristic of participation is that people are encouraged to accept responsibility and are trusted to deal with them with little or no supervision except for endorsement or authorization purposes<sup>90</sup>. When employees are mentally and emotionally involved in decision making, they desire to undertake responsibilities also. Thus, when they do, they become both decision makers and executors. This is a social process by which people become involved in an organisation and want it to work successfully. Under participative conditions people perceive managers as supportive contributors to the team. Employees are ready to work actively with managers, rather reactively against them. Third is the motivation to contribute<sup>90</sup>.

Participation motivates people to contribute<sup>96</sup>. In a participatory setting, employees are given the opportunity to extensively use their initiative and creativity towards achieving the objectives of the organisation. Participation engages the creativity of all involved persons, making them to contribute something in decision making whether it is adopted totally or in parts or not.

The advantages of employee participation far outweigh whatever disadvantage it may have<sup>90</sup>. The disadvantages identified occurs when the management or initiators are not dexterous at its uses, management and administration. Employee participation motivates, cost less, supports time management well, allows for innovation and creativity, boosts influence, allow for effective decision making and proper use of human capacity, brings about positive effects on the psychological needs of the employees, aids retention of the best talents and capacity and allows for a proper work environment and climate which is efficient and functional. The most notable disadvantage of employee participation includes the risks of security in sharing crucial information and data and the objections that may arise from unionism and traditional management authority that refuses to shift<sup>90</sup>. However in a properly structured open participation environment, limits that are not off-putting and restrictive are carefully set in place such that people can be guided not curtailed.

In Organisational Communication, Participatory Communication like it's role in development communication for social change allows for the active engagement and participation of employees in dialogues which allows for discussions and the sharing of information, perceptions and opinions amongst all stakeholders involved in the management, growth and success of the organisation most especially the employees. A quantitative study conducted in the food service industry found participative rather than directive techniques in the management hierarchy of an organisation is useful in gaining support for the implementation of organisational strategies and

improved financial outcomes.<sup>91</sup> Leadership style which includes the communication strategies and activities has a major influence on the success of participative management. Scholars opined that where it was found that managers believed participation led to their own diminished power, or viewed it as a ploy rather than a longer term strategy or practice, there was less likely a chance that they engage staff in shared decision making<sup>92</sup>. Another scholarly perspective indicates that participation was a complex process comprising varying levels of engagement. It posits that ‘doubtful’ participation is no substitute for ‘effective’ participation<sup>94</sup>. Some researchers expressed that when there is doubtful participation, employees would be cynical of a change process that turned out to be a mechanism for reducing resistance rather than a genuine attempt to implement change<sup>94</sup>. Participative decision making where the management involves the employees in the decision making process through participatory structures of communication and interaction on those decisions that are related to goal setting have positive correlations with how happy, engaged and productive such employees will be<sup>69</sup>.

### **2.1.8 Effective Organisational Communication and Job Satisfaction**

Effective Communication is important for both employers and employees of any organisation, large or small. An open, honest, and regular communication is essential for keeping employees motivated and productive. A timely and effectively managed communication by the employers may reduce miscommunication and employees’ job stress which usually leads to unhappiness and dissatisfaction on the job<sup>96</sup>.

There is a significant relationship between communication and job satisfaction<sup>97</sup>. Job satisfaction is an important aspect of the outcomes of effective employee management. Research works in the field of communication reveal that in certain circumstances, significant communication

problems may arise between management and workers especially in environments where the employee is not acknowledged and treated as partners in progress<sup>97</sup>. Another scholarly perspective posits that level of job satisfaction within an organisation relates to its performance and effectiveness, and in the long run their profits<sup>98</sup>. Workers who experience depression or any form of psychological imbalance and unhappiness on the job would impact their level of job satisfaction negatively<sup>99</sup>. Job satisfaction is important because it provides a better working environment for employers and enables ease of task execution for the employees<sup>100</sup>.

Conceptually, job satisfaction amongst employees in the workplace can be affected by environmental, individual and psychological factors<sup>101</sup>. Elements under the environmental factors includes communication, employee recognition and so on while those that relate to the individual factors are the emotions, genetics and personality traits of the employees. Those related to psychology points at elements such as pressures from one's life, family, and community where one belongs including the workplace<sup>101</sup>. A researcher submits that the way an employee perceives a supervisor's behaviours can positively or negatively influence job satisfaction<sup>102</sup>. Whilst communication behaviours such as facial expression, eye contact, vocal expressions, body movement and language and so on are crucial to superior-subordinate relationships, nonverbal communication appears to be more impacting than the verbal content<sup>102</sup>. A manager who uses nonverbal immediacy, friendliness and open communication lines is more likely to receive positive feedback from his or her subordinates and a manager who is antisocial, unfriendly and unwilling to communicate will receive negative feedback and create low job satisfaction from their subordinates in the organisation<sup>103</sup>.

Various studies also indicate that employees derive satisfaction from working with companies that are effective in human resource management best practices, employee recognition programs and to some extent, financial reward programs. Employee recognition should therefore rise above praise, gifts and gathering of points to include most importantly, significant changes in the organisation culture in order to meet goals and initiatives that connects employees to the organisation's core values and beliefs<sup>104</sup>. Strategically employee recognition is seen as the most important program to improve employee retention, motivation and positively influence the financial situation. Emotions and mood form part of the individual affective factor in job satisfaction<sup>105</sup>. Employees' mood and feelings on the job relates very crucially to their overall job satisfaction<sup>105</sup>. Their positive or negative emotions also relate to the overall job satisfaction atmosphere in the workplace<sup>105</sup>. Emotion management requires that all of the conscious and unconscious efforts to increase, maintain or decrease one or more components of an emotion especially that which is negative must be applied in the workplace<sup>106</sup>. A scholarly perspective describes the role of negative emotional affectivity and positive emotional affectivity in emotional management amongst employees<sup>102</sup>. Negative affectivity is related strongly to the personality trait of neuroticism. Individuals who are high in negative affectivity in the workplace are more prone to experience less job satisfaction<sup>102</sup>. Those who are high in positive affectivity are on the other hand more prone to be satisfied in their lives and in jobs they do. Alienation and locus of control are two personality factors that are most related to job satisfaction<sup>102</sup>. Employees who have an internal locus of control and feel less alienated are more likely to experience job satisfaction, job involvement and job commitment<sup>102</sup>. An in-depth analysis on the role that job satisfaction theories can play when applied to employee management reveal that though good job analysis and job design, recruitment and selection exercise, training and development and other

human resource activities play important roles in organisational management, however only very few managers pay very close attention to make job satisfaction indices as a top priority in motivating employees to perform optimally on the job which is the ultimate desire<sup>105</sup>. Job satisfaction is multidimensional in concept and is considered as an attitude<sup>103</sup>.

Positive result have been found between person-centric communication, leader-member relationship and job satisfaction rather than what may be regarded as object-centric communication<sup>106</sup>. Employees' perception regarding supervisor's use of person-centric communication style affects the quality of the leader-member relationship and their job satisfaction levels<sup>106</sup>. This mean therefore that in order for satisfaction to occur communication satisfaction must be adopted by those of higher hierarchy and felt by those at the lower cadre positively. Results of a research finding reveals that failure in supervisory communication will affect organisation badly, as the perception of employees has much impact on the organisation's future success<sup>107</sup>. Removing the various barriers in communication is very necessary to have a positive attitude towards communication for both managers and subordinates. Job satisfaction is heavily reliant on communication and whether supervisors use the right communication style and behavioural attitude or not determines how it will affect the level of job satisfaction in the organisation in the long run<sup>108</sup>.

In Organisational Behaviour, job satisfaction is one of the most researched variables in the area of workplace psychology<sup>109</sup>. There are different levels of job satisfaction. Effective job satisfaction is a person's emotional feeling about the job as a whole while cognitive job satisfaction is how satisfied employees feel concerning some aspect of their job, such as pay, hours, or benefits<sup>109</sup>.

As a result of various studies carried on the dynamism of job satisfaction, several researchers and practitioners have provided their definitions of what job satisfaction is. A scholarly perspective describes the nature of job satisfaction as, “the pleasurable emotional state resulting from the appraisal of one’s job as achieving or facilitating the achievement of one’s job values”<sup>110</sup> Another similar perspectives looks at , job satisfaction as the “extent to which people like or dislike their jobs”<sup>111</sup>. Another defines, “job satisfaction as an individual’s general attitude toward his or her job”<sup>112</sup>. Under this perspective, Job satisfaction has been linked to many variables, including productivity, absenteeism, turnover, etc. There are two basic views of satisfaction and performance, and they are inverted to one another. One believes that satisfaction leads to performance, while the other believes performance leads to satisfaction<sup>112</sup>. In effect, what is meant is that if someone is happy with their job they will perform better and vice-versa, but to be satisfied, they have to perform in their job to get that satisfaction. Continuous satisfaction on the job will also continually lead to performance.

The concept of job satisfaction is significantly related to the general and perceived organisational climate as experienced by individuals and collective employees of an organisation<sup>113</sup>. Job satisfaction depends on several different factors such as satisfaction with pay, promotion opportunities, fringe benefits, job security, relationship with co-workers and supervisors, etc. In industrial psychology many of the organisational and social variables which constitute a worker's job environment are often grouped within a construct called "organisational climate."<sup>113</sup> In relating this to human capital management and communication, the method and style that managers in an organisation follow in supervising their subordinates can have a broad impact on the amount of autonomy the subordinates have in doing their job, how structured their activities are, and the kind of relationships they have with their superiors<sup>113</sup>. Therefore, the measures of

organisational climate involves three supervisory variables to trigger satisfaction on the job<sup>113</sup>. They revolve around the closeness of supervision which is facilitated by proper effective communication, the amount of influence the salesman has in determining supervisory standards through effective relationship developmental elements facilitated by effective communication, and the frequency and quality of communication between manager and employees<sup>113</sup>.

The job satisfaction levels that radiates in the work environment of an organisation has correlations with the employee turnover levels, level of productivity, customer satisfaction, distractions, attitude, truancy, absenteeism, revenue base and employee engagement levels<sup>114</sup>. When there is very high job satisfaction levels for one and for all in an organisation, research has shown marked improvements in productivity, decreased turnover, and improved attendance, reduced accidents, reduced error levels that could embarrass the organisation, less job stress and less unionization<sup>115</sup>.

Most times, human capital managers are deficient in measuring the job satisfaction levels amongst employees especially as it relates to relationship management<sup>116</sup>. Factors to consider in measuring job satisfaction revolves around the physical and emotional ambience of the working environment, the organisational policies and practices, the nature of the organisational climate and health, the benefits, welfare and payroll structures and issues around unbiased and timely promotion, etc<sup>115</sup>. Others include the sense of belonging that the employee has about and on the job, the feeling of being loved and cared for, the safety and security levels, the level of exposure to challenges and responsibilities with or without the adequate support and provisions from the organisation, the level of creativity on the job, interest in participating on the job, personal interest and hobbies, issues around respect from co-workers, conflict resolution issues and

provision of mediating channels that are unbiased and effective, relationship with supervisors, flexibility of feedback through adequate feedback channels and the nature of work in general<sup>115</sup>.

Most organisational efforts to improve employee motivation concentrate on providing opportunities for individuals to receive intrinsic and extrinsic satisfaction from their work<sup>116</sup>. However, there are scholarly perspectives that submits that job satisfaction goes beyond how much an employee enjoys work. Such school of thoughts express that job satisfaction involves a combination of the intrinsic and extrinsic elements<sup>117</sup>. Intrinsic job satisfaction revolve around the kind of work employees do and the tasks that constitute their job, while the extrinsic job satisfaction refers to the conditions of work, such as their pay, coworkers, and supervisor relationship.<sup>118</sup> Extrinsic job satisfaction is determined by external factors that influence an individual's satisfaction<sup>118</sup>. Examples of external factors that may affect motivation and job satisfaction include reward systems, performance evaluations, and training and development incentives. Intrinsic satisfaction, on the other hand, is determined by those motivational factors that are inherent in the work itself and independent of extrinsic rewards for example the satisfaction an employee receives from performing the specific duties and tasks of his or her job. A person receives intrinsic satisfaction from those internal job elements that contribute to his or her happiness of the job<sup>119</sup>. Extrinsic factors are otherwise referred to as the hygiene factors while the intrinsic factors are known as the motivators<sup>119</sup>. Hygiene factors revolve around motivators characterized by positive feelings about the job and the work in general. Such include the feelings of achievement, recognition, responsibility, sense of belonging, value, advancement, and growth<sup>120</sup>. Scholars posit that if hygiene factors are lacking in a job or in its environment, a state of dissatisfaction is created within the employee community<sup>120</sup>. Motivators are empirically adjudged as the most important factors to consider for employee motivation in the work place.

Motivation of employees in the work place still remains one of the sensitive subjects that determine the level of input that employees will put in the organisation to commit to good performance<sup>119][120]</sup>. This means that motivation either intrinsic or extrinsic contribute to employee satisfaction and thus enhances performance and productivity<sup>119</sup>. However when weighed against each other, it is more important to ensure the intrinsic values are present for employees to attain satisfaction on the job. The intrinsic characteristics of a job leads to satisfaction and motivated performance. The feeling of happiness and satisfaction on the job has to be present for performance to be effective<sup>120</sup>. There are several measurement indices that are developed to help human capital managers analyse how satisfied an employee or employees of a unit and organisation are<sup>120</sup>. They include the Single Global Rating, Summation Score, Job Diagnostic Survey, Job Satisfaction Index, Job Satisfaction Survey, Minnesota Satisfaction Questionnaire, Job Satisfaction Relative to Expectations, Global Job Satisfaction, and the Job Descriptive Index (JDI)<sup>120</sup>. This measurement templates when used deliberately and periodically helps to decipher and diagnose job satisfaction problems and issues.

Communication can therefore not be separated from human capital management and the creation of job satisfaction atmosphere and realities in the work place<sup>121</sup>. Job satisfaction plays a significant factor in employee engagement and the level of discretionary and creative efforts team members are likely to make with or without any supervision on the job<sup>122</sup>. Measuring the job satisfaction levels within an organisation helps to determine whether the employees are truly satisfied to a high degree about their work<sup>123</sup>. It is posited that decision makers seeking to make decisions in the workplace that will trigger performance and satisfaction on the job must generate a science and framework that will effectively trigger effective management decisions. This requires the “production of information (the components of knowledge) to be salient (relevant

and timely), credible (authoritative, believable, and trusted), and legitimate (developed via a process that considers the values and perspectives of all relevant actors) in the eyes of all<sup>124</sup>. Job dissatisfaction produces low morale among workers<sup>123</sup>. Researchers and scholars suggest that if communication is used effectively and structurally, tasks can be implemented successfully with positive impact on job satisfaction<sup>125</sup>. If employees are not happy with their jobs, several areas of their work are affected and individual behaviours can also affect other employees negatively. It can create a negative rippling effects that could result in job stress, high employee loss and turnover, lack of productivity, low customer and client retention, disloyalty and most adversely employee disengagement<sup>126</sup>.

### **2.1.9 Effective Organisational Communication and Employee Engagement**

Employees are the most important assets of any organisation; without which all other resources available to the business are worthless. The pattern and practices of communication in an organisation has been found by scholars to have effects on subordinate job performances and levels of engagement amongst the general populace of employees.<sup>127</sup> Effective organisational communication practices and processes play a critical role in keeping the employees of an organisation engaged. Engaged employees are observed to be more likely to be productive and high performing. Engaged employees display greater commitment to organisational wellbeing and productivity<sup>128</sup>. They also make a valuable contribution to organisational agility and productivity in challenging business environments'.<sup>129</sup>

Employee engagement is the extent to which employees feel passionate about their jobs<sup>130</sup>. The level of commitment, willingness and discretionary effort employees put into their work describes what being engaged is all about. A scholarly perspective defines employee engagement

as “a human resource (HR) concept that explains the level of enthusiasm and dedication workers feels toward their job”<sup>131</sup>. The Characteristics of an engaged employees presents an outlook of genuine care about the work and about the performance of the company. Engaged employees feel that their efforts make a difference<sup>131</sup>. An engaged employee has deep loyalty to the organisation. They are seen to be is in it for more than a paycheck and may consider their well-being linked to their performance, and therefore instrumental to their company's success. Research works have revealed that employees who experience compassion for the work are more committed to the organisation and possess more optimistic emotions<sup>130</sup>. Scholars posit that for employee engagement to happen, both the leaders and the subordinates have a role to play. A significant and effective relationship must therefore exist between them .Activators of employee engagement in the workplace revolves around leadership behaviour and the organisational climate created by leaders and relationships within the organisation<sup>129</sup>.

Employee engagement is not just about the subordinate employees, it involves an effective interplay, interactions and relationship between the leaders and the subordinates on every reporting cadre of the hierarchical structure. However, the effects are seen to weigh more heavily on the behavioural patterns of the employees. An empirical evaluation of some scholars presents that ‘the relationship between leadership style and employee engagement is not direct but mediated through boundary variables, employee voice and perception of organisational support. Servant-leadership style has the highest total effect on employee engagement while the autocratic style is detrimental to the engagement of employees. Encouraging employee voice enhances the employee’s perception of the organisation as supportive’<sup>129</sup>. Leaders who show compassion are seen to be visionary, creative, and inspirational, and this empower employees to attain very high satisfaction level and engagement levels on the job.<sup>130</sup>. Employee engagement also has

significant correlations with job performance and organisational commitment<sup>131</sup>. Organisational commitment points at the organisational relationship that determines how employees' willingness to remain loyal and active to a company relates to certain psychological conditions and circumstances of the employee<sup>131</sup>.

Effective communication geared at engineering employee engagement in the workplace encourages active participation by all parties i.e. the sender and the receiver, the supervisor and the subordinate, the business owners and the employees. Effective organisational communication influences the degree of employee participation, dedication and commitment on the job<sup>132</sup>. Ineffective communication on the other hand, kills the spirit of commitment, loyalty and trust and brings about wastage of resources in the workplace. These are synonymous with the resultant effects of disengagement. These effects are usually deep rooted and life threatening to the productivity and profitability of the organisation without giving any warning signals to the business owner sometimes. As a result of being inadequately or improperly communicated with, employees can become disengaged, docile and robotic in the workplace. This happens most especially in situations where the employee feels neither needed nor valued as an important contributor to the overall success of the organisation. This also creates an environment of stagnancy for the organisation especially in the aspect of employees' creative contributions and commitment levels that could move the organisation to greater heights.

Some scholars of communication in a study conducted on the significance of employee engagement and individual well-being on Organisational Performance in Nigeria recommend that 'top management of organisations should keep in mind employee engagement's various drivers such as empowering the employees, providing full information, support from the top management, aligning efforts with strategy while planning to engage their employees to ensure

efficiency and improved performance in their organisation'<sup>133</sup>. They also posit that, 'communication within the organisations should focus more on engaging employee, individual well-being, empowering employees, rewards and recognition and building a bond between leaders and employees as strategic objectives. Finally, organisation leaders should adopt a periodic survey with employees to develop a better understanding of the employees' expectation trends over time. Monitoring and tracking employee engagement strategies of an organisation and its competitors can be useful when planning to implement effective employee engagement strategies<sup>133</sup>.

The above recommendations underscores the role of employee engagement on the health and wellbeing of an organisations and its people. Effective leadership communication shapes and modifies follower perceptions within the work environment<sup>134</sup>. An employer's leadership communication is an important driver of employee engagement, and is a focus of the human resource behavioural process<sup>135</sup>. In Managerial Communication, 'leaders are expected to play a significant role in motivating performance through employee communication and they are compelled to consistently implement new communication strategies to keep employees productive and happy<sup>136</sup>. Employee engagement and effective leadership communication improves the organisational bottom line.<sup>137</sup> Effective organisational communication is expected to influence all aspects and practices that supports employee engagement, such as recruitment, training, compensation, and performance management etc.<sup>138</sup>. Though there is no single one-size-fit-all framework for effective communication that organisational managers can follow in keeping their employees engaged. Employee engagement should however be viewed as culture, climate and environment specific<sup>130</sup>. Though the situation differ from one organisation to the

other, it is important for effective leaders to understand what suits their organisation in a bid to create a framework that works for them.

Consistent, positive, and effective leadership communication reinforces employee engagement, which results in positive employee behaviours<sup>139</sup>. As an outcome of the results of various communication and employee engagement research, it is found that very many business managers do not fully understand the critical role that effective communication plays in optimally harnessing their human capital to achieve their set goals and aspirations beyond their expectations. A lot of them give dedicated attention to other aspects of running a successful organisation rather than allocating attention to effective communication and its influence on the performance and engagement level and behaviours of their employees<sup>139</sup>. Effective communication structures within the workplace is the connecting dot that makes it possible for its public to relate. While employer desire and expect that their employees are cheerful and positive in the face of any situation, experts in the field of organisational communication have stated that to have sincerely happy, cheerful and positively engaged and satisfied employees, owners, managers, and supervisors must also communicate effectively, imbibe the culture of happiness and create a positive environment<sup>139</sup>.

A model called the Aon Hewitt Model of Employee Engagement attempts to create a global framework to determine who an engaged employee is<sup>140</sup>. The model explains that ‘when we talk about the employee engagement construct, we reference the psychological state and behavioural outcomes that lead to better performance’<sup>140</sup>. The model depicts also that engagement involves a combination of rational thought, emotions, intentions, and behaviours required for optimal performance and productivity<sup>140</sup>. The model shows that there are three guiding principles or

framework that could be used to determine whether employees are engaged or not<sup>140</sup>. An engaged employee will say, stay and strive. 'Say' in the sense that an employee consistently speaks positively about their employer to co-workers, customers and job candidates. 'Stay' in the mantra refers to the strong desire to remain with an organisation despite having other opportunities and the 'Strive' refers to the extra effort employees contribute to their organisation's success<sup>140</sup>.

Employees are categorized into four main groups<sup>141</sup>. The groups include the highly engaged, moderately engaged, barely engaged employees and disengaged employees. 'Highly engaged employees hold very favorable opinions of their place of work. When employees feel connected to their teams, love their jobs, and have positive feelings about their organisation, there is a strong desire to want to stay and put in extra effort to help the organisation succeed<sup>141</sup>. Such employees are said to become "brand advocates" who speak highly of their company to family and friends. Highly engaged employees have strong positive influence on other employees. Moderately engaged employees see their organisation in a moderately favorable light. They possess a likable perception of the company and work environment but see opportunities for improvement. These employees are less likely to ask for more responsibilities and may underperform. To this crop of employees, they feel there is something about the organisation or their job that holds them back from trusting and believing in the organisation to extent that they may feel fully engaged. Barely engaged employees feel indifferent toward their place of employment. They usually lack motivation for their position and will only do as much as they can to get by sometimes performing less than expected. Barely engaged employees are usually seen to be distracted from the organisation and their portfolio and may be researching other jobs and are a high turnover risk. Disengaged employees have a negative opinion of their place of

work<sup>141</sup>. They are disconnected from the mission, goals, and future of the organisation. They lack commitment to their position and responsibilities<sup>141</sup>. The level of employee engagement globally is declining.

Evidences points to low level of employee engagement in the immediate environment in which this study is carried out and in similar climes around the world.<sup>142</sup>. The only solution provided is the creation of strategies premised on a chainlike co-existence between the concepts of effective and participatory communication, employee satisfaction and employee engagement in the work environment that births positive organisational efficiency, culture and climate, health, profit and success. With this understanding, business managers are encouraged constantly review how well their employees are doing on the job to be able extract optimum value for money invested by conducting periodic communication audit on the effectiveness of their communication mechanism as a litmus test from time. Scholars have continued to call for dedicated attention on the part of human capital managers to constantly evaluate the influence of effective communication on employee engagement, job satisfaction and performance. This is necessary especially within the ambience of stiff competition and stiffer economic gags which has compelled organisations to continuously re-examine their underlying purposes, structures, systems and internal relationships repeatedly and periodically<sup>143</sup>.

Techniques of management communication, such as goal setting, performance feedback, posted policies, explicit rules, and checklists, structured and applied with the wellbeing of employees in mind encourages employee engagement<sup>144</sup>. The following encapsulates the roles employers are expected to play in keeping employees engaged and the kind of environment such employees are expected to be exposed to in the work place for engagement to happen. Employers are expected

to encourage employee engagement in many ways, including communicating expectations clearly, instituting effective relationship management structures, offering rewards and promotion for excellent work, keeping employees adequately informed about the company's performance, initiating discussions that encourages employees to be participatory in the development mechanisms of the organisation in a free and open manner, and providing regular feedback that is also collaborative in nature. Other strategies to make employees feel valued and respected, and to make them feel that their ideas are being heard, understood and valued even when it is not the chosen idea adds to this list<sup>144</sup>.

Employee engagement has been a considered a part of management theory since the 1990s and it became widely adopted in the 2000s<sup>145</sup>. The elements of employee engagement and what constitutes them are direct with no in-betweens. Many literatures and empirical studies agree that the major characteristics or behavioural patterns of engaged employees is that they believe that their work is meaningful and that they are appreciated by their employers. Engaged employees also believe that all they do is backed by their supervisors and that they have been entrusted with the success of their company just as much as the supervisors and the business owners and managers as the case may be<sup>145</sup>. While some scholars believe employee engagement is a difficult concept to measure, employee engagement has been found to have direct links to a company's profitability and financial health. Engaged employees often develop an emotional connection to their job and company, and will be focused on working toward their organisation's goals<sup>146</sup>. While companies may define what employee engagement means to them according to their own needs, the basic characteristics of an engaged employee includes the ability to know what their role is, what their job entails, and what they want to do and have to do to contribute to the success. This is salient to keep an employee actively committed to the success of the organisation.

Engaged employees are loyal and productive, motivated towards the success of their organisation and connected rationally, intellectually and emotionally to perform at a high level <sup>147</sup>

Employee engagement goes beyond work processes, activities, and events<sup>147</sup>. Engaged employees require more than just being satisfied<sup>148</sup>. Engaged employees understand their purpose, where, and how they fit in<sup>149</sup>. This leads to better decision-making if co-opted by their employers. Organisations with an engaged workforce outperform their competition. They have a higher earnings per share (EPS) and recover more quickly after recessions and financial setbacks. Engagement is a key differentiator when it comes to growth and innovation<sup>150</sup>. As the world matures, expectations of employees have also changed and in most part, evolving. A company that has an effective employee engagement strategy and a highly engaged workforce is more likely to retain top performers as well as attract new talent<sup>151</sup>. Successful organisations are value-driven with employee-centric cultures<sup>152</sup>.

Effective communication, employee engagement, and productivity are elements in relationship development, maintenance and sustainability in the workplace<sup>153</sup>. Relationships at work has been found to affect both emotional and behavioural patterns and outcomes which creates feelings such as stress, anxiety, and other emotionally related characteristics and behaviours<sup>154</sup>. The effectiveness of the communication of a manager or business leader determines how leaders relate to employee communication with job satisfaction and commitment to their employees, their jobs, and the company as a critical focus and desired achievement<sup>155</sup>. Relationships and communication are two primary factors that motivate change and comprises a single dimension to organisational transformation<sup>153</sup>. For leaders, tackling issues that had resulted into

communication deficiencies with employees as they arise can propel organisations to the stage of positive actualization of goals and aspirations<sup>156</sup>.

Disengagement of employees and lack of effective communication both rub on negatively on an organisation<sup>157</sup>. Unethical leadership behaviours such as loss of internal controls, checks and balances, disobeying company rules and regulations, or lack of effective communication causes employees to disengage from their tasks and have lower organisational commitment<sup>156,158</sup>. Ineffective communication is potent in stirring up unhappiness in employees and this can affect the level of engagement adversely. Disengaged employees burn out quickly and leave jobs, which leads to high turnover while increased employee engagement brings long-term positive results that increases the productivity and the bottom-line<sup>159</sup>. Scholars have found that dysfunctional leadership in organisations comes from dysfunctional communication, destroying lines of effective communication within many organisations.<sup>159</sup>.

Effective Leadership communication and employee engagement are therefore fundamental organisational success factors. Leadership communication strategies increases the chances of retaining long-term high performing engaged and satisfied employees. A leader's communication style is critical to the overall organisational productivity. Communication is a tool that leaders use as a platform and stance within their teams.<sup>155</sup> Despite the fact that effective leadership communication have been linked to have very high correlation with the success or failure of an organisation, some scholarly perspective believe there is no clear and consistent definition of leadership communication because of its many features and dynamics just like employee engagement<sup>156</sup>. The robustness of these two concepts points to the fact that attaining them requires deliberate and extensive effort on the part of business owners. Human resource

researchers firmly support and posit that the failure of the practical concept of leadership communication on employee management could lead to lower levels of employee engagement and loyalty. In furtherance of this an authentic leadership communication style has been found to have strong similarities with transformational, charismatic, and servant style leaders. In differentiating between a leader and a manager, it is posited that managers coerce, while true leaders' persuade<sup>155</sup>. The management and leadership style affect outcomes of organisations in specific ways. It was empirically corroborated that in situations where managers implemented effective leadership communication strategies within the management group, employees exhibit more satisfaction, improved efficiency, and deeper organisational commitment and engagement<sup>159</sup>.

#### **2.1.10 Total Quality Management and Effective Organisational Communication.**

Total Quality management offers a holistic approach in the management of a business<sup>160</sup>. Apart from competition and the emergence of newer ways of doing business, it has become imperative for organisations to adopt the principles of total quality management in the day to day running of their organisation to maximize their resources effectively. Effective communication is a very key indices in the total quality management process of an organisation<sup>161</sup>. The concept gained its popularity amongst business owners and managers in the 21<sup>st</sup> century due to the rapidly increasing and intensifying level of competition that companies have to face in the era of globalization.<sup>161</sup>. As a result of the stiff business terrain that has increased competition amongst business players, it has become imperative for businesses to strive to meet and exceed competition. Business owners in the 21<sup>st</sup> century now place very high attention to harnessing all their resources in achieving their goals and aspirations in what is defined by both scholars and

practitioners as Total Quality Management<sup>160</sup>. Total Quality Management (TQM) is a ‘set of management practices throughout the organisation geared at ensuring that organisation consistently meets or exceeds customer’s requirements’<sup>162</sup>. A scholarly perspective presents that total quality management is an essential practice that can be used to improve the quality of products or services on a systematic basis to meet customer satisfaction and enhance productivity<sup>163</sup>.

It is important for an organisation to have engaged employees as it is evident that such an organisation is likely to prosper and attain total quality management<sup>164</sup>. In achieving total quality management, it is again proven that there is very strong correlations between effective communication, employee engagement, job satisfaction, and performance on the job. In a study conducted on the relationship between this variable, significant positive relationship was found between dimensions of TQM practices such as leadership and management support, employee participation, training, reward and recognition, and customer focus, job satisfaction and employee work engagement<sup>164</sup>. The successful implementation of a quality management system yields a number of benefits, such as low production costs and higher productivity attributable to the reduction of rejects and reworks, barriers and complications.

Effective Communication is one of the highest level of Quality management<sup>163</sup>. There is a strong relationship between good communication and successful quality implementation. During times of organisational change, as well as part of day-to -day operations, effective communications plays a large part in maintaining processes, morale and in motivating employees at all levels as well as in change management<sup>164</sup>. Total Quality Management (TQM) involves the application of quality management principles to all aspects of the organisation, internally and externally including employees, customers and suppliers, and their integration with the key business

processes. It is an approach which involves a culture of continuous improvement that is supported by everyone and every process in the organisation<sup>165</sup>. In line with these elements, another definition highlights TQM as a principle that involves the mutual cooperation of everyone that aids the business process of an organisation. It involves the collaboration of all stakeholders of an organisation to achieve quality management in its entirety. The concept points critically at the fact that organisational communication must be given concrete attention by business owners as an integral tool that must be integrated into every aspect of organisational management rather than a disposable one<sup>166</sup>.

Effective communication is logical, rational and persuasive. It is also evidently and especially useful in industrial relations, relationship management and organisational change. Effectively also, total quality management uses strategy, data, and effective communications to integrate the quality discipline into the culture and activities of the organisation to ignite optimal performance and productivity<sup>167</sup>. In a study conducted on Total quality management and performance in Nigerian public universities, findings revealed that significant relationships exist between total quality management and performance<sup>168</sup>.

The central concept of TQM has to do with the achievement of quality standard in products and services. This achievement is mostly possible through effective communication anchored on modern communication technology otherwise known as information technology. It is designed to improve the general functioning and process of an organisation. Scholars of communication and management agree that although communication has always been a key requirement of good management, it's even more important in the implementation of total quality management<sup>169</sup>.

‘Total Quality Management revolves around effective internal and external relationship management, strengthened competitive participation, adaptability to changing or emerging markets conditions, higher productivity, elimination of defects and wastes, reduced cost and better cost management, higher profitability, improved customer loyalty and retention, increased job security, enhanced shareholder and stakeholder value, improved and innovative processes and improved employee morale’<sup>170</sup>. There are four essential components that are necessary to a successful TQM Strategy which is the way forward for any modern businesses rooting for efficient management of its resources. They include Customer Satisfaction, Process improvement and control, managerial leadership and employee involvement and participation<sup>170</sup>. It is imperative for business manager then to understand that TQM depends on communication that flows in the all direction of the organisations efficiently for effectiveness. There is no doubt too that if systems and organisation are to function well, the information one intend to communicate must be one that is well communicated and well received.<sup>169</sup>.

Researchers have found that on the whole industrial relations have perhaps collapsed in a good number of organisations due to absence of effective communication between representatives of labor and that of management.<sup>171</sup>. In the sphere of Total Quality Management, Communication should be both upward and downward in nature. Communication moving downward predominantly without simulataneously moving up has been found to be ineffective because it focuses on what leaders want to say without giving allowance to the voice of the others especially those at the lower end of the stretch. TQM points at a synergy between the operational, technical and cultural elements of an organisation based on good communication strategies and structures.<sup>172</sup>.

### **2.1.11 Effective Organisational Communication and Performance on the Job**

The flow and direction of information and communication within an organisation has its effects on employees' performance and productivity. Employee Performance itself is a multi-dimensional construct. It is defined as the record of an individual's accomplishment<sup>173</sup>. A relationship exists between organisational communication and workers performance since communication integrates different units and functions in the organisation<sup>174</sup>. Performance, 'apart from being an outcome, involves doing the work as well as about the results achieved<sup>175</sup>. Some scholars believe performance is behaviour<sup>176</sup>. This is because behaviours emanate from the action of performance and transform performance from an abstract concept to results. Performance expectations goes beyond the actualization of job description. It involves high quality on-the-job performance and performance initiatives that revolves around a range of expected job outcomes. The range of performance expectations is broad but can generally be broken into two categories<sup>177</sup>. First is the results produced by an employee often measured by the objectives or standard procedure of the organisation. Second is the actions and behaviours which point at the methods and means used to achieve the objectives and the behaviours and values demonstrated during the process<sup>177</sup>. Performance expectations therefore serve as a foundation for communicating about performance to employees. They also serve as the foundation and framework for reviewing and encapsulating employee performance and employee performance guidelines<sup>177</sup>.

In evaluating and managing the issue of performance in the workplace, it is important to look at both the action and the outcome. Behaviour and results are two salient factors that need to be measured when evaluating performance on the job<sup>175</sup>. In the light of this, some scholars define

employee performance as the job-related activities expected of an employee and how those activities are executed and how well<sup>177</sup>. This definition points at observable behaviours that people do in their jobs that are relevant to the goals of the organisation.

Job performance is at the very core of the social system in an organisation and this can only be made possible if employees are satisfied with their jobs and are highly engaged<sup>178</sup>. Over the years, current global trends continue to poke the attention of many organisations to pay closer attention to the importance of effective communication as an important catalyst to and of organisational productivity and performance<sup>179</sup>.

Current communication evaluation and measurement indices are largely focused on evaluating and measuring processes, outputs and the impact of communication<sup>180</sup>. As it relates to the concept of employee performance, many studies reveal that employees who are highly engaged in their organisation produce high levels of customer care, retention, performance, productivity and generate higher profits<sup>181</sup>. It is in an employer's best interest to have as many "true believers" as they can performing optimally in an organisation<sup>180</sup>. These people tend to perform more for the organisation than those who have low engagement and may contribute to a loss<sup>180</sup>. Productive employee performance has very strong correlation to employee satisfaction and engagement<sup>182</sup>. Effective communication is essential to effective team performance and for any organisation, it is like blood flow to the human body. Effective communication premised on the wings of high employee engagement and satisfaction leads to very high levels of performance and organisational productivity.

A study conducted on the influence of communication on workers' performance in selected organisations in Lagos State, Nigeria supports that there is relationship between communication

and worker's performance and commitment<sup>182</sup>. The study revealed that 'by effective communication, reciprocal comprehension can be created between management and workers which helps both parties in building strong and enduring relationship with each other'. The findings showed that poor communication can affect the performance of workers badly<sup>182</sup>. The researcher posited that managers must communicate policies, goals and objectives to workers regularly in order to improve their performance and commitment<sup>182</sup>. Other studies also confirm that the flow of communication has positive relationship with organisational performance and that if the flow of communication is natural, unhindered and smooth in an organisation it unbundles positive effects on organisational performance.<sup>182</sup> When communication is effective then employees effectively do their tasks to trigger optimal organisational performance<sup>182</sup>. This invariably means that if an organisation conquers the barriers to communication and they are rooted out, then employees will perform their tasks better without doubt and hesitation <sup>182</sup>. In another study conducted at the Nnamdi Azikiwe University, Awka, Nigeria, it was also established that effective communication enhances performances since employees performed better when there are informed or communicated with than those who are not<sup>183</sup>.

Organisational performance embodies employee performance in a cause and effect manner. It is generally known as the outcome of the actions or activities, which members of organisations carried out to measure the totality of how well an organisation has accomplished its objectives through the performance of its employees amidst other factors<sup>184</sup>. Organisational performance can be defined using six main approaches<sup>185</sup>. First is the goal approach which looks at performance from the perspective and dimensions of the success of the organisation in achieving its goals, aim and aspirations. Second is the System Resource Approach which evaluates and analyzes performance from the angle of the relationship between the organisation and the environment. It

is believed that the performance of an organisation is expected to be significantly more successful if there are efficient operations between the organisation, its environment and its staff. Third is the Social System Approach which refers to the extent to which a company, as a social system with specific resources, can fulfill its goals without being obliged to incapacitate its resources and means or by putting excessive strain on its employees. The fourth is the Competing Values Approach which states that organisational goals will be created in different ways by multiple interest groups because of their different expectations. The Fifth approach is the subjective Approach which assumes that performance is not an objective reality, waiting somewhere to be measured and assessed, but a socially constructed reality hence performance can be linked to a variety of factors which includes the economy, employee or system efficiency, effectiveness, cost-effectiveness, or equity. Sixth is the Constituency Approach. This explains that an organisation is effective when multiple stakeholders perceive the organisation as effective. Organisations with more control over its resources are likely to have the most influence on the performance of its members and the generality of the organisational performance. Accomplishing objectives involves satisfying at least the minimal interests of all stakeholders<sup>185</sup>.

Organisational performance includes three specific areas of firm outcomes<sup>186</sup>. They include the financial performance with outcomes that relates to the profits, return on assets, return on investment, etc; the product market performance with outcomes on the sales, market share, etc; and the shareholder/stakeholder return with positive outcomes on total shareholder/stakeholder return, economic value added parameters etc. Other scholarly school of thoughts have included employee stewardship as a fourth specific area of firm's outcome as a result of organisational performance<sup>187</sup>. Stewardship is defined 'as the role of supervising or taking care of something, such as an organisation or property'<sup>188</sup>. Another definition refers to it as 'the conducting,

supervising, or managing of something especially the careful and responsible management of something entrusted to one's care'<sup>189</sup>. Steward leadership and servant leadership are element of stewardship<sup>187</sup>. Though closely related to the servant leadership theory which revolves around the identity and behaviour of the leader as an individual, steward leadership focuses on the organisation and describes the commitment of managers and employees to the success of the company above their own individual interests<sup>187</sup>.

Researchers have identified six dimensions of stewardship or the stewardship climate<sup>188</sup>. They include the intrinsic motivation which states that employees in the organisation are intrinsically motivated to work on behalf of the organisation and perform optimally when intrinsic needs are taken care of. Organisational identification is the second which shows that leaders and employees identify with the organisation's mission, vision and objectives and are thus poised to perform beyond what is required and what is paid for. Third is the personal power. This show that rather than depend on power conferred by one's position, stewards prefer to use personal power built on trust-based interpersonal relations to ignite their performance and stewardship to the organisation. Fourth is the spirit of collectivism which shows that individuals identify and are committed to the collective good and organisational goals of the organisation, hence their performance is enhanced as a result. Fifth is the low power distance. Unlike high power distance organisations, in which power is concentrated at the top and hierarchical position confers privileges, low power distance organisations are egalitarian, with members treated equally. Sixth and lastly is the high involvement orientation. Related to low power distance, members in stewardship climates are involved in decision-making and important to and in the organisational processes<sup>188</sup>.

A Causal Model of Organisational Performance and Change referred to as the Burke and Litwin Model clearly shows cause-and-effect performance in the workplace<sup>189</sup>. The model revolves around twelve organisational dimensions which includes the external environment, the mission and strategy, the leadership, the organisational culture, the organisational structures, the management practices, the systems, the work unit climate, the task and individual skills, individual needs and values, relationships and interactions, motivation and the individual and organisational performance<sup>189</sup>. Some researchers further posit that these organisational transformation factors together relate to and affect motivation, which, in turn, may have adverse affects and positive effects on performance if not managed well<sup>190</sup>.

Performance appraisal measures can also be grouped into one of the following six general categories<sup>191</sup>. The first category is effectiveness which refers to a process that indicates the degree to which the work output conforms to requirements. The second group is efficiency which points at the degree to which the process produces the required output at minimum resource cost. The third category is the quality which points to the degree to which a product or service meets customer requirements and expectations. Timeliness in executing tasks is the fourth category. This is used to measure whether or not a unit of work was done correctly and on time. Productivity is the fifth category. It refers to the value added by the process divided by the value of the labor and capital consumed. Lastly and the sixth is physical and emotional safety which measures the overall health of the organisation and its employees<sup>191</sup>.

There are various elements that points at a successful company when evaluating from the perspectives of employee behaviour vis-à-vis the organisational climate and productivity levels of the company. This is also connected to the levels of job satisfaction, engagement with the

business and strong performance amongst the employees<sup>192</sup>. One of the elements is the Performance appraisals mechanism and measurement indices put in place which is one of the most important element and often times one of the most mishandled aspects of management evaluation when looking at employee performance in the workplace<sup>193</sup>. To ensure that performance appraisal is effective in triggering high levels of performance, the three elements must be open, constantly evaluated and managed effectively. Performance appraisal channels and feedback are part of the critical elements to make employees aware of their roles and performance and measure how well they are doing on the job or otherwise. Performance appraisal is enhanced through a culture of open communication and interaction between the performance actors. It is believed that ‘employees who know what and how much is expected of them are likely to be more effective than those who are unclear about their roles’<sup>194</sup>. Performance appraisals that are ill- managed result into the creation and further integration of job dissatisfaction, disengagement and low performance in the workplace. It is in fact one of the potent tools that causes silent grievances in boss-subordinate relationships<sup>195</sup>.

Performance appraisal systems provide a means of systematically evaluating employees across various performance dimensions to ensure that organisations are equally getting value for what they pay for<sup>195</sup>. Performance appraisals provide valuable feedback to employees and managers, and they assist in identifying promotable people as well as problems<sup>195</sup>. Performance appraisals are meaningless unless they are accompanied by an effective feedback system; one that ensures that the employees gets the right messages concerning performance<sup>194</sup>. A key management responsibility has always been to oversee and develop subordinates. And the only possible tool to make that possible is through effective communication. In situations where effort and performance are properly allowed to thrive, communicated and constantly evaluated and

rewarded, a more stable and consistent and efficient job performance radiates around the environment. On the other hand, in work environments where performance is only evaluated intermittently or where there is a long gap between one appraisal exercise to another and in situations where the appraisal and review process is also poorly done, performance is less consistent and minimally efficient <sup>195</sup>.

Typically the concept of performance appraisal is looked from the boss-subordinate evaluation perspective<sup>192</sup>. Scholars have thus suggested the use of 360 degree appraisal which shift attention from just the boss-subordinate evaluation to include that of subordinate-boss evaluation in performance appraisal which allows both the subordinates and the leaders to cross evaluate performance as an indices to total quality management required of all actors in the workplace.

In the boss-subordinate evaluation, there are several common sources of error in performance appraisal systems that severely affects the satisfaction, engagement and performance of employees on the job as a resultant effect. This errors are mostly allowed to thrive because of the effects of quality of communication and relationship exchanges, interactions and gaps. They include the central tendency error, the strictness or leniency error, the halo effect, the recency error, and the personal biases.<sup>192</sup> The Central Tendency Error occurs when supervisors rate most of their employees within a narrow range using a narrow framework without allowing each to independently defend him or herself. Regardless of how people actually perform, the rater fails to distinguish significant differences among group members and lumps everyone together in an average category regardless of who does better. The Strictness or Leniency Error occurs when a supervisor is overtly strict or overtly lenient during evaluations. This is usually caused by relationship mismanagement at times which was allowed as a result of communication gaps

between the appraisers and appraisees. This occurs in situation where some supervisors see most subordinates as not measuring up to their high standards, whereas on the other hand some supervisors see the subordinates as deserving of a high rating. As with central tendency error, strictness error and leniency error fail to distinguish adequately between good and bad performers and instead relegate almost everyone to the same or related categories. A disregard to communicate makes this happen often than not. The halo effect exists where a supervisor assigns the same rating to all being evaluated for an individual. For example, an employee rated above average on quantity of performance may also be rated above average on quality of performance, interpersonal competence, attendance, and promotion readiness. In other words, the supervisor cannot effectively differentiate between relatively discrete categories and instead gives a global rating.

Lack of strategic communication policies in the organisations affects performance evaluation and measurements. The halo effect is often a consequence of people having a similarity bias for certain types of people. It naturally tend to favor and trust people who share similarities to the evaluator. It emanates from favoritism elements that results from a similarity and bias which can give certain employees an unfair advantage over others. This can impact a team to the point that those employees may receive more coaching, better reviews and, as a result, more opportunities for advancement than those who are not favorably appraised Recency Error occurs when evaluators focus on an employee's most recent behaviour in the evaluation process. This is known as the recency error. That is, in an annual evaluation, a supervisor may give undue emphasis to performance during the past months or even weeks and ignore performance actions that occurred prior to this. This practice, if known to employees, leads to a situation where employees may "float" for the initial months of the evaluation period and then overexert

themselves in the last few months or weeks prior to evaluation just to gain favorable evaluation. This practice leads to uneven performance and contributes to the attitude of “playing the game.” Personal Biases is not uncommon to find in situations where supervisors allow their own personal biases to influence their appraisals. Such biases include like or dislike for someone, as well as racial and sexual biases which can lead to feelings of victimization on the part of the appraisee. Personal biases can interfere with the fairness and accuracy of an evaluation and are illegal in many situations<sup>192</sup>.

A manager who fails to communicate may be committing one or more of these errors in performance evaluation. And this may of course result into disengagement and acute lack of commitment to organisational success in a cyclic and repetitive manner. To make performance possible and performance evaluation laudable, effective communication structures, policies, strategies and implementation and execution plans and measurements indices must be in place.

Apart from appraisals, inability to provide adequate and technological driven workplace communication tools can grievously affect performance in the workplace. It can lead to frustration especially when employees are restricted and are not encouraged through the provision of adequate tools for their work. While the traditional workplace tools still exist, as the world generally move towards digitalization and technological advancements, newer workplace communication tools premised on information and technology are available and have taken over from the old and mundane. To make an employee satisfied and engaged enough, the provision of a good working environment, ambience and tools must be in place apart from being engaged.

#### **2.1.12 Modern Communication and Performance-Enhancement Work Tools and Technologies**

Effective communications tools aid functionality and optimum performance in the workplace. It helps employees perform better, make fewer mistakes, be unified, and have higher engagement, satisfaction and morale levels. It is opined that while efficient tools and a good working environment are key propellers to performance, the choice of tools provided should be one that targets majorly at the emotions and tranquility of the employees robustly such that they can trigger sufficient levels of satisfaction, happiness, commitment and pride in the organisation. With changing times, the workplace has undergone several major transformation. As a result of technological innovations, modern workplaces are becoming more flexible, diverse, and robust<sup>196</sup>. There are a wide variety of communication tools that are used for external and internal communication processes in the workplace. In the past typewritten memos, phone calls, posters, and staff meetings were the defined ways and platforms that were used for traditional communication in the workplace.

Technology is reshaping the modern workplace especially in the aspect of developing tools that makes interaction and communication effective amongst the units<sup>196</sup>. Various technologies have now been developed and employed to automate workplace communication processes and channels<sup>196</sup>. As a result technological advancement has totally reshaped the scope of organisations by making their operations and processes highly integrated, interactive, efficient and more streamlined. The significant advancement in computer technology, software engineering and telecommunications as well as the resultant radical changes and advances in the techniques of data and information processing, storage, retrieval, dissemination and exchanges is no doubt, a revolution that has changed the outlook of operations across all sectors<sup>197</sup>.

The communication tools and amenities found in the workplace ages ago were the analog telephone, the manual typewriter, teleprinter, duplicating machine, graphic machines, and the

telex machines etc<sup>196</sup>. Then came the arrival of a set of tools hitherto referred to as modern communication tools at that time too<sup>196</sup>. Those became extinct or further enhanced to birth a set of newer modern tools of communication that are presently in use today. They include the analog computers, mobile phones, fax machine, telegram etc that were also manually engineered or as time evolved functional on old internet modems<sup>196</sup>.

Digitalized workplaces are now exposed to a wide range of internal communication tools premised on technologies that aids speed, quality of service, automated exchanges, automated feedback etc where employees can be engaged on various channels. Having the best internal communications tools supports optimal performance with the right mix of engagement. In the operational process the tools help in minimalizing mistakes, enhancing unification and creativity and higher engagement and commitment levels. Every step taken towards improving internal communications is a positive one with the aid of the appropriate tools of communication<sup>198</sup>. In the modern category, a set of tool used to aid effective communication in the workplace are the instant messaging systems that allows employees to communicate with one another instantly and send text, videos, links, or photos to each other. This happens whether they sit at their desk or not anywhere across the world. Example of such are text messages, various social media messengers depending on the importance and classifications of the message, and others like the WhatsApp platforms which provides the more informal and quick communication style of instant messaging. Instant messengers bridge the gap of communication by enabling instant messaging between the sender and the receiver. It is quicker than email and less disruptive. Effective modern workplace communication tools fall under the following categories. They include the intranets and e-forum networks, digital signage systems, instant messaging tools, collaboration tools, employee social networks, team bonding tools and video chat tools.

Intranets are one of the most common modern internal communication tools in the workplace<sup>198</sup>. They usually carry the company website and cloud archives. They are essentially a centralized repository of knowledge, news, documents, and updates that employees can use to access a broad range of topics. The platform of communication enables the sharing of knowledge and files with restricted access and ensures a corporate knowledge base within the organisation. Intranets can be expensive and information difficult to find. Due to the fact that a lot of information are dropped per time, users are at risk of information overload which can make employees unaware when there is an important update. Another set of tools are the team collaboration tools<sup>199</sup>. These are tools that help to synergize team communication. They are particularly useful for working on projects as well as breaking down "silos" and sharing knowledge with other areas of the organisation. Team collaboration tools are very good for project team members who are in different geographic locations. Collaboration softwares have been used to help project team members remain cohesive while working remotely. They supports the avoidance of unnecessary emails or communication overload and it helps to create a centralized hub of knowledge in the workplace.

There are many modern collaboration tools that are used or synched with customized workplace applications that are available to support teams on projects<sup>199</sup>. They include the Flow dock which is a group and private chat platform, the GoToMeeting app which is an online video conferencing software that allows users to schedule meetings and share screens with team members, the Slack app which is a popular and well-crafted platform offering instant messaging, file transfers and powerful message search.<sup>199</sup> Slack consolidates work communication under one platform, with various options including direct messages, group messages, channels,

voice calls, and video calls. These different options for communication support teams significantly in organizing conversations and highlighting the critical work processes and information that is most important<sup>200</sup>. Fourth to mention is the Cisco's WebEx which provides personalized video meeting rooms where users can to host and join meetings<sup>199</sup>. WebEx are excellent platforms for team collaboration, webinars, training and customer support. Fifth is the Asana app which allows users to assign tasks to other members. Asana enables them to add followers to projects and monitor deadlines<sup>199</sup>. It's very useful as a to-do list or calendar for strategic planning in team management. Sixth is the Dapulse which is a collaboration tool that helps to communicate, set objectives and assign tasks<sup>199</sup>. Seventh to mention is the ProofHub app which is a work management tool that offers a comprehensive suite of collaboration and project management functions. 'With its powerful features, ProofHub can help you collaborate on files, communicate, share real-time feedback, and keep your work-life organized. ProofHub also integrates with popular tools that can access every element of communication in one central place'<sup>200</sup>.

Eight is the Redbooth which is an easy-to-use project management tool<sup>199</sup>. Its platform allows users to plan and collaborate through many functions from video conferencing to creating charts. Ninth is the Trello app which has an intriguing interface that resembles solitaire<sup>199</sup>. Users can even drag task information and message cards across columns, just like playing cards. Trello helps to coordinate for the purpose of monitoring projects and assigning tasks<sup>199</sup>. Tenth to mention is the WIMI app which offers users their own 'unified workspaces' where teams can manage projects and share files and calendars<sup>199</sup>. Milanote, is one of the qualified tools that can be used for serving numerous purposes including blogging. Users can organize creative projects and place them into excellent visual boards.<sup>199</sup> Codingteam is the twelfth. Codingteam is useful

for workplace coders so that they can easily collaborate when writing the code through platforms like Codingteam. It offers a free 'software forge' that encourages visibility and collective code building<sup>199</sup>. Thirteenth is the Igloo which is a collaboration tool that carries a company intranet that allows people to communicate and get work done<sup>199</sup>. Its wiki platform allows colleagues to share information and ideas. Google Docs is the fourteenth example<sup>199</sup>. Google's collaboration tools include its Docs and Sheets services, which are designed to allow teams to edit files at the same time and save all their changes automatically. The fifteenth and last example is the Quip which started off as a mobile app and released for desktop usage later<sup>199</sup>. Teams can import and work live on different file types with quip. Another example of workplace communication tools are the internal blogs<sup>199</sup>. They are very useful in large companies with many subsidiaries and branch offices. They can be developed on the organisation's intranet site and can become one of the best ways to encourage discussion. The blogs are used across the organisation to share information, opinions, and solutions to problems in a conversational way. They are useful for sharing information, important announcements, reinforcing policies and procedures and addressing frequently asked questions. Examples of electronic blogging platforms such as Word Press, Joomla, Drupal<sup>199</sup>.

The Social Media are examples that are used as platforms of communication in the workplace especially with the external publics however in recent times it has been found to be a useful tool with the internal publics. In the corporate world, companies can no longer ignore the need to use the social media has a tool for both their internal and external communication and business strategy. Organisation are at the risk of losing relevance and competitive advantage if they do not include the social media has a critical tool and platform of communication. 'Even traditional "brick and mortar" companies have some presence in social media, be it the CEO on Twitter or a

business page on Facebook for example and more and more, companies are including social media as part of their recruitment, training and development tools as well as to influence organisational change<sup>'201</sup>.

As with most technologies, there is a holistic or robust approach to the versatility and usage of social media applications. Apart from the major risk revolving around the exposure of official confidential information to hackers, the benefits of the usage of the social media are enormous to the lifespan and existence of a business. The social media 'facilitates open communication, leading to enhanced information discovery and delivery, allows employees to discuss ideas, post news, ask questions and share links, provides an opportunity to widen business contacts, targets a wide audience by making it a useful and effective recruitment tool, improves business reputation and client base with minimal use of advertising, promotes diversity and inclusion, expands market research, implements marketing campaigns, delivers communications and directs interested people to specific websites<sup>'201</sup>. Smart employers are actively leveraging on the social media for maximum organisational benefit to promote effective communication, learning applications, to enhance knowledge sharing and collaboration and to foster employee engagement amongst the people. It is believed that 'employees are often more engaged in the workplace if they feel informed and if they believe their opinions are heard and the Social media can give employers a way to spread the word as well as a way to channel employee comments<sup>'201</sup>.

There are some purpose-built platforms that can only be used within a company. Example is the Yammer which shares similarities with other social networks like the Facebook can also be used. As part of the internal communications toolkit, these are ways to quickly and informally share information and collaborate. Information can be shared quickly through social media

platforms and they cost next to nothing and are free. Another modern workplace communication tool are the video chat and video broadcasts channels<sup>199</sup>. Tools such as GoToWebinar, the Zoom Webinar and the Teams Webinar are relatively cheap and easy to implement provided the tools like the camera and sound equipment are of very high quality. Time zone issues can be overcome by recording broadcasts and making them available rebroadcast.

Desk Alerts are another tool of communication useful in modern day office management<sup>199</sup>. These are internal communication software systems with many features that can instantly deliver critical messages to employees' computers, smartphones, or tablet devices using various channels, grabbing users' attention quickly. Pop-up messages on screens and push notifications on mobile devices form the backbone of this product. Desk alerts are cheaper to install and manage and they offer less friction once there are communication tools like the computer and the phones<sup>199</sup>. Team bonding tools help teams get to know one another better and can break down silos and foster greater collaboration and knowledge sharing<sup>200</sup>. Example is the Donut technology which randomly pairs two people from across an organisation and schedules an informal chat so they can get to know one another. Whether it's bringing together two co-workers who are in the same building, or two who are in different countries, it is a good way for people to get to know what other parts of the company do and understand other perspectives. They fosters an efficient team culture and creates very high levels of engagement. Examples are the Microsoft Teams<sup>199</sup>.

Surveys are a very important tool of communication in the workplace<sup>11</sup>. This is based on the premise that internal communication isn't all one-way. For it to be successful, there should be some tools in your internal communications toolkit intended for two-way communication between management and employees<sup>11</sup>. Surveys help to determine employees' perspectives on

many aspects of the company. They help to foster participatory communication in the workplace. Surveys are easy to implement particularly in combination with other tools like Desk Alerts<sup>201</sup>. Electronic Forums are another way to communicate in the workplace. Before the rise of the social media, they were one of the most popular ways people would communicate on just about any topic. Discussion “threads” allow multiple people to ask questions, share opinions, get feedback, and solve problems<sup>199</sup>. Forums in the workplace help employees to be more collaborative and solve problems together. Examples of Forum platforms online are the Vbulletin, Zendesk and Podcasts.<sup>199</sup> Podcasts are good for personal enjoyment and professional development<sup>199</sup>. People are used to listening to them while they work, commuting, or even in their downtime while relaxing. Podcast helps internal communicators to tap into preferences and create content on any topic for discussion with the employees<sup>199</sup>. They can be used for corporate announcements, training and their usefulness is wide and they are relatively easy to produce and distribute and they overcome issues associated with producing a video. They are best used in conjunction with other internal communication methods<sup>199</sup>.

There are also employee experience tools which are customized software applications that help to embed aspects of your company culture and processes<sup>199</sup>. These tools help employees have easy access to the information they need to do their jobs, such as their planners and emails, documents they’ve been working on and their most used software applications. They can also be used to help coordinate training, ensure a consistent onboarding experience and deliver information that employees. They are useful supports that assist organisations maximize productivity in the workplace, reduce wasted time, and improve employees’ working environment. Virtual events application are good example because they involve employee

company events that take place online, and in addition to streaming vision and audio, they allow employee engagement and interaction via the ability to ask questions, respond to live polls and even allow the organizers to determine which employees are paying attention and which ones are inattentive<sup>199</sup>.

Idea management strategies and tools are critical to effective organisational communication, performance and organisational productivity<sup>202</sup>. These tools help make it easier for organisations to gather ideas and feedback from employees to help improve or create new products or systems. Idea management tools help to encourage innovation and drive more successful outcomes in terms of productivity and client relations<sup>203</sup>. The tools drive innovation and can help to solve just about any problem in the organisation, whether its safety, communication issues, making processes more efficient, or responding to common customer issues efficiently and in smarter ways<sup>203</sup>. They also support employee satisfaction and engagement indices. Top in this category are the employee engagement softwares. This software supports employee engagement efforts and they are very good at gauging the mood of employees<sup>199</sup>. They can be used in conjunction with other employee engagement tools such as surveys and wellbeing programs. They are especially useful for managers with remote teams so they can determine how engaged their direct reports are<sup>199</sup>. Employee engagement tools as a communication success or failure measurement tool helps to analyse and boost satisfaction, performance, productivity and collaboration, and improve transparency and accountability amongst the people of a workplace community.

### **2.1.13. The Role of Technology in Effective Organisational Communication**

The world is actively witnessing an era of digitalization and technology innovation development. This global trend is fast permeating all sectors of human existence in a grandiose take-over style which is swiftly swiping out old models, processes and methods and replacing them with cutting edge IT assisted modules and applications that have since impacted the world in greater and unprecedented ways that were hitherto a figment of human imagination. Attention is thus directed at the need for all economies, industries, professions, businesses etc to connect to this new world order or be left out.

It has become imperative to integrate technology into all work places to achieve optimum and speedy results. Business managers and owners must therefore digitalize to connect and perform effectively and efficiently and survive in the constantly evolving global village in good health. In managing businesses specifically, it has been revealed and numerous confirmed that the infusion of technology innovation into the every aspect of the business process has very enormous benefits and significant impact on the bottom line. Since the 21<sup>st</sup> century began, information technology has played and continues to play a major role in entrepreneurship development. InfoTech has acted as the major influential force in promoting and enhancing entrepreneurship and entrepreneurial growth and success. ‘The infusion of technology into entrepreneurship management has led to increased efficiency, reduction of wastages in business, reduction of delay in completing business transaction from start to finish and the creation good emotions and improved commitment amongst the people of the business. This has enabled businesses and customers to effectively engage and communicate in real time, creating room for feedbacks and increased sales which has led to greater productivity and the creation of new entrepreneurial businesses and channels. This has also given businesses ‘easy

access to customers and also created room for improved revenue generation for the businesses<sup>204</sup> Since communication is the link that connects the processes and the peoples of a business together, it has also become important to embed all communication acts, actions, policies and strategies on the bedrock and structures of technology for faster and smarter outcomes in the workplace geared at igniting efficiency, effectiveness and good outcomes.

As the world continues to evolve through digitization, the role of technology in automating processes and in gathering data and metrics especially for measuring outcomes in the work place cannot be overemphasized<sup>205</sup>. ‘Advancements and innovations in this digitalized era especially those built on artificial intelligence (AI) and robotic technology have shown great signs in creating pathways that will not only help reduce volume of work but also most importantly to transform the quality of work, work processes and work output excellently’<sup>206</sup>. As a result, scholars have suggested that a synergy must occur between the field of empirical research and the field of experience to create applicable technologies that can be created to enhance work place communication strategies as well as to test, detect, diagnose, measure and resolve communication and relationship issues from time to time<sup>205</sup>. The need for the development of innovative technologies that will enhance social and emotional skills, is predicted to continually rise in the workplace environment, even as the demand for physical and manual skills or methods will fall<sup>206</sup>. Organisations will therefore need to actively and continually evaluate and re-evaluate how work processes are organized especially as it concerns the development and creation of technology innovations and effective organisational communication structures.

Quoting a renowned ICT scholar, ‘a digital revolution is underway’<sup>207</sup>. This précis scrutinizes the intensifying and beneficial role of information and communication technology (ICT) in

organisations from economic, organisational, psychological, social, and technical perspectives<sup>207</sup>. The précis elucidates the intra-organisational results from past and recent advances in ICT and how it has benefitted businesses directly and indirectly over time<sup>207</sup>. It also considers the second-level impacts of ICT on economy, society, work, and the very act of organizing and submits that organisations must leverage ICT for ‘agility in situations of volatility, uncertainty, complexity, and ambiguity’<sup>207</sup>. The précis maps out core concepts of agility and coordination pointing at the need for electronically active leadership in businesses and the economies of nations to synergize people and technology in newfound and strategic workforce ecosystems, especially with respect to the virtual teams that has increasingly characterize the "New Normal"<sup>207</sup>.

Technology innovation within the sphere of world digitalization has made the ‘New Normal’ possible. Over the next ten to fifteen years, it is predicted that the continued adoption of automation and AI technologies will transform the workplace as people increasingly interact with smarter machines to function in their work space<sup>208</sup>. These technologies as well as the human-machine interaction, will not only bring numerous benefits in the form of higher productivity, it will also help clear up organisational issues by detecting and diagnosing them on time. It will also help organisations to enhance GDP growth, improved corporate performance, and create new prosperity.<sup>208</sup>. The need for finely tuned social and emotional skills will rapidly grow as a result of the adoption of advanced technologies into the workplace<sup>208</sup>.

Business owners and human resource manager are advised to leverage on the dynamics and dynamism of technology in creating cutting edge processes and systems that will improve communication and relationship management in the workplace to enhance performance, productivity and organisational health from time to time.<sup>209</sup> Managers often have very limited understanding of the true state of the dynamics, nature and effects of communication within their

direct constituency. This can result into a climate of mutual suspicion rather than trust, with energies that should be focused on achieving higher levels of profitability and advantage being squandered on internal struggles and strife. The synergy of thoughts herein between the scholarly perspective and the professionals in the field also suggests that the key is for business owners to build world class communication systems that will enable them have an accurate picture of how well they and everyone else are actually communicating in the workplace per time<sup>210</sup>. Communication is central to organisational existence. It is at the heart of every corporate act and action. Suggestions on this points firstly at the need for organisations to focus on communication strategies, that are designed and tailored along the culture of the immediate environment and around the global best practices for sustaining internal communication<sup>210</sup>. And secondly that practice of communication must be rigorously and honestly evaluated, utilizing communication audit techniques and strategies<sup>210</sup>. A scholarly perspective on the nature of a communication strategy defines it ‘as a truism that organisations seeking a competitive advantage must design in their systems to at least match, and then exceed, world best practice<sup>211</sup>’. Using technology to create modules that will enhance and manage communication, relationships, participation and interaction amongst employees is key presently and in the future in a digitalized world that is evolving daily. Managers are called to create world class communication systems by developing a replica of it and adopting its modules in their organisations to trigger effective relationships and interactions geared at organisational productivity and wellbeing.

A world-class communication system has five key attributes<sup>210</sup>. Firstly is that the leadership team using this techniques has a strategic commitment to effective communication and secondly that the employees at all levels have the appropriate communication skills<sup>210</sup>. The third attribute is that there is proper infrastructure and channels developed, adopted and purchased to enhance

communication and fourth is that there are proper communication policies and procedures put in place to set the course, the boundaries and the limits<sup>210</sup>. The fifth states that information must be managed in a way to meet organisational objectives<sup>210</sup>.

It is imperative that organisations must join the race to digitalize work place processes by investing in communication technologies and channels in more tangible ways to meet the demands and needs that arises in more efficient and spontaneous ways. It is opined that 'often, the sad reality is that business owner look at communication as a panacea for organisational ills and sometimes as catalyst for effectiveness, however when it is comes to actually investing in communication, it is 'allocated minimal fiscal or functional resources'<sup>211</sup>. In some organisations communication is generally regarded as something of little importance because business managers think that communication happen naturally. Communicating effectively however goes beyond taking and writing. It is believed that the result of this corporate negligence and irresponsibility creates a disabling gap between nature of communication and the success of its practice<sup>50</sup>. This is clearly dysfunctional, impacting adversely on the workforce and resulting in reduced employee motivation, lower rates of production, greater industrial unrest, increased absenteeism, and higher staff turnover. The role of technology in organisational communication especially for the purpose of ensuring that employee job satisfaction and engagement is guaranteed for the present and for the future can no longer be downplayed<sup>80</sup>. Technological innovation management must be adopted in organisations to support the development of communication hardwares as well as the development of software applications that will not only enhance work place processes for the activation of optimum performance but that which is able to automatically enable participation, measure, detect and resolve work place issues especially those which can affect the wellbeing and psyche of the employees who do the job concretely.

As it relates to this study. It has become important that organisation must develop technologically enabled Communication Enhancement and Audit models and softwares that can help to measure communication and relationship satisfaction effectively in their workplace environment. The unique feature of the model is suggested to allow the integration of several metrics and module to measure communication and behavioral patterns, trends and outcome per time. The suggested model will also managers to cross analyse available data with the job satisfaction, engagement and performance metrics of the employees to produce and present valid empirical evidences that reveals how communication is performing in the organisation and amongst the employees.

#### **2.1.14 Historical Perspective/Profile of Selected Share Registration Companies**

The share registration industry began in 1959 with the creation of the registrar department of the Barclays Bank of Nigeria BCO which later became the Union Bank of Nigeria Plc. The industry is an integral sub functional sector of the Nigerian Capital Market regulated by the Securities and Exchange Commission (SEC). The primary function of organisations within the sector revolves around the management of the registers of members of client companies as well as the management of shareholder/investor returns, claims, investments, transactions, events and secondary data. Presently there are eighteen active share registration companies in Nigeria. A brief historical background of the companies as well as that of the industry's institutional body is outlined below;

#### **African Prudential Registrars**

Africa Prudential Registrars Plc is a financial services institution in Nigeria providing share registration services for investors, businesses and institutions<sup>212</sup>. The scope of its services covers the maintenance of registers, paying dividends and interest on investments, issuing shares and debenture certificates, managing shareholder enquiries, managing scrip and right issues for clients as well as IPOs, Right Issues and State government bonds<sup>212</sup>. Africa Prudential Registrars is a leader in the field of automation and share registration practice and they have pioneered innovative solutions that have transformed share registration management in the African continent. The company's head office is based in Lagos, Nigeria.<sup>212</sup>

### **Apel Registrars**

Apel Capital Registrars Limited is a foremost registrars company in Nigeria<sup>213</sup>. Apel Capital Registrars Limited "ACRL" was registered as a separate legal entity from its umbrella company, Apel Capital and Trust Limited "ACand T" a company incorporated in 1992 as a limited liability to render Asset Management, Registrar and Trusteeship services<sup>213</sup>. A one-stop shop for data management, Apel Capital Registrar is built to innovatively manage its client base with world class computer systems. This is structured to keep the company abreast of changing shareholder's details. Apel Registrars maintains direct automated links with shareholders and other stakeholders<sup>213</sup>.

### **Atlas Registrars**

Atlas Registrars Limited is a Share Registration, Administration and Custodian services company in the Nigerian Capital Market and it was established in 1981 as a department of the Flour Mills of Nigeria Plc<sup>214</sup>. It commenced operations in 1982 to maintain very specifically the registers of Flour Mills of Nigeria Plc and its subsidiaries by providing them with direct in-house

share registration services. It became a limited liability Company, wholly owned by Flour Mills of Nigeria Plc in 2005 in line with the requirement of the Securities and Exchange Commission (SEC). In 2014, precisely on the 29<sup>th</sup> of December, Flour Mills of Nigeria Plc divested its shareholdings in Atlas Registrars Ltd<sup>214</sup>. Atlas Registrars offers their services based on values such as integrity, initiative, performance, leadership and ownership which over time has helped the company to maintain a good reputation among shareholders<sup>214</sup>.

### **Cardinal Stone Registrars**

CardinalStone Registrars Limited was previously known as City Securities Registrars<sup>215</sup>. The company was incorporated in April 2002 and it began its full operations in March 2007. The City Securities which was its former name was a wholly-owned subsidiary of First City Monument Bank Plc (“FCMB”) till April 2013, when it was acquired by CardinalStone Partners Limited<sup>215</sup>.

CardinalStone Registrars Limited (CSRL) has continued to deliver world-class quality service to its clients leveraging on the core values of the CardinalStone group which revolves around the tenets of professionalism, integrity, innovation and creativity<sup>215</sup>. As a leading securities registration and data administration service provider, CSRL acts as Registrars to a wide spectrum of companies across various industries and currently manages register of members of over two million shareholders across a wide variety of companies/institutions in different industries in Nigeria<sup>215</sup>.

### **Carnation Registrars**

Formerly known as Afribank Registrars Ltd, Carnation Registrars was incorporated in December 2004<sup>216</sup>. As a result of Afribank’s expansion in its scope and client base through efficient service

delivery, the company was established to take over the functions of the Registrars' Department of Afribank Nigeria Plc which has been in operation since 1993<sup>216</sup>. The name of the company after Afribank Registrars was later changed to Mainstreet Bank Registrars Ltd in November 2011 after which it was subsequently changed to Carnation Registrars Ltd in May 2018<sup>216</sup>. This took place following the conclusion of the divestment process of the Company which enabled Messrs. Wizpic Exotic and Investment Limited emerged as the highest bidder taking over 91.7% shareholding being equity stake of Skye Bank Plc in Mainstreet Bank Registrars Limited<sup>216</sup>. Carnation Registrars Ltd is committed to innovative and total quality registrar services in the Capital Market and the main services of the organisation are the creation and maintenance of stockholders register of members<sup>216</sup>.

### **Centurion Registrars**

Centurion Registrars took off as the registrars department of DBL Securities Limited (later Diamond Bank Securities) in 1991<sup>217</sup>. And on Dec 10, 2007, it was registered with Corporate Affairs Commission (CAC) as Diamond Registrars Limited which gave the company autonomy to operate as a full-fledged share registration company<sup>217</sup>. In July 25, 2009, the company was approved by Securities and Exchange Commission (SEC) to operate in the capital market in the area of share registration. Centurion Registrars has participated actively with proven expertise in Initial Public Offers, Rights Offer, Private Placement, etc. including extended investment management offerings like the Global Depository Receipts (GDR), Share Reconstruction and Merger and Acquisition. Centurion Registrars deal regularly with stock broking firms acting on behalf of investors/shareholders<sup>217</sup>. They also verify investor's claims (i.e. certificates and signed

transfer forms) as presented through the stock broking firms and render verification services through the CSCS<sup>217</sup>.

### **Cordros Registrars**

Cordros Registrars Limited is a subsidiary of Cordros Capital Limited, empowered by the Securities and Exchange Commission, and registered with the Institute of Capital Market Registrars (ICMR) to perform all share registration functions in the capital market<sup>218</sup>. Cordros registrars offers end-to-end Register Maintenance, Register Take-on/Set Up, Corporate Action Processing and Expert Advisory Services, AGM Management etc<sup>218</sup>. The Cordros Group which is the umbrella body commenced operation in the market as a Securities Trading business in 2007, and recorded success stories in 2010 and 2013 when it began and expanded its scope to cover Investment Banking and Asset Management businesses, respectively<sup>218</sup>. In line with its strategic direction to evolve as a leading brand in the capital market sector in Nigeria, the group announced the establishment of its Insurance Brokerage, Trustees, and Registrars subsidiaries in 2020; hence the birth of Cordros Registrars<sup>218</sup>.

### **Coronation Registrars**

Coronation Registrars Ltd was formerly known as United Securities<sup>219</sup>. The company was licensed as a Securities and Exchange Commission (SEC) operator to deal in the maintenance of register of members and data administration services. United Securities was acquired by Access Bank Plc in 2008 from Hamilton Hammer and Co Limited (now ARM Securities Limited)<sup>219</sup>. Coronation Registrars Limited has risen to become a foremost management company of securities registrar and data administration services in Nigeria through world-class technology

solutions<sup>219</sup>. It has situated itself firmly at the forefront of the introduction of new products such as, electronic polling, e-dividends, e-bonus, e-notifications and e-lodgment <sup>219</sup>

### **Crescent Registrars**

Crescent Registrars Limited known as EDC Registrars Limited formally was incorporated on the 19th March, 2003<sup>220</sup>. Before it became EDC Registrars, the company was known as Oceanic Registrars Limited. It was licensed by the Securities and Exchange Commission (SEC) on the 23rd November, 2005<sup>220</sup>. This was as a result of the guidelines of Central Bank of Nigeria on some banks in 2009 which affected Oceanic Bank as the largest shareholder of its subsidiary, Oceanic Registrars. This resulted into the takeover of the company by Ecobank Transnational incorporated (ETI) to merge with already existing EDC Securities (Registrar Unit) to become a member of the Ecobank Group<sup>220</sup>. In 2016, Ecobank Development Corporation (EDC) again in another board room takeover divested from the Registrar business and the company was acquired by Modesty Capital Limited<sup>220</sup>. Hence the EDC share registration company was renamed as Crescent Registrars Limited<sup>220</sup>. Crescent Registrars core functions cut across keeping and managing the records and accounts of shareholders of clients' companies, maintaining accurate records on matters relating to particulars of shareholders, transfer of shares, issuing of share certificates, payment of dividend, bonus shares, right issues, merger and acquisitions etc<sup>220</sup>.

### **Data Max Registrars**

DataMax Registrars Limited was known as GTB Registrars Limited and it was incorporated as a limited liability company, and wholly-owned subsidiary of Guaranty Trust Bank plc then, on February 7 2006<sup>221</sup>. The Company was incorporated by the Securities and Exchange Commission to operate as a Registrar on the 22<sup>nd</sup> of June, 2006, and it commenced business activity on 1<sup>st</sup> of September, 2006.<sup>221</sup>. Following the Central Bank of Nigeria guidelines for banks to restructure

their businesses and divest from their subsidiary share registration company, Guaranty Trust Bank plc divested its shareholding in GTB Registrars Limited and as a result the Company changed its name from GTB Registrars Limited to DataMax Registrars Limited<sup>221</sup>. The new name DataMax underscores its expertise service as a leading provider of data administration reflection of a core values proposition that revolves around professionalism, service, integrity and innovation<sup>221</sup>. The Company's principal business is the provision of securities registration and data administration services to its clients and this includes maintaining shareholders' registers relating to stocks, funds, shares and other securities, as well as management of corporate tasks<sup>221</sup>.

### **First Registrars**

First Registrars and Investor Services Limited (Formerly First Registrars Nigeria Limited) was a wholly owned subsidiary of First Bank of Nigeria Plc until December 2012 following a resolution passed at the Court-Ordered-Meeting that First Bank should divest its entire holdings in First Registrars in line with CBN directives<sup>222</sup>. Prior to the incorporation of the company as a limited company, it began operations as a unit in First Bank of Nigeria Plc, offering Share Registrar Administration Services for well over 30 years to Corporate Bodies and State Governments. Following the re-structuring in the Bank, the Registrars Unit was incorporated as First Registrars Nigeria Ltd in May, 1999 as an independent company<sup>222</sup>. As a result of the directive from the CBN, while retaining its competent management team under the leadership of Bayo Olugbemi (FCIB, FICMR), the company unveiled a new identity and brand name with an increased service portfolio to become First Registrars and Investor Services Ltd with extended services into Investment Management<sup>222</sup>. FRISL's core competence is focused on the business

and management of the register of members of client companies specifically on the maintenance of register of members, updating of shareholders details, Bank mandate activation, Probate or Letters of administration services, Payment of dividend warrants/interest to shareholders/bondholders respectively etc<sup>222</sup>.

Adjudged the leading share data management company in Nigeria with a customer base of over 3 million shareholders drawn from about 70 major client companies, FRISL remains absolutely unmatched in the industry<sup>222</sup>. The company has led the pack as the most innovative Registrar outfit in the country introducing to the industry various cutting edge value added products and services<sup>222</sup>. Notable amongst them are the use of electronic voting devices at AGMs/EGMs of client companies and the use of prepaid cards in distributing dividends to shareholders especially those who are unable to claim their dividends as a result of having no bank accounts<sup>222</sup>. The company also introduced the Online Access/eshare Notifier platform into the industry which gives shareholders and client companies the access to manage and monitor the transactions on their share accounts online and through SMS platforms 24/7<sup>222</sup>.

### **GTL Registrars**

Greenwich Registrars and Data Solutions Limited was formerly called the Union Registrars Limited<sup>223</sup>. Union Registrars was the pioneer share registration company having commenced operations as a department in the then Barclays Bank DCO (Dominion, Colonial and Overseas) in 1959<sup>223</sup>. The company was initially created as a Registrars department in Barclays Bank Dominion, before it became a full-fledged subsidiary of Union Bank in 2003.<sup>223</sup> As a result of the introduction of CBN's regulation on Deposit Money Banks divestment from non-core

banking activities and subsidiaries in 2010, Union Bank divested of 80% of its stake in Union Registrars Limited<sup>223</sup>. The company as a result was taken over by Citadel Nominees Limited to be later merged with Citadel Registrars Limited (formerly WEMA Registrars Limited) in 2014 to create a more robust Union Registrars.<sup>223</sup> Following receipt of further regulatory and statutory approvals, Union Registrars Limited was renamed GTL Registrars Limited in 2015<sup>223</sup>. Again its name later changed to what it is presently called, the Greenwich Registrars and Data Solutions Limited in 2018.<sup>223</sup>

### **Lighthouse Registrars**

Lighthouse Registrars was founded in 1985 as Rims Securities Limited<sup>224</sup>. Rims was registered by Securities and Exchange Commission to operate as a Issuing House, Broker/Dealer and Financial Advisor in the capital market<sup>224</sup>. The company was also admitted as a dealing member of the Nigerian Stock Exchange on 30th January 1986 and it was subsequently renamed as Lighthouse Asset Management Limited in 2000<sup>224</sup>. Lighthouse Registrars was incorporated on 21st December 1987 and it was also statutorily registered with the Securities and Exchange Commission in 1992 to provide registrar services as its main functions<sup>224</sup>.

### **Meristem Registrars**

Meristem Registrars and Probate Limited (MRPL) is a subsidiary of Meristem Securities Limited<sup>225</sup>. The company was established based on the financial services business integration objective of Meristem Group which gave rise to a combination of two key service offerings under one company; Registrars and Probate management and Services <sup>225</sup>. MRPL operates an automated Share registration services company leveraging on world class state of the art technologies that offer efficient, accurate and reliable services fashioned to meet client needs and

demands with great speed and accuracy<sup>225</sup>. Duly registered with the Securities and Exchange Commission (SEC), Meristem Registrars and Probate Services Ltd is a key subsidiary of Meristem Securities a capital market conglomerate that provides various financial services activities ranging from wealth management, stockbroking, financial advisory, trusteeship, registrars and probate management services<sup>225</sup>.

### **Pac Registrars**

PAC Registrars Ltd is a subsidiary of PanAfrican Capital Holdings Limited<sup>226</sup>. The company was established in April 2006 as Spring Registrars Limited and it was also incorporated under the Securities and Exchange Commission (SEC) in June 2006 as a Capital Market Operator to provide Share Registration Services<sup>226</sup>. It finally commenced business in February 2007. The Company's processes and activities are largely driven by technology to offer cutting edge services such as lodgment services, e-dividend services, e-notification services, client's portal, stockbroker's portal, computerized storage and recovery of unclaimed warrants and shares certificates<sup>226</sup>.

### **38. Pace Registrars**

Pace Registrars was incorporated on the 4th of April, 1994 as a private Limited Company and registered by the Securities and Exchange Commission to render Registrar administration services in all facets to corporate organisations<sup>227</sup>. Known previously as Sterling Registrars, Pace Registrars is equipped with season proven professionals with core competence in Accounting, Investment/Finance, Marketing and the Legal profession<sup>227</sup>. Pace Registrars is partly owned by Little Swift Investment a South African Private Equity Firm and a member company of the TYT Group. The group investment focus is the African emerging markets with interest in Mining, Real Estate, Shipping and Financial services<sup>227</sup>.

## **Unity Registrars**

Unity Registrars Limited began its operations on the 18th of November, 1998<sup>228</sup>. The Company's operations are fully automated reflecting the commitment to use technology to drive excellence in service delivery. Registered with Securities Exchange Commission (SEC) as well as the Institute of Capital Market Registrars (ICMR), Unity Registrars maintains the Registers of over Thirteen (13) Companies that cut across various sub-sectors of the economy; from Petroleum (marketing), Agriculture, Banking, Insurance to Memorandum Quotations/Managed Funds<sup>228</sup>

## **Veritas Registrars**

Veritas Registrars Limited was incorporated as Zenith Registrars Limited on the 7th of May 2004 to execute Share Registration business in the Capital Market with a view to redefining the scope of operations of the business with technology and innovation<sup>229</sup>. The company's name was changed to Veritas Registrars Limited in December 2013 and it commenced operations precisely on the 21<sup>st</sup> of March 2005 when it took over the management of the largest register the Zenith Bank Plc from the previous registrar<sup>229</sup>. Veritas Registrars Limited prides herself as a one stop shop that offers efficient and effective customer service to her teeming shareholders with world class professionalism. True to its dream, the company within her five years of operations has indeed redefined the Nigerian Registrars business market by achieving and maintaining 24 hours verification which has greatly improved the liquidity of the stocks of all its clients on the trading floor of the Nigerian Stock Exchange<sup>229</sup>.

### **Institute of Capital Market Registrars (ICMR)**

The ICMR is the professional institute that oversees the functions of registrar companies and share registration professionals in the Nigerian Capital Market<sup>230</sup>

The Institute of Capital Market Registrars (ICMR) 'was registered with the Corporate Affairs Commission (CAC) in line with the provisions of the Companies and Allied Matters Act (CAMA) 1990 as a company limited by Guarantee on 4<sup>th</sup> November, 2004 with number RC 610498'<sup>230</sup>. The Vision of the institute is to 'create, develop and maintain a professional Institute of International standard riding on the Mission to train and produce true professional registrars using the best certification procedures with the aim of continuously improving the theory and practice of share registration in Nigeria'<sup>230</sup>. The institute is set up 'to promote the general advancement of share registration in the country and uphold and ensure the observance of professional ethics and tradition in the industry'<sup>230</sup>. The ICMR is also mandated to 'regularly conduct research into the theory and practice of share registration in Nigeria, organise evening and weekend classes for student members preparing for the Institute's examinations, facilitate effective rapport between practicing Registrars, take desirable measures to further the interest of share registration in the country, organise lectures, seminars and conferences on Share Registration and related fields, publish In-house Journals and Professional Share Registration textbooks, disseminate information relating to share registration to the public and liaise with the Government and the regulatory bodies towards promoting and regulating the practice of share registration in the country'<sup>230</sup>. The Institute also provides 'consultancy services in share registration and in related fields'<sup>230</sup>.

### **2.2 Theoretical Review**

Communication underlies most if not all organisational processes. Theoretically, there is no single approach to understanding communication in the workplace. Relevant theories to understanding organisational communication have their roots in the organisational classical and behavioral theories<sup>231</sup>.

In studying the dynamics of communication and how it affects the concepts of job satisfaction, employee engagement and performance since there is no one way to understand and encapsulate the dynamics of communication, this study is anchored and premised on a potpourri of organisational and employee behavioural studies to provide the necessary frameworks and foundations for the analysis of the possible outcomes. The theories evaluated include the Deetz's Critical Communication theory, the Vrooms Expectancy Theory, Kent and Taylor's Dialogical Theoretical Framework/Relational Communication theory, the Social Exchange theory, Khan's Employee Engagement theory, Theories Z and A as it emanates from Theory X and Y, the leader-member exchange theory and Herzberg's two-factor theory. This is to provide substantial analysis on the dynamics of effective communication and how it relates with employee engagement, job satisfaction, employee performance and organisational productivity.

### **2.2.1. Stanley Deetz's Critical Communication Theory**

The Critical theory of Organisational Communication was postulated by Stanley Deetz' a University of Colorado professor. The theory's main focus seeks to balance corporate and human interests as it relates to workplace relationships and functionalities. Deetz's work is based on the

premise that corporations are political as well as economic institutions. The theory highlights the effects of balanced communication that decentralizes control and power such that it influences optimum level of positive behavioural patterns and outcomes that are beneficial to the organisation in all ramifications. His tenets lies in the belief that without proper communication structures and democratic reforms which seeks to recognize and embrace the input of all actors in the workplace without any form segregation or alienation, employees may most likely become averse and antisocial to the physical and psychological work environment bearing very negative effects on the psyche and emotional wellbeing of the employees and the health of the organisation and its people in the long run. Deetz believes that every organisational attempt to foster employee-management relationships and communication that is geared at making employees perform optimally, be happy, satisfied and committed on the job must be premised on the structures of participation and democratic reforms that allows employees to feel valuable to the organisational growth process.

Deetz propounds that the Communication theory can be used to diagnose distorted corporate decision making and structures and that workplaces can be made more productive and democratic only through communication reforms<sup>232</sup>. Stanley Deetz' Critical Communication Theory is a classical communication theory developed in August 1982 and published in his article in the Western Journal of Speech Communication titled 'Critical Interpretive research in Organisational Communication'. The theory was developed with the intention to create a situation of balance between corporate and human interests within an organisation or an entity<sup>233</sup>. Deetz's theory gives support to the purpose of this study in evaluating the importance of organisational communication as one of the most critical management tools with direct correlations with the behavioral patterns of employees in the workplace. Deetz theory

underscores the critical role and influence of communication in employee management, employee-owner relationship management and organisational productivity. The scholar opines that when corporate communication is not participatory or inclusive, it produces extreme and adverse outcomes that are harmful to the essence of the organisations. The influence of such situation on the behavior, responses, moods, psyche and actions of an employee is also usually counterproductive. The theorist also calls attention to the difference between information exchange and communication in the workplace<sup>233</sup>. While the two concepts may not be confused as the same, information exchange is one of elements of effective communication<sup>233</sup>.

Organisational communication under the tenets of this critical communication theory is a wide and dynamic concept which embraces all physical, cognitive, emotional, and psychological aspects and roles of communication rolled up into one singular holistic concept.

Deetz's theoretical perspective rose to challenge the tenets of the Shannon and Weaver model of communication that positions communication as simply the transmission of information<sup>233</sup>. His opinion is that organisational communication holistically goes beyond the act of information transmission to include other elements as the ingredients of interaction and relationships, choice and context of language usage, structures and framework, necessity of shared belief and understanding, roles and influence capabilities, interpretation, reaction and effects of communication in the work place<sup>233</sup>. Deetz states that 'when communication is viewed or limited to the transmission of information then what that creates is a situation that 'perpetuates corporate dominance' which is characteristic of a work environment that supports top-down communication flow<sup>233</sup>. Deetz expressed that such view 'encourages corporate top level supremacy rather than seeing employees as active participants to communicate with in moving an organisation forward'<sup>233</sup>. The ultimate goal in developing the theory is to trigger the

possibility of open negotiations and appropriate balance of power as the dominant situation within organisations.

Deetz carefully scrutinized the structure of the corporate world and his theory of communication, critics and questions the primacy of corporate prosperity and how it affects its citizens<sup>233</sup>. On that premise, he clearly distinguishes between the concepts of information and communication stating that the knowledge of the two concepts and how they interrelate marks the difference in how corporate internal citizens are related and communicated with in the workplace.

Deetz does not subscribe to corporations having all the power in decision making<sup>234</sup>. His theory supports suggestions for productive and democratic communication reforms and strategies. Deetz propounded the theory to provide a framework that shifted the paradigm in organisations that are autocratic, domineering and undemocratic in nature, in order for corporations to become more inclusive in decision making for everyone including investors and employees<sup>235</sup>. Deetz proposes a model with more emphasis on communication rather than information, where both spoken and body language is regarded and given equal attention through which social reality is created and sustained<sup>236</sup>. Deetz posits that as long as individuals and corporations themselves continue to see communication as transferring of information, the more corporations will dominate<sup>237</sup>. This underpins that a significant correlation exists between organisational communication management and the flow of communication in the workplace as well as with the quality of relationships and the quality of work<sup>235</sup>.

Invariably, it means that the power of proper and effective communication and the way it is balanced in the workplace cannot be underrated<sup>235</sup>. To Deetz and other scholars who share his school of thought, most often than not, communication within certain organisations especially in

those with poor communication structures and strategies tends to exclude the voices of those who are not at the top<sup>238</sup>. Deetz also found that the need to exert managerial control by top supremacy in the workplace is one of the culprit that allows corporate dominance to thrive which affects employer/supervisor and subordinate relationships negatively with undesired effects on the commitment and performance of the subordinates in the long run. Deetz quotes that at times the "the desire for control can even exceed the desire for corporate performance" in some organisations.<sup>239</sup> The submission is that the communication, relationship and interaction structures of an organisation should not be allowed to crash under its weight of managerial control which is regarded as a tool of managerialism. Defining the two concepts, Deetz refers to overt managerial control as the exclusion and alienation of voices of the people directly affected by the decisions of a corporation <sup>240</sup>. He also defines managerialism as 'a systematic, logic, set of routine practices, and ideology that values control over all other concerns'<sup>241</sup>. Deetz posits that organisations should herald the concept of organisational communication participation, interaction and relationship management above managerial control and managerialism. His belief is that in a lot of organisation, individuals at the top of the hierarchical structure continually hoist the banner of managerialism in managing the affairs of their organisations and sub-portfolios. This kind of behaviour becomes so endemic to the culture of such organisations to the extent that it is subconsciously and sometimes consciously handed down to subordinate employees as they progress to the top <sup>241</sup>.

Deetz's critical theory is openly political<sup>241</sup>. Its assumptions is primarily based on the notion that by reorganizing the work place environment structurally and policy-wise, adequate priority can be given to the most important human values in the workplace, at the core of which is effective communication and relationship management<sup>242</sup>. Deetz's theory supports the assertion that when

communication is taking care of in the work place, its influence and effects on all fronts especially the people and the bottom line is optimally beneficial to the existence of the organisation.

Stanley Deetz holds and supports a humanistic vista of the world. Humanists feel that meanings are in people not words.<sup>241</sup> His theory is employee-centric. It supports a dyadic relationship between the divides in the workplace environment that is powerful enough to permeate dominant managerialism corporate culture and glass ceilings that may exist in the environment<sup>243</sup>. The proponent believes that effective corporate communication should be a constant underlying factor in the daily life and existence of an organisation. Rather than merely reflecting reality, effective communication should be at the center of organisational reality itself. Reflecting on this, it can be deduced that since the outcome and benefits of interaction are shared amongst the actors of a communication encounter, the attitude towards involvement and interaction in the workplace must be that which is critical and almost eccentrically woven into all aspects of organisational structures and policies .<sup>239</sup> Deetz considers communication to have strong correlations with the social construction of meaning emphasizing that the issue of power, control and dominance can affect the perception and influence of communication amongst the recipients<sup>241</sup>. As against unguarded managerial control which often takes precedence over representation, Deetz suggests Co determination, which epitomizes deliberate participatory democracy and open decisions making processes in the workplace<sup>241</sup>. Deetz also suggests four criteria to consider when discussing and considering ways that corporate decisions can be made as it relates to the effective organisational communication without exerting managerial control. He identified the aspects and elements to beam attention on. They include the strategy put in place, consent of all actors, the resolve of involvement and true participation.<sup>241</sup> In this wise, strategy herein refers to the explicit

and laid down structures put in place. Consent refers to the processes of making the employees committed and react actively to the process of making a decision to accomplish managerial interests even above fulfilling their own life interests, goals and aspirations. Involvement describes the decision to be involved in the growth cycle of the organisation and the development of actual and true participation structures through collaboration and co-determination techniques where all stakeholders in an organisation relate and reach decisions openly and by working together<sup>241</sup>. The theorist believes that actual and true participation rather than a manipulated free expression of opinion and ideas is the desired elements that supports co-determination and participation in the workplace.

Deetz posits that the act of free expression itself may be inhibited to the point that it isn't the same as having a 'voice' in corporate decisions and the knowledge of this marks the difference<sup>222</sup>.

Deetz thoughts in this wise, pins against the situation where employees are made to feel like they can express freely but they may not actually be heard or when they are heard, they are silently victimized for doing so to such extent that the employees feels disengaged about making contributions on the job. Free expression in the workplace must be premised on open and identifiable participatory structures that gives employees the confidence of being a true member of the team.

Under Deetz's theory, gaining employees trust and commitment can be made possible only through the free flow of information within an open marketplace of ideas and participatory networks where victimization and the consent to quietness is not allowed to thrive or allowed to inhibit the open market of ideas in the workplace.

Deetz believed that the information transfer model of communication can only work efficiently when people have shared beliefs and values. Despite having some dissenting views about the elements of this theory, the critics of Deetz critical theory of organisational communication agree that the strengths of the theory clearly outweighs its weaknesses. They also agree that employees have the right to participate in decision making especially in the communication that affects them and their portfolio for better interactions and relationships that are more beneficial to the organisation<sup>240</sup>. Positive employee-management relationships premised on interaction, participation, mutual trust, commitment and co-determination digs out the creativity, loyalty and respect of employees which can lead to very high levels of job satisfaction, engagement and performance. The critical approach of Deetz theory enables an easy navigation of the complexities of organisational life. Its supports organisations in building more participatory and democratic structures that are responsive to the needs of their multiple stakeholders to extract the best out of its employee base and to get value for money. Deetz approach to corporate decision making is inherently attractive because it is built on commonly agreed shared values and beliefs in the field of communication. The tenets of the theory ensures a seat is reserved at the decision-making table for every class of stakeholders in such ways that are beneficial to organisation and the people.<sup>243</sup>

Deetz affirms the importance of the concept of democratic participation, fairness, equality, diversity, and cooperation to the psyche and perception of the peoples of an organisation <sup>243</sup>. The implication of Deetz's theory is that if organisations take a critical approach to communication strictures and balance in the decision making process, in which stakeholders are allowed to participate in the decisions that affect them at least, there would be greater likelihood for job satisfaction, commitment and loyalty on the part of workers and other stakeholders<sup>243</sup>.

In summary, Deetz theory goes beyond the basic ideas of organisations and how they work and instead, posits a view of organisations that take into account the democratic aspirations of the people, expectancy of the employees and the power centers in the organisation.<sup>243</sup>.

### **2.2.2. Vroom's Expectancy Theory of Motivation**

Communication satisfaction amongst employees have been identified as critical to outcomes of motivation and performance. Another critical organisational theory upon which the interrelatedness of the variables of this research study is premised upon and analyzed is the Vroom's Expectancy Theory. The Expectancy theory gives background to the motivating factors that has the ability to enhance performance. The connection between the three variables i.e. engagement, satisfaction and performance reveals a causal and effect interaction between them which births positive outcomes regardless of the perspectives of interplay. On one hand, it has been found through various studies that engagement can trigger satisfaction and performance. On the other hand, it has also been confirmed that employee engagement can also positively influence optimal performance such that the employees become satisfied with and on their job. Regardless of the perspectives, the key factor of analysis is premised on the motivation and satisfaction that employees must derive from their work processes, work relationships and organisation to enable them unbundle themselves fully on the job. Employee engagement is actively premised on motivational factors which have very significant correlations with the effectiveness of organisational communication.<sup>134</sup>

In 1964, Victor H. Vroom developed the Expectancy theory through his study of the motivations behind productivity and decision making in the workplace<sup>244</sup>. Vroom's theory is primarily centered on the perception and behavioral reactions of employees to situations in the workplace,

their employers' action and how the organisational strategies and policies formally and informally influence and affects their attitude on the job<sup>244</sup>. Vroom posits that an employee's performance is based on individual factors such as personality, skills, knowledge, experience, perception and ability. Under Vroom's theory, employees have an expectation from their employers to protect their psychologically and emotional wellbeing apart from other intrinsic and extrinsic values. Under the theory both the employers and employees have needs that must be met in the workplace to keep the sanity of the environment and the people.

There are three elements of the Vroom's theory<sup>244</sup>. First is Valence which refers to the emotional orientations people hold with respect to outcomes and rewards on their job<sup>244</sup>. If unsatisfied, this often leads to situations or disappointment, lack of trust and unhappiness on the job that have underlying effects on their perception, experience and determination to be part of and involved in the growth cycle of the organisation. The needs of employees to satisfy their extrinsic values such as money, salaries, promotion and fair appraisals, time-off, and their intrinsic value such as satisfaction, value, rewards, participation in decision making can affect the attitude, emotional state of mind and willingness to put in the effort to perform<sup>244</sup>. The Vrooms theory highlights the need for employers to value their employees as well as discover what they value. The second element according to Vroom is Expectancy<sup>244</sup>. Vroom posits that employees have different expectations and levels of confidence about what they are capable of doing. It is therefore important for management to discover what resources, training, recognition, reward or type of supervision and position employees need per time to bring out the best in them. Third is Instrumentality which refers to the perception of employees of the actions of the employer vis a-vis the possibility of getting their needs, wants and expectations from the company satisfied.<sup>244</sup>. This relates to the trust and belief that employees have in the organisation.

Vroom suggests that an employee's beliefs about Expectancy, Instrumentality, and Valence interact psychologically to create a motivational force such that the employee acts in ways that bring pleasure and avoid pain to the organisation. This is critical to staying engaged and satisfied on the job<sup>244</sup>. In situations where a shift is noticed or felt, such can trigger unwanted reactions from the employees especially those unspoken which are mostly damaging. Vrooms theory highlights the role that effective communication structures have to play in ensuring that both the intrinsic and extrinsic motivational needs of employees are met to the extent that they trigger satisfaction and performance at very optimal levels<sup>245</sup>.

Vroom highlights critically the role of Communication satisfaction as the moderator in developing employee motivation and engagement<sup>246</sup>. In reiterating the role of communication as it relates to employee motivation, Vroom posits that communication is the most central process in organisational management that enables and gives structure to the functions of other organisational processes. Communication satisfaction under Vroom Expectancy theory is defined as the satisfaction with communication that is linked to an employee's position and wellbeing in the organisation<sup>247</sup>. Such position refers to the general outlook, perception and how this affects the behavioural patterns of the employees<sup>246</sup>.

As it relates to employee motivation vis-a-vis the role of communication, Vroom identifies eight communication categories to explain what constitutes communication satisfaction amongst employees in the workplace that are potent enough to keep them performing, motivated, committed and satisfied on the job. <sup>247</sup>. They include communication climate, the kind of inherent supervisory communication, organisational integration, media quality, coworker communication and relationships, corporate information, personal feedback, and the quality of employer-subordinate communication<sup>247</sup>. In a study designed to examine the motivation of hotel

workers using the expectancy theory while testing the influence of communication satisfaction as a moderator, it was found from a practitioner's perspective that communication satisfaction does have very significant effects in motivating employees<sup>245</sup>.

According to reports from the study, it was found that the high communication satisfaction group were willing to work harder to performance better and at their peak on the job because they strongly believed that if they met performance expectations, they would receive a greater reward or be happy at work<sup>245</sup>. Being satisfied, committed and happy on the jobs are intrinsic needs most employees want to fulfil in the work place. Communication satisfaction has been found to have strong correlations to how these needs can be fulfilled. Employees of the high communication satisfaction group also revealed that they wanted better job-outcomes than the low communication satisfaction group<sup>245</sup>. This proved that the high communication satisfaction group are more likely to enhance the productivity and the quality of their work if they are highly motivated and satisfied<sup>245</sup>.

Expectancy theory focuses on perception as critical to behavioural attitudes and outcomes amongst employees<sup>246</sup>. If the expectations of employees on the jobs are not met, it demotivates and disengages them from being committed and from being excellent performers. The theory establishes a relationship between performance expectations, direct and extra effort put into the job, and the tangible and emotional rewards/outcomes. This is based on the assumptions that employees believe in the relationships that exists between them and their employers and employer representatives (i.e. management) as an enabler to creating interaction that will make them feel valued and intrinsically committed to the success of the organisation. A situation where an employee's feels an inhibition, alienation or distrust in the employee-management relationships and interactions in the workplace most likely result into situations of

disengagement, dissatisfaction and emotional removal from the goals and aspirations of the organisation. Vroom's expectancy theory thus focuses on how being motivated stimulates employees to achieve a particular goal or performance target especially as it concerns the outcome that would become beneficial and rewarding to them both tangibly and psychologically<sup>248</sup>.

The proponent of the expectancy theory posits a mathematical formula that depicts that motivation is the result of the sum of the products of valence, instrumentality and expectancy all put together in the right balance within the workplace<sup>249</sup>. The mathematical formula is presented as;  $Motivation = \Sigma(Valence \times Instrumentality \times Expectancy)$ <sup>249</sup>. Vroom Expectancy theory proves that an employee's performance and satisfaction afterwards have very strong relationship with direct and mediating factors such as personality, skills, knowledge, abilities, attitude, shared beliefs, feelings and most significantly motivation for and from the job or the environment<sup>249</sup>. This thus proves that employee engagement which is the direct and specific outcome of being motivated possesses double edged benefits to and for organisational health and productivity. Keeping employees engaged through communication and relationship satisfaction according to the tenets of Vroom's theory, is perhaps the best possible factors to trigger performance and satisfaction on the job.

### **2.2.3 Kent and Taylor's Dialogic Theoretical Framework/The Relational Communication theory.**

Kent and Taylor's dialogic theoretical framework is another theory developed in 1998 by two public relations scholars that can be used to predict outcomes where communication is present<sup>250</sup>. The theory supports the need for organisations to take communication very seriously and deliberately in a collaborative and participatory manner as well as the need for managers to value

the contributions and emotional wellbeing of the other party in the communication process. As a result of their research endeavor, scholars and practitioners are increasingly becoming more sensitive to the use of the terms “dialogic” and “dialogue” to describe ethical and practical approaches to relationship management; be it internal or external<sup>251</sup>. Under Kent and Taylor’s dialogic theory, it is believed that an organisation’s use of dialogic communication to build relationships with its public shares the same quality of an individual’s dialog and interaction in interpersonal relationships. Both processes involve quality interactions and strategies that involve trust and aims to develop satisfactory relationships that are beneficial on the psyche, wellbeing, commitment, involvement, satisfaction, productivity and health of all parties <sup>250</sup>.

This theoretical framework took its roots from the philosophy of the relational communication theory which is the process of communication involved in personal relationships, which may include friends, family or even romantic partner. The Relational Communication theory initially attempted to understand communication from the marital and family perspectives which perhaps is similar to how communication acts in other forms and kinds of relationships like the workplace.

In analyzing the dialogic theory of Kent and Taylor it is imperative to scan the scope of the Relational Communication Theory of L. Edna Rogers and Richard V. Farace postulated in 1975. It is upon the premise of this theory that the Kent and Taylor Dialogic version and subsequent improvements were developed whereas they used the tenets of the relational communication theory to evaluate the role and application of communication to foster social change in the work environment<sup>250</sup>. Just as change is constant to life, it is to the workplace also. Kent and Taylor dialogic theory as well as Rogers and Farace relational theory are two theoretical perspectives that can be used to analyse relationships, interactions vis-a vis the role of effective

communication and how these concepts interrelate in the workplace to ignite beneficial relationships between the organisation and the people in it.

Relational communication covers and is scholarly referred to as 'a subset of interpersonal communication particularly in the aspect that deals with the study of verbal and nonverbal communication in all forms of relationship<sup>251</sup>. Communication is the primary focus and key factor to understand the verbal and nonverbal postures and exchanges in an interpersonal relationship<sup>252</sup>. Since relationships emerge, strengthens, or dissolves based on interaction, communication is therefore undoubtedly the key to effective relational management<sup>252</sup>. It is the most important principle of relational management as it lays the foundation on which a relationship stands or falls, flourishes or dies. Its dynamic nature and scope reveals that as relationships changes, improves or evolve, so does the effectiveness of communication and the attendant strategies and policies put in place<sup>252</sup>.

Kent and Taylor's dialogic theory posits that in an interpersonal relationship which is what happens mostly in organisations, communication is a varying continuing entity rather than a constant<sup>251</sup>. The common factors of the dialogic theory as well as the relational theory suggests that people make interpretation from messages which can be verbal or nonverbal or both<sup>253</sup>. Therefore the strategies put in place by an organisation will have strong effects on the relationships and the interpretations and perceptions afterwards. Following this position, relational communication consists of certain elements and factors of analysis. Under this premise, it is believed that people can interpret messages as an indicator of dominance or submission, orientation or disorientation, affiliation or disaffiliation<sup>254</sup>. The dominance versus submission element suggests that both the concepts of dominance and submission define and affect how much a person can influence or be influenced in a relationship<sup>254</sup>. This invariably can also be

extended to the workplace environment and relationships and how much effects the inherent organisational communication strategies can have on the behavioural reactions of the people<sup>254</sup>. The second element is the intimacy that is fostered or killed as a result of the structures of communication both formal and informal that is inherent. The level of intimacy depends upon the effect that the communication structures put in place for relationship management will have on various other dimensions such as affection, commitment, trust, involvement, satisfaction, happiness and the likes<sup>254</sup>. Third is the Chemistry which refers to the degree of similarity and or tolerability between two or more than two persons<sup>254</sup>.

The communication strategies put in place for relational management in the workplace can only be effective if it ignites and sustains a good chemistry between employee groups and management groups. This can be demonstrated in a number of ways. For instance, it can be exhibited through the agreement and tolerability with each other, common interest or common viewpoint, reciprocating disclosure, showing understanding, agreement, affection and fondness. The degree of satisfaction that employees get from the relationships between the employee and management groups can be evident in the pre-mentioned outcomes too.<sup>254</sup> Fourth is emotional connectivity<sup>254</sup>. This involves an emotional activity that affiliates with a person as a result of communication<sup>254</sup>. In relational communication, this involves various emotions and behaviours ranging from love, acceptance, regard, disregard anger, anxiety, distress, sadness etc and it covers other efficacious emotions and reactions that strengthen relational communication such as feeling of affection, satisfaction in the relationship excitement, and happiness. The same goes for communication in the workplace. The effectiveness of the communication strategies put in place vis-à-vis the quality of relationships can be determined and measured through outcomes on the performance, productivity satisfaction and psyche of the employees.

Another element of the relational theory that is similar to how communication can behave in the workplace is the method of interaction<sup>254</sup>. The manner of interaction in a communication exchange points at the quality of communication in the relationship. In the workplace, a formal and measured behaviour sometimes reflects an overall tone of the absence of interpersonal communication. Informal but measured behaviour with mutual regard can strengthen the outcomes of the communication process better in most cases because it triggers comradeship, trust, sense of belonging, value, participation, happiness and satisfaction significantly. The social composure which reflects how a person is socially comfortable or awkward while interacting publicly and Orientation to a task or a social activity are other relational elements under the theory which can be affected by the effectiveness of communication strategies and orientation of the workplace. <sup>254</sup>.

The overall wager of the relational communication theory and dialogic theory is that people are more task-oriented and productive when they are more effectively related with emotionally rather than talking or doing things off the table in a autocratic and dominance related manner <sup>240</sup>. The theories supports participation and effective communication relationships and engagement that fosters happiness, satisfaction and productivity when applied to the workplace and other relationships.<sup>253</sup> The Dialogic principles as it relates to communication effectiveness are premised on the elements of potential, participation, coherence and awareness<sup>255</sup>. As internal and external organisational public relations practices focus more on relationship building, organisation's dialogic communication with all stakeholders especially those with direct effects on the bottom line has become crucial<sup>250</sup>. Definitively, dialogic communication refers to 'any negotiated exchange of ideas and opinions' that encompasses an organisation's efforts to engage in an open, honest, and ethical relationship with its publics which provides organisations with the

opportunities to hear from the public and adapt to the public's needs<sup>256</sup>. The dialogic and relational theoretical framework is premised around the five tenets of genuine dialogue which includes commitment, mutuality, propinquity, empathy and risk. Commitment relates to the authenticity or integrity associated with the use of dialogue and the development of relationships by an organisation<sup>250</sup>.

Mutuality acknowledges the link between the organisation and the public or stakeholders and recommends collaboration between stakeholders<sup>250</sup>. Propinquity indicates a spontaneous exchange between the organisation and its stakeholders, while empathy refers to a willingness on the part of the organisation to put itself in the shoes of its stakeholder and viewing the issues that affect them from a different perspective that is not dominating and autocratic<sup>250</sup>. The final tenet, risk, signals an understanding of how open access, dialogue and interaction can lead to unpredictable and unplanned outcomes when it is not properly structured and how it is important to mitigate against such<sup>250</sup>. Kent and Taylor suggest workplace relationship and dialogue must be built on these tenets and embedded as fundamental values in organisations life and culture. This they suggest can be made possible by developing the interpersonal skills of employees, by ensuring the creation of effective communication structures, strategies and channels that allow for feedback are instituted, and by valuing dialogue, peaceful co-existence and quality interactions within the organisational processes<sup>250</sup>.

The concept of dialogue is primarily used to refer to the act of talking or to mean a conversation or communication exchange between two or more people, however the concept goes beyond talks and conversations based on theoretical perspectives and communication principles that has evolved over the years in dialogic communication discourse and research. Genuine dialogue or effective dialogic communication, is premised on some other elements and concepts that

revolves around risk, trust, empathy, positive regard, propinquity, and a willingness to be changed or to be instructed, co-opted or directed<sup>255</sup> This lends credence to the co-determination element of Deetz critical theory of organisational communication wherein co-determination represents decision processes that allows and co-opts open dialogue and agreements among all stakeholders which in turn foster effectual decision-making outcomes and participatory democracy in the workplace<sup>243</sup>.

Dialogue under Kent and Taylor embodies not only the conversations but also the influences and outcomes that may occur as a result and how this in turn affects the intent and purpose of the dialogue in the workplace. Most often than not most research works in communication is usually focused on the message, language and the actors. Under Kent and Taylor, “the dialogic theory is different and taken several notches higher than the mediated dialogue that many scholars have attempted to study”<sup>255</sup>. Most often noticed in recent research endeavors is the focus beamed on dialogues pertaining to communication exchanges on websites, applications and social media in the workplace rather than studying true dialogue as it relates to actual relationship and exchanges and the role of communication in the workplace on the engagement of employees and their satisfaction on their jobs<sup>255</sup>. The lesser attention given to this aspect is perhaps the reason why many communication endeavours fail in the workplace.

The scholarly redirection is to view dialogue as both a normative and positive theory beyond the normal status-quo<sup>255</sup>. Under Kent and Taylor, “dialogue is normative because it fosters and provides an idealized view of all the possibilities of what can take place in organisation–public relationships and it also positive in that the theory of dialogue actually can be used to structure empowering dialogic outcomes and at the heart of dialogue is a commitment to communication engagement”<sup>255</sup>. Communication engagement has very close correlation with communication

satisfaction. Communication satisfaction has strong positive correlations with other social exchange elements such as psychological contract, fulfillment and perceived organisational support which also births employee engagement and employer/organisational attractiveness<sup>256</sup>.

The concept of communication engagement as an offshoot of the dialogic theory has gained popularity as an organisational concept that lend credence to the dynamism and ubiquity of engagement as a communicative framework wherein it defines engagement as a “dynamic multidimensional relational concept featuring psychological and behavioral attributes of connection, interaction, participation, and involvement, designed to achieve or elicit an outcome at individual, organisation, or social levels”<sup>257</sup>. Under this theory also lies the tenets of employee satisfaction which also has very strong correlation with the communication satisfaction metrics in the workplace. On the flip side, communication dissatisfaction amongst employees as it relates to the holistic concept of dialogue i.e. communication and relationship exchanges in the workplace may adversely affect employee satisfaction and dialogic engagement if uncurtailed.

Dialogic engagement is also a critical sub-concept of the dialogic theory and it refers to “the commitment to the creation of relationships of equality and the elimination of the dominance and elitism in the workplace”<sup>255</sup>. Dialogic engagement is premised on eleven cardinal elements and phrases which includes the “ability to treat others as valued; interactions based on dialogue and turn-taking; repeated interactions; relationship based; trust; participants given autonomy to reach a flow or engaged state; activities mutually satisfying; collaboration which may be initiated by either party; protection from hidden agenda or manipulation; coorientative; and rhetorics”<sup>258</sup>.

Dialogic engagement supports active participation in the process of dialoguing, dialogic actions and outcomes such that it rubs on effectively on how the people of an organisation view, perform are happy and are satisfied with their jobs.

#### **2.2.4. The Social Exchange Theory**

Another theoretical framework upon which this research is premised is the classical Social Exchange Theory in light of the influence of organisational communication on the behavioural patterns of employees in the workplace as it relates to the quality of relationships, performance and productivity. Social exchange within an environment can only be fostered and triggered by effective communication structures that seeks to elicit positivity within the clime and amongst the people. The proposed outcome of a social exchange is expected to be that which is mutual and effectual for all parties in the exchange<sup>253</sup>. When premised against the influence and power of organisational communication on employee engagement, performance and job satisfaction, the theory presents a framework that uphold mutual reinforcement in the interrelationship process as key in the process of social exchange to achieve positive results.

The history of the Social Exchange Theory dates back to 1958, when American sociologist George Homans published an article entitled “Social Behaviour as Exchange.”<sup>252</sup> The Social Exchange theory’s most dominant emphasis is premised on the individual behaviour of actors in a relationship or communication exchange as it relates to their quality and method of interaction with one another and how the actions and reactions that is exchanged reinforces each other<sup>252</sup>. Homans primary aim was to explain fundamental processes of social behaviour which includes influence, conformity, status, leadership, and justice<sup>252</sup>. The theorist believed that there was nothing that emerges in social groups that cannot be explained by propositions about individuals interacting together and the given condition and clime that they happen to be interacting within and the effects that the interactions have on their personalities and the environment. The theorist explained social behaviour and the forms of outcomes produced in the process by showing and

depicting how a person A's behaviour reinforced person B's behaviour in a two party or mutual relation and the relationship between actors A and B, and how B's behaviour in a contingent fashion or feedback manner reinforced or reacted to A's behaviour in return<sup>252</sup>. His theory attempts to explain the dyadic relationship and influence of social interaction and communication and the effects and outcomes on behavioural patterns and attitudes in a social group.<sup>252</sup>.

Social Exchange is defined as the 'exchange, activity, tangible or intangible, with rewarding or costly outcomes and implications between at least two persons<sup>259</sup>. The element of cost in this definition is viewed primarily in terms of alternative activities or opportunities foregone and sacrificed by the actors involved. Sacrifice, compromise, obligations, responsibility and equity are the tenets upon which the social exchange theory is built.<sup>259</sup>The "costs" in this theory may also refers to things or actions that a person may see as a negative in a relationship<sup>252</sup>. "Benefits on the other hand as it pertain to this theory, are traits that an individual may see as positive attributes that are beneficial to the psyche and general wellbeing especially<sup>252</sup>.

According to the Social Exchange theory as it relates to organisational communication, if the costs far outweigh the benefits, it may be an indicator for outcomes that will affect the employees output in a workplace scenario especially their engagement, satisfaction and performance <sup>252</sup>.Several theoretical perspectives posits that social exchange relationships prescribes and are premised on the feeling of oneness and common purpose between different parties of specific relationship. 'These parties will not carry out their obligation in this relationship unless they see that the other party has something of value to offer'<sup>260</sup>. The theory supports a recipocatory obligations between subordinates and their managers in the workplace based on effective communication structures.<sup>260</sup>

In the immediate years that followed the development of the Social Exchange theory, other studies expanded the parameters of Homans' fundamental concepts. A scholar further explains that an exchange starts with one party giving a benefit to another. If the recipient reciprocates, consequently a series of beneficial exchanges occurs and feelings of mutual obligation between the parties are created and developed<sup>259</sup>. The effectiveness of communication structures put in place for employee-management relationships to be effective in the workplace thus have a cost and benefit outcome to it. The cost that the organisations bears in putting in place communication strategies to foster high quality employee-management relationship creates triggers enormous benefits on the employees and back to the organisation consequently. It is win-win situation for all parties.

Invariably this means that for employee management relationships to be beneficial, feelings of mutual obligation to the course must be established. In the social exchange perspective, it is found that an employee's obligation as it relates to the work underpins the conviction regarding whether one should care about the organisational well-being and should help the organisation reach its goals<sup>260</sup>. Other perspectives also posits that 'the exchange, or reciprocation, in social relationships becomes stronger when both partners are willing to provide resources both tangible and intangible which are valuable to the other. Whereas employees value beneficial treatment, employers seek loyalty and dedication<sup>252</sup>. Scholars have also given clarity to the confusion on which of the two parties starts as the initiator in the reciprocation and relationship exchange in the work place and most research works point at the organisations as the most crucial initiator<sup>252</sup>. The summary of the theory reveals that positive actions directed at employees by the organisation contribute to the establishment of high-quality exchange relationships and beneficial outcomes on the psyche and commitment levels of the employees. This position supports the

positive consequences that ensue when employees respond to perceived organisational support which is a cost organisational managers must bear.<sup>261</sup> The conceptualized view of how Social Exchange works relates also to the tenets of the dialogic theory and relational communication theory. The submissions and perspectives of the theories supports the notion that a relationship between two people is created based on a cost-benefit analysis<sup>262</sup>.

Conceptually the theory is metric designed to determine the effort invested in by an individual in a person-to-person relationship and how this can affect the interaction and reactionary process<sup>259</sup>. Based on this principle, the indices and outcomes of the relationship may produce results that helps to determine whether an organisation is putting enough or too little effort into instituting communication satisfaction in its clime. This invariably means that the effectiveness or ineffectiveness of the communication strategies put in place in an organisation can be measured through the efforts put in for relationships and interactions and how it makes employees satisfied, committed, motivated enough to perform and contribute their quota to the organisational goals and aspirations.

Specifically, as it relates to organisational contexts, work relationships and interactions are a part of the socialization process, the platform required for successful performance and satisfaction, and a ground for social support and networking<sup>262</sup>. The quality of employee relationships are one of a few key indicators of success and happiness on the job. If an employee doesn't have positive connections at work, they're more likely to leave the position and seek those positive relationships elsewhere. This may lead to very disturbing levels of employee turnover. The Social Exchange Theory supports the idea of of a company culture that promotes friendliness and collegiate relationship-building that helps employees feel connected to the organisation on a

personal level and effective communication structures is identified as the platform on which such can be built <sup>262</sup>.

### **2.2.5 Employee Engagement Theory**

This study is also premised against the tenets of the employee engagement theory particularly Khan's engagement theory as well as on others theories that share similar ideological perspectives as it relates to the concept of engagement, disengagement and burn out factors on the job<sup>263</sup>. Organisational psychologist William Khan's Employee Engagement Theory presents the foundation to understanding what makes engagement happen and what factors prevent it from taking place in the workplace<sup>263</sup>. Khan's research was published in 1990 based on two workplace studies which evolved into a framework for recognizing how an organisation can foster or hinder engagement<sup>264</sup>. Khan's study also led to the development of a holistic, encompassing simple and direct definition of the term engagement which he described as an employee's ability to harness "full self" at work<sup>263</sup>. The fundamental elements of Khan's engagement theory was derived from three psychological conditions he observed in the dynamics of the workplace that contributes to an employee being engaged.<sup>263</sup>.

The first criteria used to determine engagement is the meaningfulness of work which he explains 'focuses on whether the employee perceives their roles, functions and task as meaningful to them, the organisation and within the context of wider society, to justify that their "full self", total or complete self is being deployed and manifested in the work environment'<sup>263</sup>. Meaningfulness of one's job revolves around the physical and physiological resources available to the employees that are related to the tangible and intangible aspects of their job. The second determining criteria is the feeling of safety both physically and psychologically on the job and work environment

from any negative exposures and consequences such that the employees are prepared to bring their “full self” to the role at all times without any form of cohesion or diplomacy<sup>263</sup>. The third criteria is the total and complete availability at work which refers to the physical and mental presence and commitment on the job<sup>263</sup>. Kahn’s approach tends towards a human-centered focus on employee engagement. His theory is focused on the emotional state of mind of the employee and how it influences or affects performance, productivity, commitment and satisfaction on the job. A workplace or job cannot be meaningful to an employee when it feels like he or she is not valued or his or her contribution is not acknowledged in the organisation. This disrupts the mental availability of the employee on the job.<sup>264</sup>

There are two types of engagement that are critical to organisational productivity and health through employee motivation and satisfaction. They are referred to as work and emotional engagement<sup>265</sup>. Work engagement is not exactly the same as employee emotional engagement, however the two concepts are interrelated where work engagement can be viewed as a catalyst to employee engagement. On the difference between the two, some school of thought also ‘view work engagement as a sub category of the all-encompassing nature of employee engagement’<sup>266</sup>. As postulated by Khan, complete engagement of employees in the workplace should be related to the work and emotional wellbeing of an employee to harness full self<sup>263</sup>. Though most employers tend to focus on the aspect of work engagement than on the emotional engagement and wellbeing of the employees, both elements are important for true engagement to happen in the climate<sup>265</sup>. If unmanaged emotional engagement may pose a barrier to work engagement and vice versa. Employee work engagement is defined as a “positive, fulfilling, work-related state of mind that is characterized by vigor, dedication, and absorption ...”<sup>267</sup>. Work engagement denotes the degree to which a person shows commitment and optimal performance in executing tasks and

performing functions to promote connections between self and job. This can increase role performance through cognitive and physical self-investment<sup>268</sup>. Employee engagement involves both “harnessing of organisation members’ selves to their work roles” as well as the ability of people to ‘employ and express themselves physically, cognitively, and emotionally during role performances’<sup>268</sup>.

According to the theory, there are key drivers of what constitutes employee engagement<sup>268</sup>. They include staff perception of job importance, clarity of an employee’s job expectations, career opportunities, structure and frequency of feedback and quality management, the ethos and values of the organisation, the dynamics of relationship with co-workers, line managers and all other employees on various levels and finally the effectiveness of internal communication as it flows from and across the organisation<sup>268</sup>. Engaged employees consistently exhibit three general behaviours which improve organisational performance and organisational productivity. “They include the employees’ active support for cooperation among co-workers, the intense desire to be a member of the organisation despite opportunities to work in other organisations and the desire to exert extra time, effort and initiatives to contribute to the success of the business”<sup>269</sup>

Employee engagement is an important factor in management theory and practice. There are two kinds of definitions of employee engagement that forms the framework of what it is and is not. The concept can be viewed both as a ‘multi-faceted construct that revolves around cognition, emotions and behaviours and as a unitary construct that looks at employee engagement in respect to a positive state of mind, a dedicated willingness, the opposite of burnout’<sup>270</sup>.

Being burnt out on the job depicts exhaustion, loss of hope and interest on the job and the will and commitment to contribute meaningfully to the organisation. Following the researcher’s

perspective, there are three categories of influencing factors of employee engagement<sup>266</sup>. First are the organisational factors that includes the management style, strategies, rewards, outcomes etc. Second are the actual job factors which revolves around the work environment, and task characteristics, etc. And third are the individual factors which covers the physical energies, self-consciousness and psychological state of mind of the employees<sup>266</sup>. As an outcome of numerous research works, employee engagement is found to have positive correlations with individual performance and organisational performance especially at it concerns organisational commitment, positive behaviour, customer satisfaction, financial return, etc<sup>271</sup>.

Thus, Employee engagement is crucially and mainly focused on two aspects; individual performance and organisational performance<sup>271</sup>. The evaluation of these two aspects reveal that dedicated employees that are more active in their work, have better health, and perform better when compared with employees who are not dedicated or committed. The belief is that when an employee is said to be engaged, such personality is someone who is aware of his or her responsibilities in the business goals<sup>272</sup>. Dedicated employees who get more satisfaction from work and exhibit such are said to have very high levels of organisational commitment, and less willingness to leave the organisation<sup>273</sup>. Dedicated employees possess more active and positive organisational behaviours and are willing to do more naturally.

A significant correlation have also been established between organisational resources, employee engagement, and employee performance<sup>274</sup>. The human capital is the most important organisational resource in the workplace.<sup>133</sup> The level of engagement of employees has very direct links to the outcomes, behaviours, performance, productivity and perception of the organisational publics. Perception and personality are key influences to how individuals respond,

thus shaping, directing and exhibiting how engaged they are<sup>273</sup>. Regarding the relationship between personality factors and employee engagement, various studies show a clear indication that personality dispositions form the basis of employee engagement among employees.<sup>273</sup> This is because people's perceptions of meaning with regard to the workplace have connections with how engaged they are and their level of performance. Findings have revealed that people seek more meaning in their day-to-day work than they do in their personal lives. This underpins that employers must constantly seek to make work meaningful by finding out what matters to their employees, especially since evidence suggests that it has meaningful impacts not only on the individuals, but also on the bottom line<sup>275</sup>. There is a clear evidence in psychological literatures of the effect of individual differences and personality on work performance<sup>275</sup>. Individual differences shapes a person's nature, which in turn, affects their ability to personally engage or disengage in all or some types of role performances<sup>275</sup>.

Relationships and interactions forged in and within task functions in the workplace and out of the workplace have also been found to have an impact on 'meaningfulness', which relates to engagement<sup>276</sup>. Some research perspectives points at the relatedness of needs that individuals possess positing that individuals who have rewarding interpersonal interactions in their lives and with their co-workers also experience greater meaning in their work than those who do not.<sup>277</sup>. As a result of the dimensional classification of Kahn's theory, there are three types of employees<sup>278</sup>.

The first category are the engaged employees who are highly focused on jobs and have personal commitment to what they do<sup>278</sup>. These employees want to stay working with the company and they also work beyond what is expected by the company<sup>278</sup>. In addition to that, engaged employees are creative builders and organizers of the workplace. For a given task, they want to

do better than what is expected to surpass the scope, expectations and appraisal metrics. They are highly competent and consistent in performing tasks and they are highly passionate in providing new innovations to the company to accelerate development and profit. At some points, supervision is little or nonexistent and they are very enthusiastic and competitive in nature<sup>278</sup>.

The second category of employees are the non-energetic workers, or the non-engaged employees. This type of employees sets the priorities on goals and tasks and put the consequences that must be solved second. 'They just want to be told what they can do and complete the job'<sup>278</sup>.

This second category are referred to as passively engaged employees<sup>278</sup>. They focus on accomplishing tasks versus achieving greater feats and outcome. This type of employees puts time and deadlines to ensure the scheduled work run smoothly. However, most of the time they work unwillingly and are demotivated to put in an extra effort, be creative or innovative. They are routinous in nature.<sup>278</sup> The last set and type of employees are those referred to as the actively disengaged employees<sup>278</sup>. This type of employees make efforts to rub on negatively and go to the extent of influencing even the engaged into being disengaged with their unhappy nature<sup>278</sup>. This type of employees permeate around the clime negatively and sometimes very discreetly and are dissatisfied and unhappy at work. They give bad perception and dangerously sow seeds of discord which affect the engaged employees. The problems and tensions raised by the disengaged workers tend to cause severe damage to the stability of the organisation's functionality, peace, productivity and health<sup>278</sup>.

A scholarly follower of Khan's school of thought posit that one of the major drivers and gains of employee engagement that influences the concept is employees' opportunity to feed their views upwards<sup>279</sup>. This refers to the bottom-top flow of communication on the vertical plane. Engaged employees are also more likely to display discretionary behaviours without having to be coerced

once they are engaged to the point of self-awareness and ‘Full Self’ on the job. Engagement has been found to be closely linked to feelings and perceptions around being valued and involved, which in turn generates the desired levels of discretionary feelings and effort that lead to enhanced performance<sup>280</sup>. Such evidence critically implies that management needs to share control and allow employees to influence important decisions strategically. If they do not, they risk having a workforce that is not, and cannot be, engaged with very disastrous ripple effect on the organisation, its employees and the public image.

The engagement theory has evolved over the years with deeper perspectives on what is constitutes and its essence in the work place. An overview of various research endeavors position employee engagement against three core theoretical foundations which were offshoots of Khan’s and other scholars who share his ideological evaluation of how engagement works. One of the three core theoretical frameworks used to explain the varying degrees of employee engagement is attributed to be the key basis of Khan’s engagement theory which is the Needs-Satisfaction framework<sup>266</sup>. The Needs-Satisfaction framework stems from the self-determination theory that posits a universal psychological needs which suggests that humans will be motivated and display well-being in organisations to the extent that they experience psychological need satisfaction within those organisations and the relationships fostered therein<sup>266</sup>. The theory points that the satisfaction of the needs for autonomy and relatedness fostered by positive relationships and competence is crucial for motivation, optimal development, effective functioning, and good health.<sup>266</sup>

Apart from Need-satisfaction framework is the Job Demands-Resources Model<sup>270</sup>. This theoretical model supports the individualistic nature of organisations and it posits that different

organisations may be confronted with different climates, but the unique nature of every organisation can be categorized into two general parts i.e. the job demands and job resources<sup>266)270</sup>. 'Job demands refer to those physical, psychological, social, or aspects of the job that require sustained physical and/or psychological (cognitive and emotional) efforts which are associated with certain physiological and/or psychological (cognitive and emotional) efforts and are associated with certain physiological and/or psychological costs'<sup>266</sup>. This implies that for engagement to happen, certain physical, cognitive and emotional resources must be provided through the attribution, availability and communication of same. Getting employees to be engaged is not wishful thinking. A lot of efforts is expected to be committed into it which comes a cost to the organisation that must be invested to receive desirable results. Organisations must commit a lot to providing the resources. Hence, 'job resources refer to those physical, psychological, social, or organisational aspects of the job that are functional in achieving work goals, help reduce job demands and the associated physiological and psychological costs by stimulating personal growth and development'<sup>266</sup>. The theoretical rationale for explaining employee engagement is also premised on the social exchange theory which looks at employment as a transaction and symbiotic exchange between labor, loyalty actual interest, commitment and benefits pointing at the extent that 'the relationship between an employee and employer is suitable for reciprocity which will lead to beneficial results to both parties no matter who gains the preferential treatment'<sup>266)281</sup>.

A scholarly perspective on the importance of the psycho-wellbeing of organisation and its employees posits that 'the management climate of workplaces in fact predicts vitality and well-being, and this relationship is strongly mediated by employees' basic psychological need satisfactions and frustrations that are present in the work environment'<sup>282</sup>. 'Amongst the most

potent psychological factors impacting vitality and depletion are basic psychological need satisfactions and frustrations.<sup>282</sup> It was found in a study of leadership communication and work climates that the satisfaction of autonomy and competence needs on the job was associated with very high levels of subjective vitality, physical and mental strength and organisational commitment amongst the people. The satisfaction of autonomy and competence premised on the belief in the capabilities and abilities of the employee should therefore be at the core and basis of communication exchanges to foster engagement in the workplace. It is very imperative therefore that 'a sense of psychological safety vis-à-vis the climate of safety that supports a situation where people feel safe to speak up, report mistakes and errors, and take risks without fearing a loss of status, or of feeling humiliated or rejected should be the goal of organisational managers'<sup>282</sup>.

Kahn mentioned three principal dimensional categories of employee engagement which he classified as physical, cognitive and emotional engagement in the presentation of his work<sup>(283)(278)</sup>. Under this, Khan also identified three psychological conditions that makes one feel engaged. They include being safe in the work environment, having meaningfulness at work and on the job and having the right energy and resources both mentally and physically<sup>283</sup>. In essence, he believed that engaging people across all the three dimensions would help them to feel secured in their roles, feel that the efforts they are investing into the job and the organisation are valued and believe and assured that they would be supported in their physical and mental efforts continually as time goes by.<sup>283</sup>.

In analyzing the dimensions, the first classification is physical engagement. This relates to the energy and extent to which employees perform their tasks and apply efforts into accomplishing their functions and tasks. Kahn used examples of employees describing themselves as 'flying

around' during their work, and experiencing high levels of personal engagement during that time due to the availability of resources that triggers their level of energy rather than deplete them<sup>278</sup>.

Khan linked the ability to expend physical and mental energy at work with increased feelings of confidence, availability of resources and comfortability within the climate<sup>278</sup>. Second is the Cognitive engagement which explains that for employees to be engaged, they need to know and understand their role and part in what their employer's vision and strategies are, and what level of performance is required of them to deliver as their own contribution as much as possible<sup>278</sup>.

Kahn draws attention to the meaning that people attached to their work, theorizing that more knowledge encouraged more creativity and confidence in decision making. Third is the emotional engagement<sup>278</sup>. This is based upon the emotional relationship that employees feel with their employer which is particular and in tandem to and with the success of the physical and cognitive dimensions. Positive relationship will foster and create a sense of belonging that encourages employees to trust and buy into the values and mission of the company<sup>278</sup>. Kahn cited the likes of positive interpersonal relations, group dynamics and management styles as practices that would make people feel safe and trusted<sup>283</sup>.

Other scholars have since built upon Khan's theory. Of note is a scholar who employed the role theory to further analyze what constitutes engagement in work and family roles and who defined engagement as "the psychological presence"<sup>280</sup>. The researcher analyzed situations of enrichment on the job due to the availability of both physical, cognitive and emotional engagement and on the flip side situations of depletion where emotional engagement is low or non-existent exist role performance and existence in the workplace<sup>280</sup>.

The scholar explained that psychological presence involves two significant components: "Attention and Absorption". Attention refers to the "cognitive availability and the amount of

time one spends thinking about a role and how to perform and the absorption on the other hand refers to “ being engrossed in a role and the intensity of one’s focus on a role”<sup>280</sup>. In furtherance of Khan’s work, another scholar investigated the impact of engagement on job performance. Their research revealed that “engagement mediates between the following antecedents i.e. value congruence, perceived organisational support, and core self-evaluations, and two job performance dimensions: task performance and organisational citizenship behaviour”<sup>280</sup>. Following this perspective, Employee engagement can be strengthened to produce better effects through high quality and strategically instituted employer-employee relationships, participation, involvement and interactions.

Employee participation and involvement are both key factors that have been scholarly and professionally linked to both the concept and theory of employee engagement. Both concepts are ideologically linked however the elements differ in some areas. As a job demand resource, employees require participation to actively and fully commit and take part in business activities and have the feeling of being contributory to the success of the organisation without being simply routinous. Employee involvement is limited to the degree of input employees have on the business activities they perform especially as it concerns their level within the organisations. The level of involvement an employee may have in the business activity is triggered by the feeling of participation he or she may have in the growth of the organisation<sup>284</sup>. Driving employee involvement as a subset of employee participation techniques can be viewed, instituted and employed by smart organisations as a management and leadership philosophy and culture. This refers to how people can be enabled to the extent that they are fully invested in contributing to the growth and success of the organisation<sup>284</sup>.

As against the gains of involvement, the non-involvement of employees especially those on the lower level on the organisational cadre gives rise to the problems that are experienced in organisations when it comes to the acceptance of the required mindset<sup>284</sup>. ‘Employees feel slighted and of no importance when their views are not sought. They also do not feel as being part of the decision process in the organisation rather they feel that decisions are taken and “shoved down their throats which leads to resistance and compliance to change or the development of a lackadaisical attitude to implementation’<sup>284</sup>. This also can lead to a large crop of highly disengaged personnels amongst the human capital. Also as against being engaged is being remotely or actively disengaged. Causes of disengagement has been related to what a scholar refer to as burn out. Burnout is a concept of negative psychology as well as the outcome of work stress and exhaustion both mentally and physically. The term burnout and disengagement are two resultant effects of demotivational factors experienced by employees on the job. Being burn out on the job leads to states and levels of disengagement just as being motivated on the job leads to being engaged.

Being burnout is the terminology used to describe ‘the gradual emotional depletion and loss of motivation observed among people who had volunteered to work for aid organisations in New York by Freudenberger in the 1970s<sup>285</sup>. Based on the volunteer work done and the results, Freudenberger defined burnout as “a state of mental and physical exhaustion caused by one’s professional life,” and “the extinction of motivation or incentive, especially where one’s devotion to a cause or relationship fails to produce the desired results.”<sup>285</sup>. Another similar perspective defines burnout as a ‘syndrome characterized by emotional exhaustion, depersonalization, and lack of personal accomplishment’<sup>286</sup>. The authors defines emotional

exhaustion as the feeling of being emotionally drained by one's contact with other people which leads to being burnout<sup>285</sup>.

“Burnout and engagement as the opposite poles of a continuum”<sup>287</sup>. Burnout issues and outcomes on the job has been proven to have significant negative impact on emotional stability and preparedness, performance as well organisational productivity. ‘When employees experience job burnout, their actual performance in the organisation cannot be compared with their previous engagement due to job stress’<sup>288</sup>. Acute Job stress leads to being burnout on the job where emotional energies are drained and non-existent.

The elements “energy, involvement and efficacy” as it relates to engagement and being engaged are the direct opposites of three dimensions of burnout- “exhaustion, cynicism and lack of professional efficacy”<sup>287</sup>. As a result of this, it has been proven that the greater the gap or mismatch, between the employee, their employers and the job resources and elements such workload, relationships etc, the greater the likelihood of burnout<sup>287</sup>. Also in a reverse situations, the higher the correlation and closure of this gaps, the likelihood of the employee being engaged at and with work<sup>287</sup>. This explains why some scholarly perspectives define engagement “as the opposite or positive antithesis of burnout”<sup>285</sup>. As an outcome of study burnout was referred to as the “dark side of work engagement”<sup>287</sup>. Lack of effective communication structures that fosters employee-management, supervisor-subordinate relationship can burn out employees to the extent that they are deeply disengaged and dissatisfied with their jobs and workplace.

On the influence and role of organisational communication on employee engagement, it is found that the nature and timeliness of internal communication dramatically affects the conduct of the Organisation, and more importantly, its employees<sup>289</sup>. The ability to engage employees physically, mentally, emotionally, and intellectually for individual as well as organisational roles

and success and the ability to unleash complete employee talent is one of the most critical factors that organisations face due to increased dynamism and competitiveness of the market-place<sup>289</sup>.

Relationships cannot function without communication,<sup>290</sup>. Communication is a very crucial and significant element in the life-cycle and operations of an organisation, and ‘it is necessary for creating collaborations within the work environment that have effects on organisational performance and decision making’<sup>290</sup>. Employee engagement cannot thrive without effective internal communication in the workplace and vice versa.<sup>287</sup>. A symbiotic relationship exists between the two. Primarily, relationships grow out of communication and the survival and functioning of organisations is largely dependent on effective relationships among the groups, individuals and especially amongst the divides. Effective internal communication has very strong correlations with all management functions, tools and resources as it relates to both work and emotional engagement. It is the platform upon which activity coordination, socialization, problem solving principles and decision-making exists and thrive.

Effective organisational communication acts as a catalyst and enabler of trust, motivation, shared trust and engagement, thereby catering to the hopes, emotions, accomplishments and ambitions of employees to make sense of their work environment and its objectives, mission and vision and to meet the expectation of the employers for a healthy, productive and successful organisation too.<sup>289</sup>

#### **2.1.6 Theory Z and Theory A.**

Theory X, Y and Z are acronyms used to describe the various theories of human motivation that was developed by scholars in the field of human resources management, organisational behaviour, organisational communication and organisational development<sup>291</sup>. The three theories

were developed based on various research studies and empirical analysis conducted in various production related organisations in the 20th century. In giving a background to what constitutes Theories Z, Douglas McGregor's developed Theory X and Theory Y in the 1960s suggesting two aspects and views of human behaviour at work. Theories X is viewed as negative while Y, positive. This is in relation to the autocratic elements of managerial control exhibited by managers in X as against the expression of self in the workplace which is the major proponent of Y.<sup>291</sup> While Theory X refers to the old-fashioned, autocratic approach to management which assumes that workers are lazy and that they dislike work, and the only language of control is cohesion not communication or the development of relationship, Theory Y represents a more enlightened and empowering management style that assumes that workers feel that work is natural and so enjoy work and can be guided not controlled to express themselves in ways that beneficial to the organisation and to the employees and their performance on the job.<sup>292</sup>

For the purpose of this study, as it relates to explanations for the behaviours of employees in response to the effectiveness or non-effectiveness of communication and participation in the workplace, Theory Z which was proposed by William Ouchi in the 1980s during the Japanese's expansion in the world economy is also examined<sup>292</sup>. Ouchi visited Japan and studied the success of the concept of teamwork and participative relationships in organisational management and control and this led to the development of Theory Z<sup>291</sup>. Theory Z is a combination and fusion of Japanese management philosophies and the American democratic culture of management. The theory enhanced the proponents of previous theories; Theory X (control) and Theory Y (cooperation) and took it a step further to develop a participative and employee involvement model of management<sup>293</sup>. Theory Z supporting the concept of employee participation posits that an average employee wants to be involved in managing a company<sup>293</sup>. The implication of this as

it relates to this study is that collective, collaborative or participative decision-making, which is one of the characteristics of Theory Z enhances broad and beneficial communication among employees at all levels<sup>293</sup>. This characteristic also helps the development of interpersonal skills which are important for group or team work<sup>293</sup>. Thus, Theory Z is a holistic management theory that involves workers at all levels of the organisation and it is focused on increasing employee loyalty to the company by creating job for life opportunities to employees with a strong focus on their well-being both on and off the job. Theory Z management has the potentiality to promote stable employment, high productivity, and high employee morale and satisfaction<sup>291</sup>.

The core of theory Z revolves around the premise that beyond the satisfaction of doing good work, workers want to be involved in their own destiny to prove themselves as capable and valuable in the workplace and that they want to be trusted and to be entrusted as such. The theorist in researching this assumptions found that many Japanese companies using this approach were realizing higher productivity and often getting better products and results.

Theory Z is built on the premise that managing an organisation effectively and efficiently goes beyond the tools and technology at its disposal but it involves the special task of managing people and their mindset and commitment levels on the job<sup>291</sup>. The theory supports a management style that focuses on a strong company philosophy, distinct corporate culture, extensive range of staff development and empowerment and consensus decision making. The desire, under this theory, is to develop a workforce which has more loyalty towards staying with the company and be permanent in their career unless other life unforeseen circumstances confronts them. The tenets of theory Z share very strong similarities with that of employee engagement theory of Khan and other scholars. This theory presumes that workers tend to build a happy and intimate working relationship with those that they work for and work with when

effective interactions and communication structures are allowed and in place. Under the theory, employees are seen to value a working environment in which such ideologies such as family culture, tradition, and social institutions are regarded and upheld as equally important as work itself<sup>291</sup>.

The influence of effective communication in building and creating a democratic environment and the self-emancipation of employees is undoubtedly beneficial as postulated under the tenets of this theories. Such environment creates the platform that allows all voices to be heard and acknowledged such that employees operate in their full self and perform optimally to their satisfaction and that of the organisation. Theory Z organisations would be ‘more effective as a result of an emphasis on trust, which goes hand in hand with productivity; a less hierarchical and bureaucratic structure; and higher levels of workers’ involvement all of which will create a distinctive company style and culture’<sup>294</sup>. All of this factors match the ideals and elements of the engagement, satisfaction and performance of employees.

The salient features of Ouchi’s Theory Z includes the following elements. First is mutual trust, integrity and openness which according to the propounder are essential ingredients of an effective organisation<sup>295</sup>. In a situation where trust and openness exist between employees, work groups, union and management, issues of strife, conflict and negative organisational politicking are reduced to the minimum and employees will in such instances cooperate fully to achieve the organisation’s objectives<sup>296</sup>. Second is the strong bond that must exist and thrive between the organisation and the employees<sup>296</sup>.

The propounder advocated several methods that can be used to establish a strong bond between the enterprise and its employees which can lead to loyalty towards the enterprise. It supports that greater emphasis should be placed on horizontal movement of employees than the vertical to

reduces stagnation<sup>295</sup>. The next is employee involvement<sup>296</sup>. Theory Z suggests that involvement of employees in matters improves their commitment and performance<sup>296</sup>. Involvement in this sense implies meaningful participation of employees in the decision-making process, particularly in matters that directly and specifically affects their portfolio. Such level of participation generates a sense of responsibility and increases enthusiasm in the implementation of decisions<sup>295</sup>. In situations like this, the theorist posit that top managers serve as facilitators rather than autocratic decision-makers<sup>296</sup>. Next in the list of the elements of theory Z is an integrated organisation<sup>296</sup>. Since an integrated organisation puts emphasis on job rotation which improves understanding about interdependence of tasks, it is expected that such understanding will also lead to bonded group spirit through effective communication. Coordination is also another proponent of the theory<sup>296</sup>. Herein, the leader's role should be to coordinate the efforts of the human capital in such beneficial ways that makes them feel proud about the organisation they are working with. In order to develop a common culture and class feeling in the organisation, under the tenet of theory Z, the leader must use the processes of effective communication that supports structured debate, analysis and exchange of ideas to foster effective relationships.

The propounder also listed the building of an informal control system for the purpose of emphasis on mutual trust and cooperation rather than focusing on superior-subordinate relationships alone<sup>296</sup>. Human resource development was also listed as a salient feature of the theory. Theory Z suggests that involvement of employees in official matters improves their commitment, performance and personal development and growth on the job. Under the Theory' Z, the potential of every person is recognized and attempts are made to develop and utilize them for the growth of the organisation and the wellbeing of all<sup>296</sup>.

Theory Z was developed as an amalgam of the positives of the American style of management which revolves around individual freedom, risk taking, quick decision-making, etc. and that of the Japanese management style which includes elements of job security, group decision-making, social cohesion, holistic concern for employees, and systems<sup>293)295</sup>). Though critics of the theory have also identified certain limitations of Ouchi's Theory Z which formed the basic proponents of the development of further variations, it remains a theory that supports less rigid controls, promotion of humanistic approach to management and the institution of participation and involvement in decision making.<sup>291</sup> The critiques disagrees mainly with the provision of lifetime employment to employees to develop a strong bond between organisations and suggest that this may not be applicable in most cases as this may fail to motivate employees with higher level needs stating that this may also fail to develop loyalty among employees<sup>296</sup> Another criticism is premised on the participation of employees in the decision-making process expressing that this may be challenging in certain situations especially for managers who carry a lot behavioral complexes and as such dislike participation because it may appear to hurt their ego and freedom<sup>296</sup> . This particular criticisms are resolvable through effective personal and relational strategies that can be put in place to help managers conquer these complexes to the extent that they are able to decipher the benefits this has on their roles and personal success as well as the organisations.

A current upgrade of the Theory Z is the theory A which also focuses on the innate human potential, inherent urge for creativity, self-expression and contribution of the employee to the organisation as motivators to their engagement and satisfaction alongside the need to keep employees involved and participatory in the decision making processes<sup>297</sup>.

The theory identifies and emphasizes on employee inspiration, self-actualization and self-accountability<sup>297</sup>. Theory A provides 'better insights into the contemporary perspective of organisational performance based on controlling employee mindset in a systematic way and it

directs management of organisations to develop a strategy that enhances its output by making its employees to deliver targets as responsibility, commitment, and role model based stimulation coupled with accountability to enhance the efficiency<sup>297</sup>. Apart from the Planning, target setting, communication, understanding, action planning, motivation, work strategies, responsibility, monitoring etc. which are also salient features on which the Theory Z was built, Theory A goes ahead to add accountability which is the contribution of employees through commitment and creativity as well that of the management and employers<sup>297</sup>. Accountability herein corroborates the characteristics of an engaged employee who operates with less cohesion and supervision and who is engaged and satisfied to the point that he is committed; seeing him or herself as being accountable to performing his role as a member of a work group or organisation.

Under theory A, acknowledgment of contribution is shared between individual employees and organisation wherein each performs its role with mutual regard and value for each other as a form of responsibility<sup>297</sup>. Theory A supports the changing outlook of modern workforce which focuses on 'changing perspectives of employer, changing style of management, democratic expectations of labor unions and a test for newer forms of governance that is participatory, democratic and self-actualizing<sup>297</sup>'.

### **2.2.7 Leader-Member Exchange Theory.**

Current global trends have revealed that management of modern organisations now make concerted efforts to introduce industrial democracy at the workplace to keep employees both physically and mentally happy and satisfied with and on their jobs<sup>298</sup>. Leader-Member exchange (LMX) theory and research focuses on the quality of the dyadic relationships between leaders and their direct reports<sup>298</sup>. The theory supports the creation of task force, project teams, work committees where workers get due representation to enable them participate very often in

decision-making through effective communication and relationship management structures. Leader-member exchange (LMX) evolved from vertical dyad linkage (VDL) theory<sup>299</sup>. In a seminal article, Fred Dansereau, George Graen, and William Haga introduced this unique leadership theory in 1975, which reflects the vertical dyadic interaction between leaders and members on a mutual peripheral plane<sup>299</sup>. The propounder posit that the high quality exchanges between leaders and members of a team should be characterized by trust, liking, inclusion, collaboration, contribution and mutual respect. They propound that the nature and quality of the relationship has significant implications for job-related well-being and effectiveness of employees<sup>299</sup>. In approaching leadership as an exchange relationship, the authors explained that the degree of latitude that a superior grants to a member to negotiate his roles within the organisation was predictive of subsequent behaviour on the part of both superior and member<sup>299</sup>. Leader Member Exchange was originally viewed as a one-dimensional construct until further studies revealed its multidimensional nature when it was found that a high-quality relationship can develop in numerous ways<sup>300</sup>. The authors proposed the following dimensions of LMX relationship that could trigger various forms of relationships in the workplace. This could be as a result of affection, contribution, and loyalty and professional respect. These four elements captures the kinds of LMX relationships in the workplace. Regardless of the type, form or triggering factor, communication is found to be at the core of fostering and developing effectual LMX that could drive individual work and emotional engagement, cordiality and interactions in the workplace to the extent that employees are potentially engaged and perform beyond expectations to the benefit of the organisation<sup>300</sup>.

The leader-member exchange theory (LMX) is a relationship approach theory that focuses on the development of relationships between managers and members especially those on the same

team<sup>301</sup>. In the light of this theory, members of an organisation may be regarded in a broader and holistic sense as a team. The leader-member exchange theory analyzes the relationship maintained between the manager or the leader and the members or subordinates within a group and organisation<sup>302</sup>. The theory explains how relationship forged in the work place can be effective or anti-progressive to the growth of the organisation through effective communication bridges as well as other structures.

The negative effects of the LMX theory if unmanaged can however be disastrous in the long run on the organisational climate and relationship communication management if it is used to create favoritism rather than an open access of relationship amongst team members. Such effects tend to clog the communication channel between those that do not belong to the in-groups thereby creating situations of disengagement and discord.<sup>302</sup> In certain workplace cases, employers are seen to share a special relation only with the members of their innermost groups i.e. the in-group or in a more local term, ‘the inner caucus’ rather than strategically making sure to diplomatically manage relationship with all members even when there are in-groups. Those employees who are a part of the in-group are seen as the most trusted employees and therefore the employer gives them the highest recognition<sup>298</sup>.

The positive tenets of the LMX Theory recognizes that this kind of selected-relationship further breeds situation of chaos, strife, non-performance, dissatisfaction and disengagement in the work place. The LMX theory supports a diplomatically managed leader-member exchange theory that cut across all stereotypes, biases and preferences<sup>301</sup>.

Proponents of the theory also throw more light on the biases and gaps that may be caused by ineffective communication in the workplace and how this can affect job satisfaction, employee engagement and performance if not properly managed<sup>303</sup>. The LMX theory highlights and

support the role of effective communication in an organisation especially in building relationships and in bridging the gaps that exists between employees and management, supervisors and subordinates<sup>304</sup>. In the mix, a two way relationship is established between the employer and the employee, which aids and is at the same time premised on an effective communication process<sup>304</sup>. The theory is also premised on the analogy that better relation results in lesser communication breakdown and therefore the message being passed down can be received on time and acted upon quickly<sup>305</sup>. The LMX theoretical framework helps employers audit their activities and come to decipher when employee-management relationship is faulty or excellent. On a scale of balance, it helps organisation detect when out-group clusters are more than necessary which shows a dysfunctional relationship situation in the organisation and this reflects as bad leadership and bad management for the employer or supervisor<sup>306</sup>. The theory enables the employer to identify the bad relations and work upon them to ensure that they are made positive and helpful towards the firm's ultimate goals<sup>306</sup>. LMX explains and supports in detail the importance of loyalty within a firm for the employer and the employee. In-groups and out-groups are often formed as a result of the unconscious bias and preconceived notions that are allowed to thrive; the outcome of which are detrimental to organisations if unmanaged especially with adequate and effective communication and interactions<sup>307</sup>.

LMX theory views leadership as consisting of a number of dyadic relationships that links a leader with a follower<sup>298</sup>. Under the tenets of the LMX theory also, every individual or group in an organisation must be treated fairly to avoid situations of dissatisfaction and disengagement. This should also form the basis of effective communication cum relationship management strategies that must be in place. The quality of the relationship is reflected by the degree of

mutual trust, loyalty, support, respect, and obligation<sup>308</sup>. The theory has both strengths and weaknesses<sup>298</sup>.

LMX is a theory supported by organisational studies which directs attention to the importance of communication in leadership<sup>298</sup>. However the weakness of the theory according to its critics is that the theory or framework may equally be as counterproductive as the strengths may be for an organisation. A limitation of the theory as stated by its critics is that there is no perfect measure of leader-member exchanges<sup>308</sup>. LMX theorists proposed that there are relationships developed by a leader with followers, and the quality of the relationship should be determined by factors such as employee competence, dependability, and interpersonal compatibility and mutuality<sup>309</sup>. According to them, information exchange and feedback are essential part of its social context. Based on the outcome of empirical researches on the LMX, subordinates have been found to be more eager in seeking information from supervisors who are perceived to be transformational leaders based on the LMX theory. Also it was found that 'high quality LMX relationship significantly lead to high level job satisfaction, high level organisational commitment, low level of job stress, high exhibition of organisational citizenship behavior, high level of motivation, low intention to quit, less burnout, high productivity and a host of other organisational outcomes'<sup>31</sup>.

### **2.3. Herzberg's Two Factor Theory of Motivation**

Job satisfaction anchors employee performance<sup>176</sup>. One of the most important goals of an organisation is to maximize employee performance in order to accomplish those goals. To achieve those goals, an organisation must be blessed 'not only with highly motivated but also satisfied and psychologically balanced employees to increase performance and overall productivity in the organisation'<sup>176</sup>. Job satisfaction is 'a pleasurable or positive emotional state resulting from the appraisal of one's job or job experiences'<sup>110</sup>. In line with this definition

therefore the perception of the employee is critical to the evaluation of how satisfied he or she is about and on their job.

Frederick Herzberg, a behavioural scientist proposed what is referred to as the two-factor theory or the motivator-hygiene theory in 1959. The tenets of the theory submits that there are some job factors that result in satisfaction while there are other job factors that prevent dissatisfaction<sup>311</sup>. Under Herzberg's theory, there are no polar opposite or antonyms of the variables rather he propounded that the opposite of "Satisfaction" is "No satisfaction" and the opposite of "Dissatisfaction" is "No Dissatisfaction"<sup>312</sup>. Although largely modified by newer theories of motivation in the academia, the two-factor motivation theory still continues to influence popular management behaviours and methodology of studies<sup>313</sup>.

Herzberg classified the job factors into two categories which he famously titled the hygiene factors and the motivational factors. The hygiene factors are those job factors that are essential and must be met for the existence of motivation to take place. According to Hertzberg, these factors are not directly linked to positive satisfaction ultimately in the long term however if they are nonexistent they can lead to situations of dissatisfaction<sup>313</sup>. In other words, 'hygiene factors are those factors which when adequate and reasonably present in a job, pacify the employees and do not make them dissatisfied'<sup>313</sup>. These factors are extrinsic to work and they include such factors as the pay, company policies, fringe benefits, physical working conditions, status, interpersonal relations, job security etc.

Herzberg clearly distinguishes that the hygiene factors cannot be regarded as motivators. The motivation factors on the other hand trigger positive satisfaction, motivates employee to perform optimally and are intrinsic to work. Under Hertzberg's principle they are called the satisfiers<sup>313</sup>. They represent the psychological needs that are perceived as core benefits in the workplace and

they include factors such as recognition, sense of achievement, growth and promotional opportunities, responsibility, meaningfulness of the work, ability to harness full self, satisfaction on the job etc <sup>313</sup>.

Following Herzberg's , the general assumption which he proposed as valid from his research work is that motivation factors increase job satisfaction because they satisfy needs for growth and self-actualization while the presence of hygiene factors prevent job dissatisfaction<sup>313</sup>. Herzberg presented some motivational and hygiene factors that determines satisfaction and motivation on the job. First is advancement which he referred to as the 'upward and positive status or position of someone in a workplace', and second is the work itself which points that 'the content of job tasks in itself can have positive or negative effects on employee's satisfaction levels and that the job's difficulty and level of engagement can also dramatically impact satisfaction or dissatisfaction in the workplace'<sup>314</sup>. This proves that a relationship exists between the dependent variables of this study wherein engagement may affect performance and then satisfaction on the job and otherwise where it is found that engagement may affect satisfaction and then performance. Possibility for growth is another factor mentioned by Herzberg which can result in other factors such as professional growth, increased opportunities to develop new skills and techniques, and gaining professional knowledge on the job.<sup>314</sup> Herzberg mentioned Responsibility also as another factor and the theorist posits that 'people can gain satisfaction from the responsibilities they hold and the authority granted to them in their role'. A restriction on this especially when undeserved can lead to dissatisfaction<sup>314</sup>. This supports that employee-employer/management relationships, employee participation and involvement in decision making and in valuable contributions to decision making are factors that have direct intrinsic correlations with satisfaction on the job. Herzberg supports this wherein he

stated that Recognition and Value may also lead to satisfaction on the job by stating that ‘Value placed through recognition for work done can lead to very high levels of satisfaction on the job and positive achievement can also boost satisfaction’.<sup>314</sup> Value and recognition can be fostered through effective communication policies and strategies that supports a positive mindset and actions. Other factors listed that revolves majorly around hygiene factors are interpersonal relations, supervision, pay etc. Motivation is seen as an inner force that drives individuals to attain personal and organisational goals that make people want to perform and provide people with satisfaction<sup>176</sup>. Motivation can be attained when the lines are opened and gaps bridged between employers and employees, physically and emotionally.

In relating the role or influence of organisational communication on the satisfaction of employees on the job against the theoretical perspectives of Herzberg, a significant correlation was found in a study that was embarked upon to provide an understanding of the role of practicing employee voice in improving job satisfaction levels through the application of Herzberg two-factor theory amongst 300 non-managerial employees at one of the largest private organisations in Jordan<sup>315</sup>. The outcome of the study showed that ‘the acknowledgment of employee voice (Participation and Involvement) creates a motivational environment which improves job satisfaction levels’. Hence effective communication and relationship management based on Herzberg’s theory are catalysts necessary for job satisfaction<sup>315</sup>. Employee voice simply refers to the opportunities giving to employees to participate, submit their opinion and ideas and be part of the decision making process in the organisation especially as it concern their work. As an excellent organisational tool, the ability for an employee to have a voice, be heard and valued are all very strong motivational factors in the work place individually and jointly. An

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environment which encourages employee's ideas and opinions will have very strong numbers of satisfied employees<sup>315</sup>.

Herzberg's Two-Factor Theory has been widely used on variety of motivational researches across different industries and generations. Over the years however, critics of the theory have through various research studies found that both hygiene and motivational factors are required for job satisfaction to be achieved amongst employees as against some of the tenets of Herzberg<sup>316</sup>. In countering this particular aspect of the Herzberg's theory, critics have submitted that 'if hygiene and motivational factors are equally important to a person, then both should be capable of motivating employees'<sup>312</sup>. Scholarly research outcomes globally have shown that against the divides of hygiene and motivational factors as postulated by Herzberg 'where it is expected that extrinsic factors that should only turn up with job dissatisfactions or neutralize feelings towards jobs, it was found that they also indeed have strong effects on employees job satisfaction's<sup>316</sup>. The conclusion is 'a motion in response to modern day trends and organisations which suggests a fusion of both the intrinsic and extrinsic factors as one set of determinants expressing that the remodeling of the Theory will be effective in determining employees' job satisfaction factors to optimize job performance'<sup>316</sup>

Under the remodeling of Herzberg's theory, communication and relationship management will further have significant correlations with job satisfaction. Regardless of the various criticism, the dynamism of Herzberg's theory continue to make it possible to evaluate factors that affect or have strong positive effects on job satisfaction due to its ability to provide a platform for the theoretical integration of both intrinsic and extrinsic factors<sup>312</sup>

Several studies have emerged from Herzberg's theory over time. Another criticism of Herzberg's theory is that his proposition came at a time during the era of mass production when

organisations were bureaucratic. The argument is that in the 21<sup>st</sup> century era where organisations have moved toward innovation, new theories of motivation, such as those based on behaviorism should be applied where there is no divide in the factors that determine jobs satisfaction. The behaviouralist theorist believe that people can be motivated by properly designing their work environment and rewarding good performances which are both intrinsic and extrinsic factors under Herzberg<sup>317</sup>. Despite the validity of the criticisms to some extent, Herzberg theoretical framework especially the critical incident frameworks are found to still be consistent with his result especially in such research works where surveys are used.<sup>312</sup>

### **2.3. Review of Empirical Studies**

#### **Effective Organisational Communication and Personnel Management.**

Various models, theoretical frameworks and foundations support and explain the role of effective communication on job satisfaction, employee engagement and performance. The concept of Organisational Communication and human relationships management cannot be separated in achieving organisational productivity and wellbeing, especially effective organisational communication as a message, platform, structure and strategy. They are like two peas in a pod. In analyzing the concepts of communication that has to do with employees, it is inevitable to dance between both worlds; the human relations field of practice as well as the organisational communication field of practice<sup>318</sup>. Effective communication is an important tool in human resources management because of its critical role in the existence, survival, management, competitiveness and the development of organisations<sup>304</sup>. Effective communication results in 'employee motivation, positive human relations as well as the creation of an environment in which the worker can feel respected and valued.<sup>306</sup>. Communication especially that which is

holistic and effective can be described as the magic solution that enables and supports organisations to sustain, manage and improve their human capital effectively and efficiently to equally sustain a functional work team. All the responsibilities of a Human Resource manager cannot be achieved without a robust and effective communication exchange, structure, plan and process with the employees. Communication is used by HR managers to organize, direct, coordinate and control employee activities as well as identify and satisfy their aspirations and expectations all for the ultimate benefits of the organisation.<sup>304</sup>

However for some organisations, the activities of human resource appear to be and are often disconnected from the real work of the organisation due to lack of effective communication structures that can close the gaps created by undermanagement and mismanagement<sup>319</sup>. Noticeably, a lot of what happens within a very significant number of organisations in terms of their communication plans is usually not deliberate to the specific needs of the organisation and its peoples<sup>319</sup>. In some organisational climates, HR manager allocate less attention to the issues surrounding communication and relationship management when compared to other management tools which makes communication most often than not ineffective. Even when there are communication plans and strategies in place, they are usually rigid, repetitive, scripted, and unsystematic rather than strategic<sup>319</sup>.

It is apparent in the 21<sup>st</sup> century that communicating effectively and strategically is the most critical tool in the hands of business managers. As a result, effective communication structures that enhances positive relationships, in a top-bottom, bottom –top and diagonal manner must be fostered<sup>305</sup>. Across board except where certain limitations are highlighted, a unanimous position seems to exist which posits that an organisation will thrive better if the barriers between the

employer/employee representatives/managers and employees are removed such that all parties can engage and participate in meaningful dialogues and interactions that will increase performance and productivity<sup>306</sup>. There is a clear indication that communication that is ineffective and un-participatory in nature can lead to situations of disengagement and dissatisfaction between all stakeholders; causing low performance and productivity, friction and strife that may lead to uncontrollable situations of chaos in the workplace<sup>306</sup>.

In fostering effective top-bottom and bottom-top relationship in the work place, the diagonal flow of communication has been suggested as the best flow of communication that human capital managers must adopt for the organisation <sup>306</sup><sup>309</sup>). The diagonal communication refers to the flow of communication between employees from and across various organisational units and from different levels of the hierarchical structure<sup>309</sup>. Diagonal communication occurs when communication within the company exceeds the formal hierarchy and is often determined by informal, free cooperation amongst employees at different levels of the organisation, in any vertical lateral position. Its main criteria are goals, needs and also the effectiveness of cooperation in the enterprise<sup>309</sup>.

Diagonal communication stimulates creativity amongst the employees, increases the efficiency of employees, supports the development of a strong organisational culture, based on accepted values, allows managers to focus on the needs of employees, improves relations between managers and subordinates, improves relations between colleagues and increases the overall and individual motivation of all employees<sup>11</sup>. The principles of diagonal communication revolves around the following elements; the information/message to the recipient, perception of the recipient, level of understanding, information needs, quality of the communication process,

involvement of all managers in the communication process levels and effectiveness of the internal communication premised on an organisation's culture that is based on trust <sup>11)309)</sup>.

Therefore, as an outcome of various empirical studies it has been found that employees can be more productive, satisfied and effective if they are provided an enabling environment to grow and develop. The job satisfaction of employees plays a major factor in making employees more committed and engaged towards their organisation<sup>320</sup>. There is a strong correlation that exists between the interactions of employee engagement, job satisfaction and performance in the workplace. In this connection, employee engagement and/or job satisfaction are play a vital role in enhancing performance. Engaged and/or satisfied employees contribute very significantly towards attaining both individual and corporate goals and objectives as well as in realizing organisational aspirations and expectations<sup>321</sup>. Successful organisations depend on the high performance of their employees to meet their objectives.<sup>322</sup>. An employee cannot be a high performer without equally high levels of satisfaction and engagement<sup>323</sup>. Employees who are engaged in their work and committed to their organisations give companies crucial competitive advantages including higher productivity and lower employee turnover.<sup>324</sup>.

Engagement of the employees results in enhanced productivity and efficiency and it also reflects the perception of the employees towards the organisation<sup>324</sup>. Studies have also shown that job satisfaction could be enhanced with increasing participation in decision making and in the avoidance of ambiguity in identifying responsibilities at work<sup>325</sup>. Scholars have also found that the engagement of employees would increase if the satisfaction towards their work increases<sup>326</sup>. Supporting this statement as an outcome of related research works, it has also been repeatedly

proven that that the job satisfaction of employees was dependent on how engaged employees are with their work<sup>326</sup>.

In furtherance of that, it is asserted that the relationship between employee engagement and their job satisfaction has a positive effect in enhancing organisational performance<sup>326</sup>. In another related study that sought to measure the perception of employee on organisational behavioural patterns, it was found that the perceptions of employee recognition and employee engagement had a significant impact on the overall job satisfaction and intent to leave the organisation<sup>324</sup>. It was equally also found that a positive relationship exists between psychological well-being and organisational commitment and its components<sup>325</sup>. The effect of employee engagement on business performance has been studied by various experts. There is also a congruence of similar opinions that the relationship between employee engagement and job satisfaction is positive and statistically significant<sup>326</sup>. It is opined and proven that if the employee's perception is very positive, and he/she is satisfied, the employee in turn will contribute their best for their organisation.

The role of effective communication in making all these possible cannot be over emphasized. Getting the best out of employees without the influence of effective organisational communication is almost impossible. In evaluating and corroborating the level of influence that organisational communication has on the variables of this study, a similar study was conducted in India<sup>327</sup>. Data for the study was collected from 380 employees working at different levels in various organisations in India by using the organisational communication scale and it was also found that organisational communication has a significant effect on job satisfaction and job performance of the employees<sup>327</sup>. The analysis further indicated that though the employees at different levels perceived job satisfaction differently, it could be inferred that in Indian

organisations, job satisfaction and performance are very much dependent on the communication behaviour of the organisation<sup>327</sup>. Such studies can be inferred other advanced developing nations such as Nigeria, given the similarities between both nations.

In Nigeria, in a study conducted on the effect of satisfaction and commitment on engagement of employees in Nigerian Banks, it was also reiterated that if managers wish to be effective, they need to have at least a basic understanding of satisfaction, commitment, engagement and the different motivational theories that try to explain the concept of motivation in general<sup>328</sup>. In another related study on the impact of effective communication on employee turnover intention it was also reconfirmed that communication is integral in managing relationships at work between managers and subordinates<sup>329</sup>. The researchers noted that effective communication has strong correlation with communication elements such as communicating tasks effectively in organisation as well as feedback<sup>329</sup>. Outcome of another study conducted on effective communication and performance improvement in Nigerian organisations revealed that effective communication in an organisation improves its performance thereby enhancing the achievement of organisational objectives.<sup>330</sup> Another study also points that effective communication creates mutual understanding between management and workers which helps in building genuine relationship among both parties in the organisations<sup>331</sup>.

Further studies conducted on effective communication as a panacea for improved management-employee relationship in Caritas University, Amorji-Nike, Enugu, Enugu State and Paul University, Awka, Anambra State showed that the role of effective communication cannot be downplayed<sup>332</sup>. The Researchers opined that ‘any management both government establishment and private that is desirous of ensuring the success and improved relationship of employees, should be conscious of implementing effective communication programmes for a better

result<sup>332</sup>. They expressed that effective communication process should be an integral part of management strategy for any organisation because it goes a long way in actualizing the organisational goals<sup>332</sup>.

Organisation must spend time to determine the communication needs and finance the cost of the process to get employees informed and be able to evaluate the impact of it on organisational activities<sup>332</sup>. They concluded that ‘effective communication for both the management and employee is the panacea for sustained and improved relationship<sup>332</sup>. Setting appropriate machinery for communication (upwards, downwards, horizontal, diagonal and external) and training employees in the relevant techniques of communication will go a long way in maintaining an improved management-employee relationship<sup>332</sup>.

In a study on the impact of business communication on organisational performance in Nigerian companies, some scholars corroborated that effective business communication that aids improved organisational performance can create an atmosphere of communication satisfaction that can foster low employee turnover intension<sup>333</sup>. To them, ‘when everybody expresses their concerns about how organisations are run through effective communication and friendly work ethics, employees will be more satisfied with their jobs and less willing to leave<sup>333</sup>. Thus, the desire of employees to either leave or stay with an organisation is determined by the extent to which they are satisfied with the quality of communication within that organisation’<sup>333</sup>

Findings from an investigation on the relationships and impacts of communication satisfaction on employee engagement, job satisfaction and job performance in higher education institutions in Thailand through data collected from 400 faculty members and employees in selected public and private institutions corroborated that communication satisfaction has a positive impact on job

satisfaction and a combination of employee engagement and job satisfaction also has a positive impact on employee engagement and job performance.<sup>334</sup> Effective management is based on open communication and supportiveness, candor, warmth, and a commitment to dialogue rather than monologue<sup>335</sup>. A scholar particularly stated that internal communication is a set of interactive processes and organisations that come alive due to communication especially when all individuals take part<sup>335</sup>.

As it relates to the degree of intensity and influence, job satisfaction is significantly correlated with the cognitive aspects of employee engagement but more significantly the emotional<sup>336</sup>. On valuating job satisfaction as a predictor of employee engagement, a study revealed that a causal relationship was found between job satisfaction and employee engagement wherein factors such as work culture and fairness at work, among the extracted factors of job satisfaction analyzed were found to be prominent factors causing employee engagement.<sup>337</sup> A related study conducted to evaluate and investigate the influence of employee engagement as an antecedent of the satisfaction-performance relation amongst line managers also revealed that the relation of employee engagement with job satisfaction is again totally relevant.<sup>338</sup> The researchers opined that the more engaged employees will be, the more satisfied they will be with their job. They also found a relationship between job satisfaction and the overall climate of companies' performance. The researchers interpret their findings to mean that when satisfied employees perceive their company's performance more positively they become inclined, satisfied and engaged to also perform<sup>338</sup>.

A group of critics and scholars however argue that there is no causal relationship between job satisfaction and performance<sup>339</sup>. The research submission indicates that efforts to increase

productivity should not rely on increasing job satisfaction<sup>339</sup>. To them, Job satisfaction is only tangentially related to productivity and it is naturally important to work toward improving job satisfaction because to do so is simply good human relations<sup>339</sup>. They opined that while it is agreed that satisfying employees is one of the roles of management, it is a grounded fact that the cross relationship between the factors amounting to job satisfaction among the employees is critical and not a mean feat as employees need to be constantly motivated by both their superiors and coworkers. In adding to this, motivation from the subordinate would boost the employee morale<sup>339</sup>. To this end, they opined that while job satisfaction is not enough, a good mix with motivation and engagement factors continually will improve performance optimally.

Various empirical studies have pointed that the path from job satisfaction to employee engagement was positive and statistically significant and that employee engagement is predicted by well-being and job satisfaction as a natural and deliberate management phenomenon<sup>340</sup>. As against the critics' assumptions, various school of thoughts and research endeavors opine that job satisfaction and job performance influence each other reciprocally and positively, some albeit believe deriving very high productivity will depend on the other mediating factors alongside job satisfaction factors.<sup>341</sup>

On measuring the impact of effective communication on organisational performance looking at the contributory role that organisational culture has to play in the mix, it was also found that there is a positive impact of effective communication on organisational performance albeit with the support of the mediating factors and elements of organisational culture<sup>342</sup>. The results of this study recommend management of organisations to encourage and implement a culture of effective communication policies and strategies into every organisational endeavor for better

performance<sup>342</sup>. This takes a swipe at dominant communication culture present in organisational climates and how it affects satisfaction and engagement towards performance. In affirming this, a study revealed a correlation between performance, engagement, satisfaction and organisational culture. The researchers opined that the performance of employees will influence the performance of an organisation and one of the factors that influences employee performance is employee motivation<sup>343</sup>. The influence can be through factors surrounding communication and cultural differences<sup>343</sup>. Further evaluation of the interconnectivity between organisational culture and work engagement also submit that there is an interaction between organisational cultural values and level of different dimensions of work and emotional engagement<sup>344</sup>. For example, values oriented towards respect for individual's rights and social responsibility show positive correlation with work engagement and emotional engagement.<sup>344</sup>

Employees are the most important asset for every organisation<sup>345</sup>. Since employee satisfaction is the satisfaction of employees with their jobs and leaders and the degree to which both parties are satisfied with each other, it is opined that when workers are satisfied, they commit to a long-term relationship with a company<sup>345</sup>. Employee job satisfaction through effective communication with supervisors is therefore a key element of communication competence and communication satisfaction<sup>346</sup>. A study conducted on the impact of supervisory communication skills on employee job satisfaction also indicated that supervisors' communication skills has very positive correlation with job satisfaction and to corroborate and underpin this, 66.67 % of the employees who took part in the survey agreed that supervisory communication contributed very significantly to their job satisfaction and happiness on the job. <sup>346</sup>.

#### **2.4. Conceptual Model/Framework**

The crux of the conceptual model of this research is to display the correlations between the variables and their influence on organisational productivity, health and wellbeing. The indepth analysis of various empirical works x-rayed in the literature review supported with several theoretical frameworks analyzed in this research study affirms that effective organisational communication has very significant influence on how engaged and satisfied employees are on the job and how this in turn triggers optimal performance on the job both independently and jointly. In a juggled analysis of the relationship between the variables and how they influence each other, employee engagement is found to have significant influence on employee job satisfaction and vice versa and these elements when carefully coordinated also have very significant influence of the performance related behaviours of employees in the work place<sup>347</sup>.

Scholars of communication through various research endeavors conducting on these variables in various climes also posit that, 'effective communication to the management and employees is the panacea for sustained and increased productivity of the workforce and organisational performances'<sup>332</sup>. They observe that it is not enough to have a good ideal and management practice but awareness and participation of staff in the affairs of an organisation improves the mindset and psyche of employees positively and goes a long way to enhance organisational performance. Scholars in the school of thought believe that the effectiveness of communication is determined by both parties in a communication process i.e. the leaders and the subordinate, hence it becomes necessary that both parties must pursue the same objectives that is geared at improving the bottom line through their actions. A scholar posits that 'all cadres of staff should be involved in decisions and issues that affect their performance, for it will lead to organisational development and positivity'<sup>348</sup>. Every organisation must endeavors to make effective communication an essential integral part of its management strategies to help minimize

organisational conflict with less misunderstanding, improving information management and cordial relationship between management and workforce<sup>348</sup>. The conceptual model depicts in clear and in a simple analogy, the cause and effect relationship that exist between the variables as well as the gain and benefits it gives the organisation when effective communication is adopted and applied as an organisational way of life and indispensable management tool such that its policies become binding on all organisational actions, culture, the environment and the people<sup>348</sup>.

There are two related conceptual frameworks developed to depict and explain the influence of organisational communication on the engagement, satisfaction and performance levels of employees towards an eventual outcome of organisational productivity, health and wellbeing. The first framework depicts the influence of organisational communication on each variable as well as the dyadic relationships that occurs independently and jointly as a result through what constitutes communication satisfaction holistically while the second framework breaks down the elements and behaviours of what constitute each variable; effective organisational communication, employee engagement, satisfaction and performance.

The direction of the outcome of various literatures and studies conducted on the relationship that exist between the variables as reviewed extensively in this study led to the formulation of a conceptual framework which attempts to present the binary interconnected relationship and cross-functionality between element and features of employee engagement, job satisfaction and performance triggered and activated by effective organisational communication strategies. The use of arrows in between both frameworks depict the influence, effects and relationships between the variables. On the whole, the models presents that when organisational communication is effective it will exude certain elements which when experienced by the employees will result

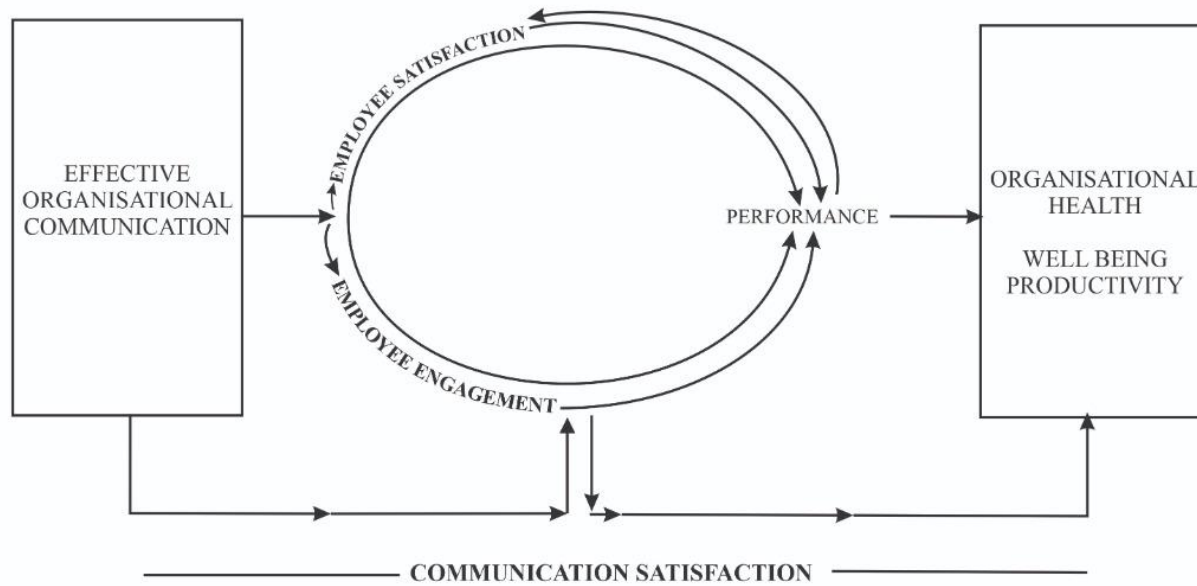
into certain behaviours that brings about satisfaction and engagement and this in turn will result into optimum level of performance as well as organisational health and well being. The second framework reveals the various elements and behaviours that constitutes or contributes to effective communication or effective communication strategies as well as that of each dependent variable. It also further presents a robust behavioural features of the independent and dependent variables. The movement of the arrows in the second model moves systematically across all the variables also depict the correlating direct and reciprocal relationship that exists between them and how they jointly mediate to guarantee organisational wellbeing. The double pointed arrows in the second framework also depicts the similarities and interrelatedness of all the dependent variables.

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**Independent**

**Dependent**

**Outcome**



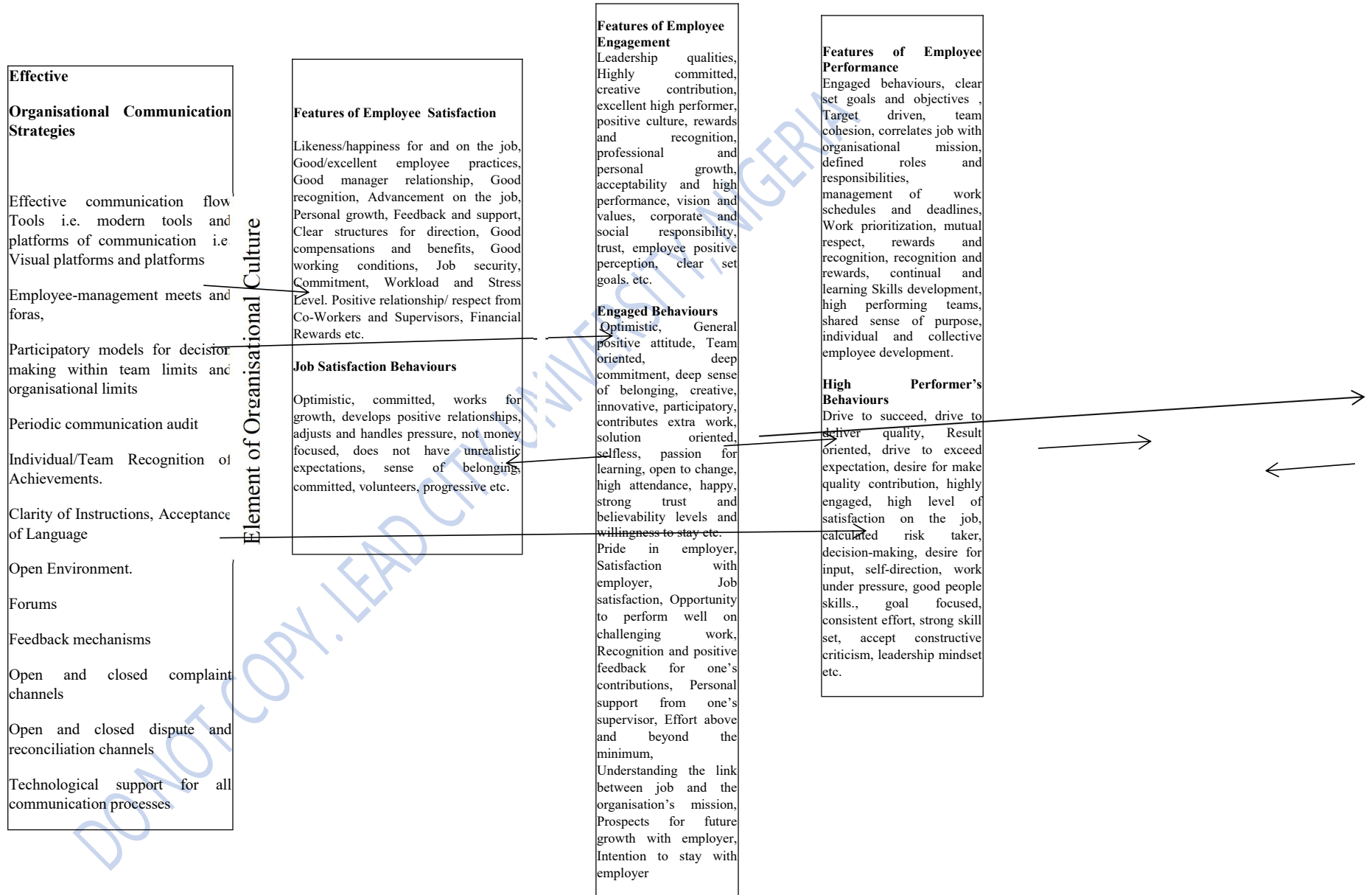
**Figure 2.1. Conceptual Framework/Model**

A Dyadic and Diagonal Exhibition and Relationship of the Influence of Organisational Communication on Employee Engagement, Employee Performance and Employee Satisfaction.

**Source: Researcher**

## Independent

## Dependent



**Figure 2.2. Elements of the Variables.**

**Source: Researcher**

## **2.5. Summary of Related Literature Reviewed**

An important aspect of the influence of organisational communication on other dependent variables of employee engagement, satisfaction and performance that is yet to be fully covered is the aspect of the transmission of a culture of communication satisfaction through leadership behaviours and management styles along the hierarchical structure and in the management policy of organisations. This research study has particularly set the stage for more studies in this area by introducing the dimensions along the rudiments of employee-management relationships, effective communication tools and structures, employee-management participation and bi-directional flow of communication etc as enablers to foster peace co-existence, work performance and productivity as well as organisational health.

The materials reviewed in this study revolves mostly around the concepts of organisational communication, barriers to effective communication employee engagement, satisfaction and performance, participation, bi-directional flow of communication, total quality management, and so on and not on organisational communication culture and cultural transmission. The gap in the availability of extensive review relating to the effects of organisational communication as a tool of communication satisfaction in the aspect of cultural integration and transmission in the workplace need to be filled therefore. When bridged this will further contribute to the body of knowledge for both scholars and professionals.

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## **Chapter Three**

### **Research Methodology**

This Chapter presents the strategies and action plans used to achieve the set objectives and to investigate the research problem and it presents information on the research design, population of the study, sample and sampling techniques, description of research instruments used, validity and reliability of the research instruments and method of data collection and data analysis.

#### **3.1 Research Design**

To achieve the aims and objectives of this research study, the descriptive and quantitatively analysed survey research design was adopted. People's feedback can be gathered verbally or orally in survey research design and this gives the method an edge in studies such as this where data is to be gathered through the responses of the sample population. It is also very beneficial where interface with the respondents and key personalities are not possible or easily attained. Respondents' perceptions, emotions and approaches, among other slanted entities, can only be measured by eliciting information directly from the people involved themselves<sup>1</sup>. The quantitative approach of the Survey Design is employed because it suits the

objectives of this research and matches the need to evaluate data based on and against the sum total of responses gathered.

### 3.2 Population of the Study

The population of the study consists of employees drawn from seventeen share registration companies of the eighteen active share registration companies in the industry. Of the eighteen, one (1) declined to participate in the study for operational reasons. Therefore the remaining seventeen (17) of them were approached and tested. This figure was supported with the employees' size of the institutional body of the sector, the Institute of Capital Market Registrars (ICMR) which brought the total number of companies tested to eighteen (18) core share registration related organisations. The total population size of the industry is four hundred and twenty (420). The List of companies and their employee strength is as shown in the table below.

S/N	Names of Registrar	Number of employees
1	Africa Prudential Registrars	10
2	Apel Registrars	14
3	Atlas Registrars	16
4	CardinalStone Registrars	43
5	Carnation Registrars	12
6	Centurion Registrars	10
7	Cordros Registrars	3
8	Coronation Registrars	70
9	Crescent Registrars	8
10	DataMax Registrars	14
11	First Registrars	78
12	Lighthouse Registrars	6
13	Meristem Registrars	16
14	ICMR	4
15	Pac Registrars	5
16	Pace Registrars	10
17	Unity Registrars	6
18	Greenwich Registrars	51
19	Veritas Registrars	44

	<b>TOTAL</b>	<b>420</b>
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**Table**

### **3.1: List of companies and employees size**

**Source: Institute of Capital Market Registrars of Nigeria (ICMR)**

Since Greenwich Registrars could not participate in the exercise due to personal reasons as conveyed, the population of the study came to three hundred and sixty nine (369) which represents all the categories of employees across the selected companies.

Of the eighteen share registration related companies tested however, only 17 management key personalities agreed to be involved at that level. One of them declined for operational approval reasons. Therefore employees from eighteen (18) share registration related companies and management key personalities from seventeen (17) of them were investigated.

### **3.3 Sample and Sampling Technique**

The convenience sampling method was adopted using a non-probability sampling technique for the study. Convenience sampling is used by researchers not only because it is simple to use but also because it enables researchers to gather fundamental information as well as trends about their studies without the hassles associated with using randomized samples<sup>2</sup>.

To obtain the sample size the following procedures were followed.

**Table 3.2. Breakdown of Population Size across the selected organisations. (N-369)**

Categories	Frequency
In-department junior and middle level officers	274
Line manager Executives	57
Key Management Executives	38

Of the three hundred and sixty nine (369) total population available to be tested, two hundred and seventy four (274) are in –department general employee respondents, fifty seven (57) are line managers while thirty eight (38) of them are management staff.

Since the intention is to conduct this exercise using a total enumeration approach, the research instrument was extended to all the employee respondents under the in-department general respondents and line managers. For the management, due to issues relating to the the official secrets acts/non-disclosure oaths, availability as well as other internal corporate restriction and to save time, only one management employee per organisation was approached has chosen by the

MD/CEOs and Human Capital Managers. The number of those who responded to the questionnaires in the organisations formed the sample size of each.

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### **Sample Size**

Breakdown of those who participated in the exercise in comparison with the total population available is thus presented.

**Table 3.3. Breakdown of Respondent Participation and Non Participation**

<b>Categories</b>	<b>Total Population Frequency (N-369)</b>	<b>Participants /SampleSize tested Frequency (N-299)</b>	<b>Population Unavailable /untested/declined</b>	<b>Percentage of Participati on %</b>
<b>In-department general employee respondents</b>	274	237	37	86
<b>Line managers</b>	57	45	12	79
<b>Top Management</b>	38	17	21	45

On the whole, two hundred and ninety nine respondents (299) employees comprising of two hundred and thirty seven (282) in department general employees respondents, forty five (45) line managers and seventeen (17) management employees forms the sample size of this study.

Seventy of the employees of those excluded were either not tested at all or were not available during the period of the exercise or they declined. The sample size accounts for 81% of the total industry population available after Greenwich registrars was removed and for 71% of the entire industry population where Greenwich registrars was not excluded.

#### **Categories**

Employees of the selected organisations investigated were classified into the following categories for analysis.

- Clerical –Junior employees and Middle level in-Department supports who are lower/ middle level employees and who are supervised by the line managers. These persons are referred to in the study as general employee respondents who constitute the primary data of the study
- Line Managers/Managerial Supervisors who are heads of department(s) and major teams who have direct reporting lines to management. This set of respondents are referred to as Line manager respondents. The line manager also constitute the primary data of the study.
- Heads of Divisions- Top Management Level. This class of respondents are referred to as Key Management Personalities. They are at the top of the hierarchical structure chaired by the managing directors and chief executive officers. Data is gathered from the management through the key personnels tested to verify and validate the perspectives and claims of management of the selected organisations against the perception of the general employee respondents and line managers in the investigation.

In any organisation, there are three basic categories of reporting lines which may be further sub divided as desired. The basic reporting lines are those that fall into the categories of the general respondents of this study who are supervised by line managers who constitute the second category. The line managers usually report to the management who are also the representatives

of the owners or sometimes the owners themselves at the top cadre of the heirachical structure. The three classes highlighted represented the categories of employees tested in this study.

### **3.4 Description of the Research Instrument**

Questionnaires were the research instruments adopted to gather data from the three classes of respondents. The questionnaires for the general employee respondents and line managers is titled Organisational Communication, Engagement, Performance and Job Satisfaction Questionnaire for Employee and Line management respondents (OrCoEnPeJoSaELMQ) while that of the Key management personalities is titled Management Questionnaire (OrgCommMEQ).

Quantitative questionnaires were administered to elicit responses based on each research questions. There are six research questions marked A-F. Data from the three classes of respondents were gathered as related to each research question. These are marked A<sup>1-3</sup>, B<sup>1-3</sup>, C<sup>1-3</sup>, D<sup>1-3</sup>, E<sup>1-3</sup>, F<sup>1-3</sup> in the tables presented in the next chapter. The responses were prepared using a four point Likert scale, Strongly Disagreed, Disagreed, Agreed, and Strongly Agreed.

### **3.5 Validity of the Research Instruments**

When a research tool delivers exactly what it was designed to measure, it is said to be valid<sup>3</sup>. The researcher was encouraged by the requirement and opportunity to elicit the proper responses from the respondents when creating the questionnaire. Before the questionnaires for the general employees, line managers and the Key management personalities were dispatched to the actual respondents, management employees, supervisors and peers of the researcher were given the questionnaire to review and to ensure that the contents were valid and properly arranged.

Each respondent's result was examined, and the statistical significance level of the influence of explanatory variables was calculated. Reliability of the responses from twenty five (25) employees randomly picked for the pre-test was evaluated by the researcher with the aid of Cronbach Alpha method. Results was on the scale 0 to 1, but a reliable result would test above 0.7, which would indicate 70% reliability.

**Table 3.4**

### 3.6. Reliability of the Research Instruments

Constructs	Cronbach's Alpha Value	Cronbach's Alpha Based on Standardized Items of the constructs	N of Items
Internal communication strategies	0.831	0.864	5
Employee engagement	0.816	0.807	4
Employee satisfaction	0.801	0.828	4
Employee performance	0.704	0.785	8

The above Cronbach's Alpha table showed the reliability test for the instruments. For constructs like internal communication strategies, employee engagement, employee satisfaction, and employee performance, respectively, all the scale of measurement produce Cronbach alpha values of 0.831, 0.816, 0.8301, and 0.704, respectively. A good result is usually on a scale 0 to 1, but a more reliable result would test above 0.7, which would indicate 70% reliability. Criteria values of the test were all above 0.7 which suggests that these constructs and their individual observed variables have excellent internal consistency.

### 3.7. Administration of Instruments and Method of Collection

The technique adopted in gathering data for this research study followed the following procedure. First, the researcher successfully obtained the endorsement and partnership of the Institute of Capital Market Registrars (ICMR) which is the overseeing institution of the Share Registration sub-sector as well as the institution that governs the activities of the share registration practitioners and companies within the industry. Upon their adoption of the project and partnership, The ICMR and the researcher formed a project team that consists of the researcher and three employees of the institute. The institute also endorsed that their employees take part in the exercise. The project team contacted and had discussions with the human capital directors and in some cases the MD/CEOs of the 18 selected organisations and based on the approval received through several correspondences exchanged they were scheduled for the exercise in batches across a three-day period. Upon confirmation, the two questionnaire links were sent to the MD/CEOs as well as the human capital managers (HR) of the selected organisations as previously discussed and planned.

A pre-exercise briefing on how to distribute and operate the links to complete the questionnaires appropriately were conducted with the HRs through further emails and direct phone calls. A project endorsement letter was also obtained from a doyen of the industry, fellow and former past president of the Institute to other fellows who are the MD/CEOs of the companies to support the project and give it more credibility and compliance during the exercise days.

The questionnaires were encrypted into the links to enable respondents access them through their mobile phones and emails. The links were directly connected to a data bank pre- designed using the excel collation and analysis format. The excel columns were also pre-titled with each

question so that each related responses populated the columns upon clicking the submit button at the end of the questionnaires.

The direct contacts and information exchanges between the research team and the human capital managers made it possible to jointly monitor proceedings and compliance as the responses dropped into the data base. The team was able to conduct on the spot monitoring and evaluation as well as compile the analysis remotely without any hassles as a result. On the day of each exercise, the research team was on standby via phone calls and emails to sort out issues and guide each organisation through the process. At the end of the day, the team analyzed the report of compliance to ascertain the number of employees that actually participated. In cases where the number of compliance was low, the HR manager was contacted who ensured compliance was majorly achieved by applying some sort of subtle push which significantly increased the number to an acceptable percentage.

Each respondents received a direct letter attached to each questionnaire which gave information about the exercise. This also triggered participation on a large scale because they were assured by the letter that the links and data banks were not activated to take cognizance of their personal data i.e. names, telephone numbers or e-mail addresses. The researcher envisaged that since it was a fact finding mission, it was necessary to give the employees some assurances to them and to enable the respondents freely complete the questionnaires without having any fear or reservations. The collation from the excel data bank was used for the data analysis. The role of technology in communication measurement was established through this act.

### 3.8 Method for Data Analysis

The information gathered for each item in each questionnaire section was examined using descriptive statistics. This is so that data can be described, displayed, or summarized in terms of frequency distribution and percentage of responses regarding the variables being studied. More importantly, this enhanced the process of conducting inferential statistics. The descriptive statistics was done through the use of Statistical Package for the Social Sciences (SPSS) version 23. The use of SPSS is appropriate as it is a statistical platform that allows the use of primary data (questionnaire) to run an analysis. The respondents data gathered were descriptively cross analysed between the classes of respondents (general employee respondents, line managers and Key management personalities to corroborate and validate the responses to spot any trends in the response patterns.

In the course of the analysis, the Pearson Product Moment Correlation (PPMC) and simple regression statistics was used to measure or test the hypotheses at a significance level of 0.05.

The regression test was adopted to test hypotheses about cause-and-effect relationships in this study. When the value of X was determined and it caused variation in Y, linear regression was used in estimating the value of one variable corresponding to a particular value of the other variable.

The specified regression model description for this research work is:

**i. Hypothesis 1:**

$$EE = \alpha_1 + \alpha_2 ICS + \varepsilon$$

**ii. Hypothesis 2:**

$$ES = \beta_1 + \beta_2 ICS + \varepsilon$$

**iii. Hypothesis 3:**

$$EP = \gamma_1 + \gamma_2 ICS + \varepsilon$$

iv. **Hypothesis 4:**

$$EE, ES \text{ and } EP = \gamma_1 + \gamma_2 ICS + \varepsilon$$

Where ICS= Internal communication strategies, EE= Employee engagement, ES= Employee satisfaction and EP= Employee performance. Also,  $\alpha_1, \alpha_2, \beta_1, \beta_2, \gamma_1, \gamma_2$ , are the regression constants while  $\varepsilon$  is purely a white noise phenomenon that captures the effect of other exogenous elements that are able to influence the dependent variables.

### **3.9. Ethical Approval**

Due to privacy concerns expressed by the companies and the employees in line with the Official Secrets Acts/Non-Disclosure elements that binds all employees to a oath of secrecy about the organisations as is the annual practice in the industry, as well as the concern for victimization as a result of any honest opinion that employees may give, participants in the study were informed and assured that in the event that a need arose that necessitated the use of the supplied information for other purposes beyond what was agreed, they were to be informed for approval. The institute took particular interest in ensuring that this assurances were given as an important element of their participation and approval from the institute. The respondents' identities were protected even from their respective organisations, and the reference to informed consent was based on the requirement to inform respondents of the implications of participating in the study. As a result, prior to participation, the researcher went over the prerequisites and specifics of the process with participants through numerous discussions with the human capital managers who handled compliance and guidance in each organisation.

In line with this, each organisation was presented with an overview summary of their respondents' patterns without any specifics to personal details and data.

### Endnotes

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## Chapter Four

### Results and Discussion of Findings

This chapter contains respondents' demographic data and other data collected from the field through questionnaires. It also contains the analysis of research questions and discussion of major findings in the context of the objectives of the study, current opinion of scholar as reflected in the literature review and theoretical framework. The gathered data is described using frequency and percentages for the descriptive analysis, while regression test statistics method is employed for the inferential analysis.

There are three categories of respondents in this study. They are the general employee respondents' category which consist of all levels of in-department employees, the line managers' category which consist of the head of departments and the key management personalities category which consist of one management members who are also divisional heads of each organisations. There are six research questions marked A-F. Data from the three classes of respondents were gathered as related to each research question. These are marked A<sup>1-3</sup>, B<sup>1-3</sup>, C<sup>1-3</sup>, D<sup>1-3</sup>, E<sup>1-3</sup>, F<sup>1-3</sup>. (1) being the general employee respondents, (2) being the line managers and (3) being the Key management personalities. The responses were prepared using a four point Likert scale, Strongly Disagreed, Disagreed, Agreed, and Strongly Agreed.

#### 4.1. Demographic Characteristics of Respondents

**Table 4.1.1A: Demographic of General Employees, Respondent**

<b>Variables</b>		<b>(N- 237)</b>	<b>N(100%)</b>
<b>Gender</b>	Male	128	54.0
	Female	109	46.0
<b>Age</b>	21 – 30	45	18.9
	31 – 40	96	40.5
	41 – 50	84	35.4
	50 and above	12	5.2
<b>Marital Status</b>	Married	196	82.7
	Unmarried	28	11.8
	Others	13	5.5
<b>Education</b>	Basic	0	0
	Secondary	25	10.6
	Tertiary	97	40.9
	postgraduate	76	32.1
	Others(professional)	39	16.4
<b>Ethnicity/GeoPolitical</b>	North-Central	13	5.5
	North-East	5	2.1
	North-West	8	3.4
	South-East	47	19.8
	South-South	17	7.2
	South-west	147	62.0

<b>Years of Employment</b>	Below 5 years	88	37.1
	6-10years	98	41.4
	11 -15 years	28	11.8
	15 years and above	23	9.7
<b>Employee Category</b>	Clerical –Junior	15	6.3
	In-department support-Lower/ Middle Level employees	197	83.1
<b>Organisation</b>	Sub Heads/Head of Teams – Upper Middle level employees	25	10.5
	Africa Prudential Registrars	7	2.9
	Apel Registrars		
	Atlas Registrars	10	4.2
	Cardinal Stone Registrars	11	4.6
	Carnation Registrars	24	10.1
	Centurion Registrars	9	3.8
	Cordros Registrars	8	3.4
	Coronation Registrars	2	0.8
	Crescent Registrars	41	17.3
	Data Max Registrars	6	2.5
	First Registrars	10	4.2
	ICMR	54	22.8
	Lighthouse Registrars	2	0.8
	Meristem Registrars	5	2.1
	Pace Registrars	9	3.8
	Unity Registrars	8	3.4
Veritas Registrars	4	1.7	
	27	11.6	

Source: Field survey 2022

Table 4.1.1A shows how the general employee respondents' demographic data were distributed. The employee respondents constitute 79.27% (237) of the total sample size of two hundred and ninety nine (299) respondents of this study. A total of 54% (128) of the two hundred and thirty seven general employee respondents are male while 46% (109) are female. 18.9% (45) of the respondents are between the ages of 21 and 30; 40.5% (96) are between the ages of 31 and 40; 35.4% (84) are between the ages of 41 and 50; and 5.2% (12) are over the age of 50. Of the sample size of this category, 82.7% (196) are married, 11.8% (28) are unmarried while 5.5% (13) belong to the category marked others. Of the data gathered, none of the employees fall under the basic education category, 10.6% (25) have secondary education, 40.9% (97) are tertiary education graduate, and 48.5% (115) have obtained post graduate related certifications. This shows that majority of the respondents are highly educated, of age, married and can process information accurately and concisely as intended by the researcher.

5.5% (13) of the employee respondents sample are from the north central part, while 2.1% (5), 3.4% (8), 19.8% (47), 7.2% (17) and 62% (147) belong to the north-east, north-west, south-east, south-south, and south west geo-political zones of Nigeria. 37.1% (88) of the employees have worked in their respective organisations for 5 years and below, 41.4% (98) have put in 6-10 years, 11.8% (28) have worked for 11-15 years while 9.7% (23) have also worked for over 15 years in their respective organisations. Of the employee categories within this subset, 6.3% (15) employees are clerical junior employees, 83.1% (197) employees are in-department support employees while 10.5% (25) are head of sub teams under the line managers. 2.9% (7) of the general employee respondents are from African Prudential Registrars, 4.2% (10) are from Apel Reg., 4.6% are employees of Atlas Registrars, 10.1% are from Cardinal Stone Registrars, 3.8% (9) are from the Carnation Reg., 3.4% (8) from Centurion Registrars, 0.8 (2) from Cordros

Registrars , 17.3% (41) from Coronation Registrars and 2.5%(6) are from Crescent Registrars. 4.2%(10) employees are from DataMax Registrars, 22.8% (54) from First Registrars, 0.8% (2) from the ICMR, 2.1% (5) from Lighthouse Registrars, 3.8% (9) from Meristem Registrars, while 3.4% (8), 1.7% (4) and 11.6% (27) are from Pace Registrars, Unity Registrars and Veritas Registrars respectively.

On the whole this distribution shows that majority of the sample population of the respondents consist of respondents who are learned and experienced enough to produce valid data for this study as anticipated.

**Table 4.1B: Demographic of Line Managers**

<b>Variables</b>		<b>(N-45)</b>	<b>N(100%)</b>
<b>Gender</b>	Male	34	75.6
	Female	11	24.4
<b>Age</b>	21 – 30	7	15.6
	31 – 40	14	31.1
	41 – 50	17	37.7
	50 and above	7	15.6
<b>Marital Status</b>	Married	38	84.4
	Unmarried	5	11.1
	Others	2	4.4
<b>Education</b>	Basic	0	0
	Secondary	1	2.2
	Tertiary	25	55.6
	postgraduate	12	26.6
	Others(professional)	7	15.6

<b>Years of Employment</b>	Below 5 years	1	2.3
	6-10years	14	31.1
	11 -15 years	22	48.8
	15 years and above	8	17.8
<b>Organisation</b>	Africa Prudential	3	6.7
	Registrars	3	6.7
	Apel Registrars	3	6.7
	Atlas Registrars	3	6.7
	Cardinal Stone	3	6.7
	Registrars	3	6.7
	Carnation Registrars	2	4.4
	Centurion Registrars	3	6.7
	Cordros Registrars	3	6.7
	Coronation Registrars	3	6.7
	Crescent Registrars	3	6.7
	Data Max Registrars	2	4.4
	First Registrars	3	6.7
	ICMR	3	6.7
	Lighthouse Registrars	1	2.2
	Meristem Registrars	1	2.2
	Pace Registrars	3	6.7
	Unity Registrars		
Veritas Registrars			

**Source: Field survey 2022**

Table 4.1.1 shows the demographic distribution of the line managers. Line Managers respondents constitute 15% (45) of the total sample size of two hundred and ninety nine (299) respondents of this study. 75.6% (34) of the forty five line managers are male while 24.4% (11) are female.

15.6% (7) of the respondents are between the ages of 21 and 30; 31.1% (14) are between the ages of 31 and 40; 37.7% (17) are between the ages of 41 and 50; and 15.6% (7) are over the age of 50. 84.4% (38) of the respondents are married, 11.1% (5) are unmarried while 4.4% (2) fall under the category titled others.

Of the data gathered, none of the employees have basic education and secondary education, 29% (13) have tertiary education, while 71% (32) have obtained post graduate and professional related certifications. This shows that majority of the respondents are manager of teams, highly educated, are married and matured and can process information accurately and concisely as intended by the researcher.

4.4% (2) of the employee respondents sample are from the north central part, while 13.3% (6), 8.9% (4), 6.7% (3), 11.1% (5) and 55.6% (25) belong to the north-east, north-west, south-east, south-south, and south west geo-political zones of Nigeria.

2.3% (1) of the employees have worked in their respective organisations for 5 years and below, 31.3% (14) have been with their organisation for 6-10 years, 48.8% (22) have worked for 11-15 years while 17.8% (8) have also worked for over 15 years in their respective organisations.

6.7% (3) of the line manager respondents are from African Prudential Registrars, Apel Reg. Atlas Registrars, Cardinal Stone Registrars, Carnation Registrars, Centurion Registrars, Coronation Registrars, Crescent Registrars, DataMax Registrars, First Registrars, Lighthouse Registrars, Meristem Registrars and Veritas Registrars respectively, while 4.4% of the respondents are from Cordros Registrars and the ICMR respectively also. 2.2% (1) of the sample population are from Unity Registrars and Pace Registrars.

On the whole this distribution shows that majority of the sample population of the respondents consist of respondents who are heads of departmental teams and lower level managerial supervisors who are learned and experienced enough to produces valid data for this study as anticipated.

#### 4.1.1 C: Demographic of Key Management Personalities.

	Management	Variables	(N-17)	N(100%)
<b>Gender</b>		Male	6	35.3
		Female	11	64.7
	<b>Age</b>	21 – 30	0	0
		31 – 40	1	5.89
		41 – 50	4	23.5
		50 and above	12	70.6
<b>Marital Status</b>		Married	16	94.1
		Unmarried	0	0
		Others	1	5.89
<b>Ethnicity/Geo-political Zone</b>		North-Central	2	11.8
		North-West	1	5.9
		South-East	2	11.8
		South-South	2	11.8
		South-West	10	58.8
<b>Years of employment</b>		Below 5 years	2	11.8
		6-10years	2	11.8
		11-15years	5	29.4
		15 years and above	8	47.0

Source: Field survey 2022

Table 4.1.1 also shows the demographic distribution of the seventeen (17) key management personalities tested to corroborate the data gathered from the general employee respondents and line managers who are on the lower and middle level divide of the selected organisations' hierarchical structure.

64.7% (11) of the seventeen key management personalities are female while 35.3% (6) are male. None of the respondents fall between the ages of 21 and 30; 5.89% (1) are between the ages of 31 and 40; 23.5% (4) are between the ages of 41 and 50; and 70.6% (12) are over the age of 50.

94.1% (16) of the respondents are married, 5.89% (1) falls under the others category. None is unmarried amongst them.

58.8% (10) of the key management personality respondents sampled are from the south western part of Nigeria, while 11.8% (2) are from the south-east, south-south and, north central respectively. 5.9% are from the North-west.

11.8% (2) of the management personalities sampled have worked in their respective organisations for 5 years and below and 6-10 years respectively. 29.4% (5) have been with their organisation for 11-15 years while 47 % (8) have also worked for over 15 years in their respective organisations.

The distribution shows that the sample population of the respondents consist of respondents who are management employees who have been part of the organisation long enough to have a thorough understanding of the organisational strategies, policies.

#### **4.2 Presentation of Data**

There are a total of six research questions developed for each objective of the study. Each research question is represented by a segment that contain tables and analysis of data for each respondent category.

The respondents are classified into;

A. General Employee Respondents

- B. Line Manager Respondents
- C. Management Key Personalities

There are six research questions marked A-F. Data from the three classes of respondents were gathered as related to each research question. These are marked A<sup>1-3</sup>, B<sup>1-3</sup>, C<sup>1-3</sup>, D<sup>1-3</sup>, E<sup>1-3</sup>, F<sup>1-3</sup>. (1) being the general employee respondents, (2) being the line managers and (3) being the Key management personalities. The responses were prepared using a four point Likert scale, Strongly Disagreed, Disagreed, Agreed, and Strongly Agreed.

#### **4.2 Analysis of Research Questions**

**Research Question 1:** What are the laid down internal communication strategies put in place for employee-management relationships in the selected organisations?-

### General Employee Respondents

**Table 4.2.1A<sup>1</sup> : Laid down Internal Communication Strategies for Employee-Management Relationships (N-237)**

S/N	Statement	SD N (%)	D N(%)	A N(%)	SA N (%)	Total N(%)
1	Communication is exchanged in my organisation through both modern and traditional channels/tools of communication to foster employee-management relationships.	0 (0)	3(1.3)	107(45.1)	127(53.6)	237(100)
2.	My Organisation has a well- structured organisational communication policy that fosters employee-management relationship.	6(2.5)	11(4.6)	112(47.2)	108(45.6)	237(100)
3	The policy and strategies are documented or written in a staff handbook/manual for awareness and reference purposes	0(0)	3(1.27)	109(46)	125(52.8)	237(100)
4	The communication strategies are reviewed constantly as part of the organisational periodic strategic plan involving all employees for relevance and effectiveness.	49(20.7)	148(62.4)	40(16.9)	0(0)	237(100)
5	The channels for communication in my organisation support feedback in employee-management relationship.	8(3.4)	17(7.2)	126(53.2)	86(36.2)	237(100)

6	The communication style/language in my organisation is both formal and informal.	0(0)	2(0.84)	93(39.3)	142(59.9)	237(100)
7	The Communication strategies enables proper, adequate and timely information dissemination about my work and about happenings in my organisation	10(4.2)	10(4.2)	128(54.0)	89(37.6)	237(100)
8	The communication strategies clarifies my roles, responsibilities and supports the understanding of my job functions and tasks	9(3.8)	8(3.4)	116(48.9)	104(43.9)	237(100)

**Source: Field survey 2022**

Table 4.2.1A<sup>1</sup> above presents the data obtained on research question one which inquired about the laid down internal communication strategies put in place for employee-management relationships in the selected organisations amongst the general employee respondents. It was revealed that 53.6% (127) and 45.1% (107) of the employees in this category strongly agreed and agreed respectively that communication is exchanged in their organisations through both modern and traditional channels and tools to foster employee-management relationships. 1.3 percent of the sample set disagreed while none of them strongly disagreed on the contrary to the first statement under research question one. 45.6% (108) of this class affirm strongly (SA) that the selected organisations have well-structured organisational communication policies that's fosters employee-management relationships while 47.2% (112) simply agreed (A) to this statement. 4.6 % (11) and 2.5% (6) on the other hand disagreed and strongly disagreed respectively. 52.8% (125) respondents herein and 46% (109) respondents strongly agreed and a little less significantly agreed respectively that the policies and strategies are documented or written in a staff handbook/manual for awareness and reference purposes. Only 1.27 %( 3) disagreed that the

policies and strategies were documented for knowledge and reference purposes; none strongly disagreed

Of the total sample size in this category (N-237), 16.9% (40) respondents confirm that the strategies are reviewed constantly as part of the organisational periodic strategic plan involving all employees for relevance and effectiveness. None of them strongly agreed to this. However 62.4% (148) disagreed while 20.7% (49) of the respondents strongly disagreed to this. 53.2% (126) employees of this category, and 36.2% (86) also agreed and strongly agreed that the channels for communication in the selected organisations supports feedback in employee-management relationship while 7.2% (17) and 3.4% (8) disagreed and strongly disagreed to the statement.

On the style/language of communication dominant in the selected organisations, 59.9% (142) and 39.3% (93) strongly agreed and agreed that the style/language is both formal and informal while 0.84% (2) disagreed. None of the respondents strongly disagreed. 37.6% (89) respondents in the class strongly affirmed that the inherent communication strategies of their various organisations enables proper, adequate and timely dissemination of information about their work and about happenings in their organisation. 54% (128) agreed to this while 4.2% (10) respectively disagreed and strongly disagreed.

Amongst the general employee respondents 48.9% (116) and 43.9% (104) employees agreed and strongly agreed that the strategies helps them to clarify their roles and responsibilities as well as it supports them to understand their job functions and tasks. 3.4% (8) and 3.8% (9) respectively disagreed and strongly disagreed.

### Line Managers

**Table 4.2.1A<sup>2</sup> : Laid down Internal Communication Strategies for Employee-Management Relationships (N=45)**

S/N	Statement	SD N (%)	D N(%)	A N(%)	SA N (%)	Total N(%)
1	Communication is exchanged in my organisation through both modern and traditional channels/tools of communication to foster employee-management relationships.	0(0)	0(0)	6(13.3)	39(86.7)	45(100)
2.	My Organisation has a well- structured organisational communication policy that fosters employee-management relationship.	0(0)	2(4.4)	13(28.8)	30(66.8)	45(100)
3	The policy is documented or written in a staff handbook/manual for awareness and reference purposes	0 (0)	0(0)	26(57.8)	19(42.2)	45(100)
4	The communication strategies are reviewed constantly as part of the organisational periodic strategic plan involving all employees for relevance and effectiveness.	12(26.7)	23(51.1)	8(17.8)	2(4.4)	45(100)

5	The channels for communication in my organisation support feedback in employee-management relationship.	0(0)	2(4.4)	10(22.2)	33(73.4)	45(100)
6	The communication style/language in my organisation is both formal and informal.	0(0)	0(0)	21(46.7)	24(53.3)	45(100)
7	The Communication strategies enables proper, adequate and timely information dissemination about my work and about happenings in my organisation	4(8.9)	5(11.1)	20(44.4)	16(35.6)	45(100)
8	The communication strategies clarifies my roles, responsibilities and supports the understanding of my job functions and tasks	2 (4.4)	4(8.9)	10(22.2)	29(64.5)	4(100)

**Source: Field survey 2022**

Table 4.2.1A<sup>2</sup> collates the data obtained on research question one which inquired about the laid down internal communication strategies put in place for employee-management relationships in the selected organisations amongst the line manager respondents. Data gathered under this subset revealed that 86.7% (39) and 13.3% (6) of the employees in this category strongly agreed and agreed respectively that communication is exchanged in their organisations through both modern and traditional channels and tools to foster employee-management relationships. Neither of the sample set disagreed nor strongly disagreed. 66.8% (30) of this class affirm strongly (SA) that the selected organisations have well-structured organisational communication policies that fosters employee-management relationships while 28.8% (13) agreed (A) to this. 4.4 % (2) disagreed. No strong disagreement was recorded.

42.2% (19) respondents herein and 57.8% (26) respondents strongly agreed and agreed respectively that the policies and strategies are documented or written in a staff

handbook/manual for awareness and reference purposes. None of the managers disagreed or strongly disagreed to this.

51.1% (23) and 26.7% (12) respondents disagreed and strongly disagreed that the strategies for communication are reviewed constantly as part of the organisational periodic strategic plan involving all employees for relevance and effectiveness. 17.8% (8) of them agreed to this while 4.4% (2) strongly agreed also. On the statement whether or not the communication channels in the organisation supports feedback in employee- management communication and relationships, it was found that 73.4% (33) strongly agreed it this while 22.2% (10) also agreed to this. 4.4% (2) however disagreed to this, none strongly disagreed.

On the style/language of communication dominant in the selected organisations, 53.3 % ( 24) and 46.7% (93) strongly agreed and agreed that the style/language is both formal and informal while none of the respondents strongly disagreed or disagreed. 35.6% (16) respondents in the line managers category strongly affirmed that the inherent communication strategies of their various organisations enables proper, adequate and timely dissemination of information about their work and about happenings in their organisation while 44.4% (128) agreed to this. However 11.1% (5) and 8.9 % (4) of the respondents have dissenting and strongly dissenting views on this.

64.5% (29) and 22.2 % (10) employees herein strongly agreed and agreed that the strategies helps them to clarify their roles and responsibilities as well as it supports them to understand their job functions and tasks. 8.9 % ( 4) and 4.4% (2) respectively disagreed and strongly disagreed.

### Key Management Personalities

**Table 4.2.1A<sup>3</sup>: Laid down Internal Communication Strategies for Employee-Management Relationships (N-17)**

S/N	Statement	SD N (%)	D N(%)	A N(%)	SA N (%)	Total N(%)
1	There is a laid down communication policy/blueprint document for employee-management relationship in your organisation	0(0)	0(0)	2(11.8)	15(88.2)	17(100)
2.	All employees have access to the policy/document and are aware of the information contained therein.	0(0)	1(5.9)	3(17.6)	13(76.5)	17(100)
3	The communication strategies are reviewed and updated periodically and consistently for relevance and effectiveness.	0(0)	0(0)	3(17.6)	14(82.4)	17(100)
4.	Communication occurs in my organisation through both modern and traditional channels/tools of communication to foster employee-management relationships.	0(0)	0(0)	3(17.6)	14(82.4)	17(100)

5.	Lower and middle level employees are involved in the communication audit committees that periodically evaluates the effectiveness of its communication strategies and plans	0(0)	4(23.5)	4(23.5)	9(53)	17(100)
6.	The last exercise was performed not later than a year ago.	3(17.6)	8(47.2)	3(17.6)	3(17.6)	17(100)



**Source: Field survey 2022**

Table 4.2.1A<sup>3</sup> presented the management perspective on the laid down internal communication strategies of the selected organisations. In total 88.2% (15) and 11.8% (2) of the management key personalities tested strongly affirm and agreed to this respectively. None disagreed or strongly disagreed.

76.5 % (13) strongly affirm that all employees have access to the policy documents that contain the laid down internal communication strategies. 17.6% (3) affirmed to this and 5.9% (1) disagreed. Of the 17 management key personalities, 82.4% (14) and 17.6% (3) affirm strongly and agreed that the communication strategies are reviewed and updated periodically and consistently for relevance and effectiveness. 17.6% (3) also confirm that communication occurs in their organisations through both modern and traditional channels and tools of organisational communication to foster employee-management relationships. 82.4% (14) strongly confirm this. None disagreed or strongly disagreed.

To foster the success of their communication strategies and patterns, 53% (9) of the respondents in this category strongly confirm that lower and middle level employees are involved in the communication audit committees that periodically evaluates the effectiveness of its communication strategies and patterns, while 23.5% (4) agreed to this. 23.5% also disagreed

with this, none strongly disagreed. However as to the timeline and the last time such happened in the various selected organisations where it was asked if the last one conducted was less than a year, 17.6% (3) respectively confirm that the last one conducted in their organisation happened less than a year to the time of the study while 47.2% (8) and 17.6 (3) disagreed and strongly at that they had perform any audit within a year of the study.

**Research Question 2:** What is the nature of the laid down internal communication strategies put in place for employee-management relationships in the selected organisations?-

#### General Employees Respondents

**Table 4.2.1B<sup>1</sup>: Nature of Laid Down Internal Communication Strategies for Employee – Management Relationships (N-237)**

S/N	Statement	SD N (%)	D N(%)	A N(%)	SA N (%)	Total N(%)
1	The communication strategies supports employee opinion, contributions as a critical factor in the operational decision making process	19 (8.1)	39(16.4)	118(49.8)	61(25.7)	237(100)
2.	In employee-management relationship, communication flows bi directionally (From top-bottom and bottom to top) in my organisation all the time	14(5.9)	15(6.3)	127(53.6)	81(34.2)	237(100)
3	The employee-management communication patterns in the day to day functions in my department	22(9.3)	34(14.3)	104(43.9)	77(32.5)	237(100)

	flows in line with the laid down communication strategies of my organisation					
4	Communication in my organisation supports exchanges that fosters employee participation in creative contributions to organisational growth.	13(5.5)	38(16.0)	121(51.1)	65(27.4)	237(100)

**Source: Field survey 2022**

Table 4.2.1B<sup>1</sup> shows the data obtained on research question two which investigated the nature of the laid down internal communication strategies put in place for employee-management relationships in the selected organisations amongst the general employee respondents. The study revealed that 25.7% (61) and 49.8% (118) of the employees in this category strongly agreed and agreed respectively that communication strategies supports employee opinion and contributions as a critical factor in their operational decision making process. 16.4% (39) and 8.1% (19) disagreed and strongly disagreed to this. 53.6% (127) of this class affirm that in employee-management relationship, communication flows bi-directionally in their organisations while 34.2% (81) strongly agreed. 6.3 % (15) and 5.9% (14) presented dissenting and strongly dissenting views about this respectively. 32.5% (77) respondents and 43.9% (104) respondents strongly agreed and agreed that the employee-management communication patterns in the day to day functions of departments and teams function in line with the laid down communication strategies of the organisation. However, 14.3 % (34) disagreed with this while 9.3% (22) strongly disagreed

Of the total sample size of this category (N-237), 51.1% (121) respondents confirm that communication in their organisation fosters employee participation specifically for creative contributions to organisational growth. 27.4% (65) strongly agreed to this, while 16% (38) disagreed and 5.5 % (13) disagreed and strongly disagreed to this.

### Line Managers

**Table 4.2.1B<sup>2</sup>: Nature of Laid Down Internal Communication Strategies for Employee – Management Relationships (N-45)**

S/N	Statement	SD N (%)	D N(%)	A N(%)	SA N (%)	Total N(%)
1	The communication strategies supports employee opinion, contributions as a critical factor in the operational decision making process	4(8.9)	8(17.8)	20(44.4)	13(28.9)	45(100)
2.	In employee-management relationship, communication flows bi directionally (From top-bottom and bottom to top) in my organisation all the time	3(6.7)	4(8.9)	20(44.4)	18(40)	45(100)
3	The employee-management communication patterns in the day to day functions in my department	0(0)	8(17.8)	25(55.5)	12(26.7)	45(100)

	flows in line with the laid down communication strategies of my organisation					
4	Communication in my organisation supports exchanges that fosters employee participation in creative contributions to organisational growth.	0(0)	8(17.8)	30(66.7)	7(15.5)	45(100)

**Source: Field survey 2022**

Table 4.2.1B<sup>2</sup> codifies the data obtained on research question two which sought to find out the nature of the laid down internal communication strategies put in place for employee-management relationships in the selected organisations amongst the line manager respondents. Data gathered showed that that 28.9% (13) and 44.4% (20) of the employees in this category strongly agreed and agreed respectively that communication strategies supports employee opinion and contributions as a critical factor in their operational decision making process. 17.8% (8) and 8.9% (4) disagreed and strongly disagreed to this. 40% (18) and 44.4% (20) of this class strongly affirm and agreed that in employee-management relationship, communication flows bi-directionally in their organisations while 8.9% (4) and 6.7% (3) presented dissenting and strongly dissenting views about this respectively. 26.7% (12) respondents and 55.5% (25) respondents strongly agreed and agreed that the employee-management communication patterns in the day to day functions of departments and teams function in line with the laid down communication strategies of the organisation. 17.8 % (8) disagreed while no one strongly disagreed

15.5% (7) respondents strongly confirm that communication in their organisation fosters employee participation specifically for creative contributions to organisational growth. 66.7% (30) agreed to this, while 17.8% (8) disagreed. None of the respondents strongly disagreed.

## Key Management Personalities

**Table 4.2.1B<sup>3</sup>: Nature of Laid Down Internal Communication Strategies for Employee – Management Relationships (N-17)**

S/N	Statement	SD N (%)	D N(%)	A N(%)	SA N (%)	Total N(%)
1	The organisational communication strategies have been effective in fostering positive employee-management relationship.	0 (0)	0 (0)	6 (35.3)	11 (64.7)	17 (100)
2.	In employee-management relationship, communication flows bi directionally (From top-bottom and bottom to top) in my organisation predominantly	0 (0)	0 (0)	3 (17.6)	14 (82.4)	17 (100)
3	At all levels employees are often invited to take part in making decisions relating to their job	0 (0)	0 (0)	3 (17.6)	14 (82.4)	17 (100)

**Source: Field survey 2022**

Table 4.2.1B<sup>3</sup> present management key personalities data on the nature of laid down Internal Communication Strategies for Employee – Management Relationships. 64.7% (11) of the 17 key personalities strongly submit that the organisational communication strategies of their organisations have been effective in fostering positive employee-management relationships in their various organisations. 35.3% also attest to this. None disagreed or strongly disagreed.

To support the data gathered from both the general employees and line managers, data from the key personalities also confirm that communication flows bi-directionally in the respective organisations. None disagreed or strongly disagreed, while 82.4% (14) and 17.6 % ( 3) strongly agreed and agreed to this. At all levels it was fully confirmed by the management personalities that employees are allowed to take part in making decisions relating to their jobs. 82.4% (14) and 17.6 % ( 3) also strongly agreed and agreed to this.

**Research Question 3:** What is the essence of the laid down internal communication strategies put in place for employee-management relationships in the selected organisations?-

**General Employees Respondents**

**Table 4.2.1C<sup>1</sup>: Essence of the Laid Down Internal Communication Strategies for Employee – Management Relationships. (N-237)**

S/N	Statement	SD N (%)	D N(%)	A N(%)	SA N (%)	Total N(%)
1.	Communication exchanges and contributions in my organisation are open and devoid of direct or indirect victimization especially when opinions are aired	17(7.2)	36(15.2)	109(46)	75(31.6)	237(100)
2	The communication strategies of my organisation are very effective in preventing communication gaps, eliminating frustrations and in preventing conflicts	15(6.3)	36(15.2)	106(44.7)	80(33.8)	237(100)

3.	I am a happy and committed employee because of the communication strategies put in place for employee-management relationship in my organisations	17 (7.2)	34(14.3)	103(43.4)	83(35.1)	237(100)
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**Source: Field survey 2022**

Table 4.2.1C<sup>1</sup> shows the data gathered on research question three which explored the essence of the laid down internal communication strategies put in place for employee-management relationships in the selected organisations amongst the general employee respondents. The study revealed that 31.6% (75) and 46% (109) of the employees in this category strongly agreed and agreed respectively that communication exchanges in their organisations are open and devoid of direct or indirect victimization especially when opinions are aired. 15.2% (36) and 7.2% (17) disagreed and strongly disagreed on this.

44.7% (106) and 33.8% (80) of the respondents agreed and strongly agreed that the communication strategies are very effective in preventing communication gaps, eliminating frustrations and in preventing conflicts while 15.2% (36) disagreed and 6.3 % (15) strongly disagreed. 35.1% (83) respondents and 43.4% (103) respondents strongly agreed and agreed that they are happy and committed employees because of the communication strategies put in place. However, 14.3 % (34) disagreed with this while 7.2% (17) strongly disagreed.

### **Line Managers**

**Table 4.2.1C<sup>2</sup>: Essence of the Laid Down Internal Communication Strategies for Employee – Management Relationships. (N-45)**

S/N	Statement	SD N (%)	D N(%)	A N(%)	SA N (%)	Total N(%)
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1.	Communication exchanges and contributions in my organisation are open and devoid of direct or indirect victimization especially when opinions are aired	4(8.9)	6(13.3)	15(33.3)	20(44.5)	45(100)
2.	The communication strategies of my organisation are very effective in preventing communication gaps, eliminating frustrations and in preventing conflicts	3(6.7)	7(15.5)	22(48.9)	13(28.9)	45(100)
3.	I am a happy employee because of the communication strategies put in place for employee-management relationship in my organisations	4(8.9)	3(6.7)	19(42.2)	19(42.2)	45(100)

**Source: Field survey 2022**

Table 4.2.1C<sup>2</sup> revealed the data gathered on research question three which explored the essence of the laid down internal communication strategies put in place for employee-management relationships in the selected organisations amongst the line manager respondents.

The study revealed that 33.3% (15) and 44.5% (20) of the employees in this category agreed and strongly agreed respectively that communication exchanges in their organisations are open and devoid of direct or indirect victimization especially when opinions are aired. However, 13.3% (6) and 8.9% (4) disagreed and strongly disagreed on this. 48.9% (22) and 28.9 % (13) of the respondents agreed and strongly agreed that the communication strategies are very effective in preventing communication gaps, eliminating frustrations and in preventing conflicts while 15.5% (7) strongly disagreed and 6.7 % (3) disagreed. 42.2% (19) respondents respectively strongly agreed and agreed that they are happy and committed employees because of the communication strategies put in place. However, 6.7 % (3) disagreed with this while 8.9 % (4) strongly disagreed.

### **Key Management Personalities**

**Table 4.2.1C<sup>3</sup>: Essence of the Laid Down Internal Communication Strategies for Employee – Management Relationships. (N-17)**

S/N	Statement	SD N (%)	D N (%)	A N (%)	SA N (%)	Total N (%)
1	Our organisational communication strategies decreases misunderstandings and the spread of misinformation	0(0)	0(0)	5(29.4)	12(70.5)	17(100)
2.	Our organisational communication strategies encourages employee- management participation in decision- making and contributions to the affairs of the organisations	0(0)	0(0)	3(17.6)	14(82.4)	17(100)
3.	Our organisational communication strategies enables employees to communicate freely with superior officers on their concerns, needs and suggestions without any form of victimization/fear	0(0)	0(0)	6(35.3)	11(64.7)	17(100)

**Source: Field survey 2022**

Table 4.2.1C<sup>3</sup> showcased management key personalities data to validate the essence of the Laid down Internal communication Strategies for Employee-Management Relationships in the selected organisations. 70.5% (12) of the 17 key personalities strongly submit that the organisational communication strategies of their organisations have been effective in fostering positive employee-management relationships in their various organisations. 29.4% (5) also attest to this. None disagreed or strongly disagreed.

To support the data gathered from both the general employees and line managers, data from the key personalities also confirm that communication strategies of the selected organisations encourages participation in decision making and contributions to the affairs of the organisation. None disagreed or strongly disagreed, while 82.4% (14) and 17.6 % ( 3) strongly agreed and agreed to this. 64.7% (11) and 35.3 % ( 6) strongly agreed and agreed to the statement that the

organisational communication strategies of their organisations enables employees to communicate freely to superior authority freely and without any form of victimization or fear.

**Research Question 4:** What is the influence of the laid down internal communication strategies put in place for employee-management relationships on employee engagement in the selected organisation?

**General Employees Respondents**

**Table 4.2.1D<sup>1</sup>: Influence of the Laid Down Internal Communication Strategies on Employee Engagement (N-237)**

S/N	Statement	SD (%) 1	D (%) 2	A (%) 3	SA (%) 4	Total (%)
1	As a result of the communication strategies put in place for employee-management relationship in my organisation, I feel valued and have a very high sense of belonging and motivated to contribute meaningfully and innovatively at work	18(7.6)	29(12.2)	104(43.9)	86(36.3)	237(100)

2.	My opinions counts. My ideas and opinions are usually acknowledged, recognized when adopted or not.	19(8.1)	26(10.9)	133(56.1)	59(24.9)	237(100)
3	As a result of the communication strategies, platforms and opportunities created, I feel free to relate with management without any form of fear, holdback or possible victimization	20 (8.4)	31(13.1)	97(40.9)	89(37.6)	237(100)
4	As a result of the communication strategies, the commitment and motivation to invest and totally put my all into the work as well as my trust, believability and pride in the management of my organisation is very high	19(8.1)	31(13.1)	110(46.4)	77(32.4)	237(100)
5	As a result of the communication strategies, I am mostly happy and proud of the organisation and can recommend it to other potential job seekers.	16(6.8)	23(9.7)	138(58.2)	60(25.3)	237(100)

**Source: Field survey 2022**

Table 4.2.1D<sup>1</sup> collates the data gathered on research question four which investigated the influence of the laid down internal communication communication strategies put in place for employee-management relationships in the selected organisations on employee engagement amongst the general employee respondents. The data revealed that 36.3% (86) and 43.9% (104) of the employees in this category strongly agreed and agreed respectively that as a result of the communication strategies, they feel valued and have a very high sense of belonging and are as such motivated to contribute meaningfully and innovatively at work. 12.2% (29) and 7.6% (18) disagreed and strongly disagreed to this statement.

56.1% (133) and 24.9% (59) of the respondents agreed and strongly agreed that their opinion counts and their ideas are usually acknowledged, recognized and praised when adopted or not while 10.9 % (26) disagreed and 8.1 % (19) strongly disagreed. 37.6% (89) respondents and 40.9% (97) respondents strongly agreed and agreed that as a result of the communication strategies, platforms and opportunities created, they feel free to relate with management without any form of hold back or possible victimization. 13.1 % (31) disagreed with this while 8.4% (20) of the number strongly disagreed. 32.4% (77) respondents and 46.4% (110) respondents strongly agreed and agreed that as a result of the communication strategies, the commitment and motivation to totally invest their all as well as their trust, believability and pride in the management of the organisation is very high. However, 13.1 % (31) disagreed with this while 8.1% (19) strongly disagreed.

58.2% (138) respondents and 25.3% (60) respondents agreed and strongly agreed respectively that as a result of the communication strategies, they are mostly happy and proud of their organisations and can recommend it proudly to other potential job seekers. However, 9.7 % (23) disagreed and 6.8% (16) strongly disagreed.

### Line Managers

**Table 4.2.1D<sup>2</sup>: Influence of the Laid Down Internal Communication Strategies on Employee Engagement (N-45)**

S/N	Statement	SD N (%)	D N(%)	A N(%)	SA N (%)	Total N(%)

1	As a result of the communication strategies put in place for employee-management relationship in my organisation, I feel valued and have a very high sense of belonging and motivated to contribute meaningfully and innovatively at work	3(6.7)	6(13.3)	19(42.2)	17(37.8)	45(100)
2.	My opinions counts. My ideas and opinions are usually acknowledged, recognized when adopted or not.	4(8.9)	5(11.1)	23(51.1)	13(28.9)	45(100)
3	As a result of the communication strategies, platforms and opportunities created, I feel free to relate with management without any form of fear, holdback or possible victimization	4(8.9)	3(6.7)	23(51.1)	15(33.3)	45(100)
4	As a result of the communication strategies, the commitment and motivation to invest and totally put my all into the work as well as my trust, believability and pride in the management of my organisation is very high	4(8.9)	5(11.1)	19(42.2)	17(37.8)	45(100)
5	As a result of the communication strategies, I am mostly happy and proud of the organisation and can recommend it to other potential job seekers.	2(4.4)	8(17.8)	20(44.5)	15(33.3)	45(100)

**Source: Field survey 2022**

Table 4.2.1D<sup>2</sup> collates the data gathered on research question four which investigated the influence of the laid down internal communication strategies put in place for employee-management relationships in the selected organisations on employee engagement amongst the line manager respondents. The collated responses revealed that 37.8% (17) and 42.2% (19) of the employees in this category strongly agreed and agreed respectively that as a result of the communication strategies, they feel valued and have a very high sense of belonging and are as

such motivated to contribute meaningfully and innovatively at work. 13.3% (6) and 6.7% (3) disagreed and strongly disagreed to this statement. 51.1% (23) and 28.9% (13) of the respondents agreed and strongly agreed that their opinion counts and their ideas are usually acknowledged, recognized and praised when adopted or not while 11.1 % (5) disagreed and 8.9 % (4) strongly disagreed.

33.3% (15) respondents and 51.1% (23) respondents strongly agreed and agreed that as a result of the communication strategies, platforms and opportunities created, they feel free to relate with management without any form of hold back or possible victimization. However 6.7 % (3) disagreed while 8.9% (4) of the number strongly disagreed. 37.8% (17) respondents and 42.2% (19) respondents strongly agreed and agreed that as a result of the communication strategies, the commitment and motivation to totally invest their all as well as their trust, believability and pride in the management of the organisation is very high. 8.9 % (4) strongly disagreed while 11.1% (5) disagreed with this

44.5 (20) respondents and 33.3% (15) respondents agreed and strongly agreed respectively that as a result of the communication strategies, they are mostly happy and proud of their organisations and can recommend it to other potential job seekers. However, 17.8 % (8) disagreed and 4.4% (2) strongly disagreed.

### Key Management Personalities

**Table 4.2.1D<sup>3</sup>: Influence of the Laid Down Internal Communication Strategies on Employee Engagement. (N-17)**

S/N	Statement	SD N (%)	D N(%)	A N(%)	SA N (%)	Total N(%)

1.	Our organisational communication strategies influences very significant engagement levels and positive attitudes amongst employees	0(0)	0(0)	8(47)	9(53)	17(100)
2	Our organisational communication strategies triggers very significant level of commitment, collaborations and loyalty from employees	0(0)	0(0)	3(17.6)	14(82.4)	17(100)

**Source: Field survey 2022**

Table 4.2.1D<sup>3</sup> collates the data gathered on research question four amongst management key personalities which investigated the influence of the laid down internal communication strategies put in place for employee-management relationships in the selected organisations on employee engagement. The collated responses revealed that 53% (9) and 47% (8) of the employees in this category strongly agreed and agreed respectively that their organisational communication strategies influences very significant engagement levels and attitudes amongst employees. None disagreed on any of the levels

82.4% (14) and 17.6% (3) strongly agreed and agreed respectively that the strategies as laid down in their organisations triggers very significant level of commitment, collaborations and loyalty from employees. There was also no dissenting view from any of the respondents.

**Research Question 5:** What is the influence of the laid down internal communication strategies put in place for employee-management relationships on employee performance in the selected organisation?

#### **General Employees Respondents**

**Table 4.2.1E<sup>1</sup>: Influence of the Laid Down Internal Communication Strategies on Employee Performance (N-237)**

S/N	Statement	SD N (%)	D N(%)	A N(%)	SA N (%)	Total N(%)
1	The communication strategies put in place for employee-management relationships supports me to perform on the job and do their duties as agreed with their supervisors	18(7.6)	20(10.1)	117(49.4)	78(32.9)	237(100)
2.	The Communication strategies put in place for employee-management relationships fosters adequate and appropriate supply of the tools, information and work ambience that enhances my performance on the job optimally .	16(6.7)	23(9.7)	106(44.7)	92(38.9)	237(100)
3	Communication strategies put in place for employee-management relationships enables high levels of motivation that positively influences my performance appraisal on the job	13(5.5)	29 (12.2)	93(39.3)	102(43)	237(100)
4	I perform with little or no supervision on the job as a result of the effectiveness of the strategies in my routine functions.	13(5.5)	29(12.2)	94(39.7)	101(42.6)	237(100)
5	As a result of the Communication strategies put in place for employee-management relationships the creative and innovative discharge of my duties is always triggered and activated	12(5.1)	27(11.4)	130(54.8)	68(28.7)	237(100)
6.	The Communication strategies put in place for employee-management relationships fosters the timely and efficient discharge of my duties which enhances my service delivery quotients on the job	10(4.2)	22(9.3)	117(49.4)	88(37.1)	237(100)

**Source: Field survey 2022**

Table 4.2.1E<sup>1</sup> collates the data gathered on research question five which investigated the influence of the laid down internal communication strategies put in place for employee-management relationships in the selected organisations on employees performance on the job

amongst the general employee respondents. The data revealed that 32.9% (78) and 49.4% (117) of the employees in this category strongly agreed and agreed respectively that as a result of the communication strategies, they are able to perform on the job and do their duties as agreed with their supervisors. 12.2% (29) and 7.6% (18) disagreed and strongly disagreed to this statement.

44.7% (106) and 38.9% (92) of the respondents agreed and strongly agreed that the communication strategies fosters the adequate and appropriate supply of the tools, information and ambience that enhances performance on the job while 9.7 % (23) disagreed and 6.7 % (16) strongly disagreed. 43% (102) respondents and 39.3% (93) respondents strongly agreed and agreed that as a result of the strategies, high levels of motivation that positively influences their performance appraisal on the job is triggered. 12.2 % (29) disagreed with this while 5.5% (13) strongly disagreed.

42.6% (101) respondents and 39.7% (97) respondents strongly agreed and agreed that they perform with little or no supervision as a result of effectiveness of the strategies in their routine functions However, 12.2 % (29) disagreed with this while 5.5% (13) strongly disagreed that this contributed to their performance on the job. 54.8 (130) respondents and 28.7% (68) respondents agreed and strongly agreed respectively that as a result of the communication strategies, the creative and innovative discharge of their duties is always triggered. However, 11.4% (27) disagreed and 5.1% (12) strongly disagreed. 49.4% (117) respondents and 37.1% (88) respondents agreed and strongly agreed respectively that the communication strategies fosters the timely and efficient discharge of their duties. However, 9.3% (22) disagreed and 4.2% (10) strongly disagreed.

### **Line Managers**

**Table 4.2.1E<sup>2</sup>: Influence of the Laid Down Internal Communication Strategies on Employee Performance (N-45)**

S/N	Statement	SD N (%)	D N(%)	A N(%)	SA N (%)	Total N(%)
1	The communication strategies put in place for employee-management relationships supports me to perform on the job and do their duties as agreed with their supervisors.	4(8.9)	3(6.7)	17(37.8)	21(46.6)	45(100)
2.	The Communication strategies put in place for employee-management relationships fosters adequate and appropriate supply of the tools, information and work ambience that enhances my performance on the job .	4 (8.9)	4(8.9)	23(51.1)	14(31.1)	45(100)
3	Communication strategies put in place for employee-management relationships enables high levels of motivation that positively influences my performance appraisal on the job	5(11.1)	4(8.9)	20(44.4)	16(35.6)	45(100)
4	I perform with little or no supervision on the job as a result of the effectiveness of the strategies in my routine functions	3(6.7)	4(8.9)	20(44.4)	18(40)	45(100)
5	As a result of the Communication strategies put in place for employee-management relationships the creative and innovative discharge of my duties is always triggered and activated	3(6.7)	4(8.9)	22 (48.8)	16(35.6)	45(100)
6.	The Communication strategies put in place for employee-management relationships fosters the timely and efficient discharge of my duties which enhances my service delivery quotients on the job	3(6.7)	4(8.9)	22(48.8)	16(35.6)	45(100)

**Source: Field survey 2022**

Table 4.2.1E<sup>2</sup> reveals the data gathered on research question five which investigated the influence of the laid down internal communication strategies put in place for employee-

management relationships in the selected organisations on employees performance on the job amongst the line manager respondents. The data revealed that 46.6% (21) and 37.8 % (17) of the employees in this category strongly agreed and agreed respectively that as a result of the communication strategies, they are able to perform on the job and do their duties as agreed with their supervisors. 6.7% (3) and 8.9% (4) disagreed and strongly disagreed on this.

51.1% (23) and 31.1% (14) of the respondents agreed and strongly agreed that the communication strategies fosters the adequate and appropriate supply of the tools, information and work ambience that enhances performance on the job while 8.9 % (4) disagreed and strongly disagreed respectively. 35.6% (16) respondents and 44.4% (20) respondents strongly agreed and agreed that as a result of the strategies, high levels of motivation that positively influences their performance appraisal on the job is triggered. 8.9 % (4) disagreed with this while 11.1% (5) strongly disagreed.

40% (18) respondents and 44.4% (20) respondents strongly agreed and agreed that they perform with little or no supervision as a result of effectiveness of the strategies in their routine functions. 8.9 % (4) disagreed with this while 6.7% (3) strongly disagreed on this.

48.8 (22) respondents and 35.6 % (16) respondents agreed and strongly agreed respectively that as a result of the communication strategies, the creative and innovative discharge of their duties is always triggered. However, 8.9% (4) disagreed and 6.7% (3) strongly disagreed. On the timely and efficient discharge of duties as a result of the effectiveness of the strategies, 48.8% (22) respondents and 35.6% (16) respondents agreed and strongly agreed respectively that the communication strategies fosters this. 8.9% (4) disagreed and 6.7% (3) strongly disagreed.

### **Key Management Personalities**

**Table 4.2.1E<sup>3</sup>: Influence of the Laid Down Internal Communication Strategies on Employee Performance (N-17)**

S/N	Statement	SD N (%)	D N(%)	A N(%)	SA N (%)	Total N(%)
1.	Our organisational communication strategies influences very significant performance levels amongst employees	0(0)	0(0)	7(41.2)	10(58.8)	17(100)
2.	Our organisational communication strategies makes it easy for employees to access important and relevant information, tools and support needed for their job at all times	0(0)	0(0)	11(64.7)	6(35.3)	17(100)

**Source: Field survey 2022**

Table 4.2.1E<sup>3</sup> shows the codification of the data gathered on research question five which investigated the influence of the laid down internal communication strategies put in place for employee-management relationships in the selected organisations on employees performance on the job amongst the management key personality respondents. The data revealed that 58.8% (10) and 41.2 % (7) of the respondents in this category strongly agreed and agreed respectively that their organisational communication strategies influences very significant performance levels amongst employees. None disagreed on any level. The data also revealed that 64.7% (11) and 35.3 % (6) of the employees agreed and strongly agreed that the way the communication strategies are executed, employees find it easy to access important and relevant information, tools and support needed for their job at all times. None of the respondents disagreed or strongly disagreed with this.

**Research Question 6:** What is the influence of the laid down internal communication strategies put in place for employee-management relationships on employees job satisfaction in the selected organisation?

## General Employees Respondents

**Table 4.2.1F<sup>1</sup>: Influence of the Laid Down Internal Communication Strategies on Employees Job Satisfaction. (N-17)**

S/N	Statement	SD N (%)	D N(%)	A N(%)	SA N (%)	Total N(%)
1	Communication strategies put in place for employee-management relationships in my organisation enhances employee satisfaction significantly.	18(7.6)	26(10.9)	116(48.9)	77(32.5)	237(100)
2.	The communication strategies put in place for employee-management relationships fosters cordial relationship and positive interactions that enhances satisfaction on the job	19(8)	23(9.7)	110(46.4)	85(35.9)	237(100)
3	The communication strategies promotes great levels of organisational Commitment that enhances satisfaction on the job	18(7.6)	20 (8.4)	122(51.5)	77(32.5)	237(100)
4	I am committed to the goals and aspirations of my organisation as a result of the way communication works and flows in my organisation.	20(8.4)	25(10.6)	114(48.1)	78(32.9)	237(100)
5	I am a significantly satisfied employee of my organisations as a result of the way communication works and flows in my organisations	19(8)	27(11.4)	138(58.2)	53(22.4)	237(100)
	6. The communication strategies put in place for employee-management relationship generates significant levels of employee engagement which influences my performance, motivation and ultimately my satisfaction on the job	11(4.6)	22(9.3)	109(46)	95(40.1)	237(100)
	7. On the whole, the organisational communication strategies put in place for employee-management relationship are very effective and needs not to be audited periodically except only when importantly required to do so for	37(15.6)	68(28.7)	83(35)	49(20.7)	237(100)

routine work processes.

**Source: Field survey 2022**

Table 4.2.1F<sup>1</sup> analyses the data gathered on research question six which investigated the influence of the laid down internal communication strategies put in place for employee-management relationships in the selected organisations on the job satisfaction of employees on the job amongst the general employee respondents. On the strategies put in place as it relates to employee satisfaction on the job, the data revealed that 32.5% (77) and 48.9% (116) of the employees strongly agreed and agreed respectively that the strategies enhances satisfaction on the job. However 10.9 % (26) and 7.6% (18) disagreed and strongly disagreed. 46.4% (110) and 35.9% (85) of the respondents agreed and strongly agreed that the communication strategies fosters cordial relationships and positive interactions that enhances satisfaction on the job while 9.7 % (23) disagreed and 8 % (19) strongly disagreed.

As it concerns the promotion of significant levels of organisational commitment that enhances satisfaction on the job, 51.5% (122) respondents and 32.5% (77) respondents agreed and strongly agreed that the strategies does have this effect. However 8.4 % (20) and 7.6% (18) disagreed and strongly disagreed. As a result 48.1% (114) respondents and 32.9% (78) respondents agreed and strongly agreed that they are committed to the goals and aspirations of their organisations as a result of the way communication works in their organisations. 10.6 % (25) disagreed to this while 8.4% (20) strongly disagreed however.

58.2% (138) respondents and 22.4% (53) respondents agreed and strongly agreed respectively that as a result of the communication strategies, they are significantly satisfied employees of their organisations as a result of the way communication works and flows. 11.4% (27) disagreed and 8% (19) strongly disagreed. 46% (109) respondents and 40.1% (95) respondents agreed and strongly agreed respectively that the communication strategies generates significant levels of employee engagement which results into their performance, motivation and ultimately satisfaction on the job. However, 9.3% (22) disagreed and 4.6% (11) strongly disagreed. On a further probe of the satisfaction of employees on the job vis-à-vis the effectiveness of the communication strategies. 35% (83) respondents and 20.7% (49) respondents agreed and strongly agreed respectively that on the whole, the organisational communication strategies of their organisation are very effective and need not be audited periodically except only when importantly required for work. However, 28.7% (68) disagreed and 15.6% (37) strongly believed otherwise.

## Line Managers

**Table 4.2.1F<sup>2</sup>: Influence of the Laid Down Internal Communication Strategies on Employees Job Satisfaction. (N-45)**

S/N	Statement	SD N (%)	D N(%)	A N(%)	SA N (%)	Total N(%)
1	Communication strategies put in place for employee-management relationships in my organisation enhances employee satisfaction.	3(6.7)	3(6.7)	19(42.2)	20(44.4)	45(100)
2.	The communication strategies put in place for employee-management relationships fosters cordial relationship and positive interactions that enhances satisfaction on the job	4 (8.9)	4(8.9)	23(51.1)	14(31.1)	4(100)
3	The communication strategies promotes great levels of organisational Commitment that enhances satisfaction on the job	4(8.9)	3(6.7)	18(40)	20(44.4)	45(100)
4	I am committed to the goals and aspirations of my organisation as a result of the way communication works in my organisation.	3(6.7)	5(11.1)	16(35.5)	21(46.7)	45(100)
5	I am a significantly satisfied employee of my organisations as a result of the way communication works and flows in my organisations	3(6.7)	4(8.9)	10(22.2)	28(62.2)	45(100)
5.	The communication strategies put in place for employee-management relationship generates significant levels of employee engagement which results into my performance, motivation and ultimately satisfaction on the job	3(6.7)	4(8.9)	18 (40)	20(44.4)	45(100)

7. On the whole, the organisational communication strategies put in place for employee-management relationship are very effective and needs not to be audited periodically except only when importantly required to do so for routine work processes.	8(17.8)	15(33.3)	12(26.7)	10(22.2)	45(100)
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**Source: Field survey 2022**

Table 4.2.1F<sup>2</sup> presents the data gathered on research question six which investigated the influence of the laid down internal communication strategies put in place for employee-management relationships in the selected organisations on the job satisfaction of employees on the job amongst line manager respondents. On the strategies put in place as it relates to employee satisfaction on the job, the data revealed that 44.4% (20) and 42.2% (19) of the employees strongly agreed and agreed respectively that the strategies enhances satisfaction on the job. However 6.7 % (3) respectively disagreed and strongly disagreed to this statement. 51.1% (23) and 31.1% (14) of the respondents agreed and strongly agreed that the communication strategies fosters cordial relationships and positive interactions that enhances satisfaction on the job while 8.9 % (4) respectively disagreed and strongly disagreed.

As it concerns the promotion of significant levels of organisational commitment that enhances satisfaction on the job, 44.4% (20) respondents and 40% (18) respondents agreed and strongly agreed that the strategies does have this effect. However 6.7 % (3) and 8.9% (4) disagreed and strongly disagreed. As a result, 46.7% (21) respondents and 35.5% (16) respondents strongly agreed and agreed that they are committed to the goals and aspirations of their organisations as a result of the way communication works in their organisations. 11.1 % (5) disagreed to this while 6.7% (3) strongly disagreed on this. 62.2% (28) respondents and 22.2% (10) respondents

strongly agreed and agreed respectively that as a result of the communication strategies, they are significantly satisfied employees of their organisations as a result of the way communication works and flows. 8.9% (4) disagreed on this and 6.7% (3) strongly disagreed.

44.4% (20) respondents and 40% (18) respondents of this category strongly agreed and agreed respectively that the communication strategies generates significant levels of employee engagement which results into their performance, motivation and ultimately satisfaction on the job. 8.9% (4) and 6.7% (3) disagreed and strongly disagreed with this statement.

To further investigate employee satisfaction on the job vis-à-vis the effectiveness of the communication strategies in place, 26.7% (12) respondents and 22.2% (10) respondents agreed and strongly agreed respectively that on the whole, the organisational communication strategies of their organisations are very effective and so they need not be audited periodically except only when importantly required for work processes. However, 33.3% (15) disagreed and 17.8% (8) strongly disagreed to this.

### Key Management Personalities

**Table 4.2.1F<sup>3</sup>: Influence of the Laid Down Internal Communication Strategies on Employees Job Satisfaction (N-17)**

S/N	Statement	SD N (%)	D N (%)	A N (%)	SA N (%)	Total N (%)
1.	Our organisational communication strategies influences very significant job satisfaction levels amongst our employees	0(0)	0(0)	6(35.3)	11(64.7)	17(100)
2.	As a member of management, I can say that employees of our organisations are on the overall happy and satisfied with the way communication flows and occurs in the organisation	0(0)	0(0)	6(35.3)	11(64.7)	17(100)

**Source: Field survey 2022**

Table 4.2.1F<sup>3</sup> presents the data gathered on research question six which investigated the influence of the laid down internal communication strategies put in place for employee-management relationships in the selected organisations on the job satisfaction of employees on the job amongst management key personalities of the organisations selected.

64.7% (11) and 35.3% (6) of the managements personalities strongly agreed and agreed respectively that the strategies of their organisations influences very significant job satisfaction levels amongst their employees. None submits otherwise.

64.7% (11) and 35.3% (6) also submit that as a member of management, they can affirm that employees of their organisations are on the overall happy and satisfied with the way communication flows and occurs in their organisations. None also dissented.

### 4.3 Test of Hypotheses

#### Hypothesis one

$H_0^1$ : There is no significant relationship between the laid down internal communication strategies and employee engagement levels in the selected organisations.

**Table 4.3.1A: Regression Analysis of Internal Communication vs. Employees Engagement**

<b>Model Summary</b>						
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate		
1	.366 <sup>a</sup>	.134	.131	.54998		
a. Predictors: (Constant), Laid down internal communication strategies						
<b>ANOVA<sup>a</sup></b>						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	14.785	1	14.785	43.358	.000 <sup>b</sup>
	Residual	95.884	281	.341		
	Total	110.669	282			
a. Dependent Variable: Employees Engagement						
b. Predictors: (Constant), Laid down Internal Communication						
<b>Coefficients<sup>a</sup></b>						
Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.505	.212		11.815	.000
	Laid down Internal Communication Strategies	.354	.051	.366	6.991	.000
a. Dependent Variable: Employees Engagement						

The correlation coefficient of 0.366 indicates a moderate relationship between laid down internal communication strategies and employees engagement. According to the R-Squared statistic, the fitted model accounts for 13.4% of the variability in Employees engagement. This simply implies that about 13.4% of the total variation in measure of the employees engagement is explained by the variations in the laid down internal communication strategies. The regression coefficient ( $\beta=0.354$ ) of the above equation for the model implies that unit change in the laid down internal communication strategies will exert a positive effect on employees engagement. Also the prob-value of 0.000 which is lower than the level of significance of 0.05 shows a statistical relevance of the result. Therefore the null hypothesis is rejected and it can be concluded that there is significant relationship between the laid down internal communication strategies and employees engagement in the selected organisations.

### Hypothesis two

$H_0^2$ : There is no significant relationship between the laid down internal communication strategies and employees' satisfaction on the job in the selected organisations.

**Table 4.2.1B: Regression Analysis of Internal Communication vs. employees' satisfaction on the job**

Model Summary						
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate		
1	.629 <sup>a</sup>	.395	.393	.56392		
a. Predictors: (Constant), Laid down Internal Communication Strategies						
ANOVA <sup>a</sup>						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	65.923	1	65.923	184.143	.000 <sup>b</sup>
	Residual	100.809	281	.358		
	Total	166.732	282			
a. Dependent Variable: Employee Satisfaction on the Job						
b. Predictors: (Constant), Laid down internal Communication Strategies						
Coefficients <sup>a</sup>						
Model		Unstandardized Coefficients	Standardized Coefficients	T	Sig.	

	B	Std. Error	Beta		
1 (Constant)	.799	.217		3.674	.000
Laid down Internal Communication Strategies	.747	.052	.629	14.398	.000

a. Dependent Variable: Employee Satisfaction on the Job

The correlation coefficient of 0.629 indicates high relationships that exist between laid down internal communication strategies and employees' satisfaction on the job. According to the R-Squared statistic, the fitted model accounts for 39.5% of the variation in employees' job satisfaction. This simply implies that about 39.5% of the total variation in measure of the employees' satisfaction on the job is explained by the variations in the laid down internal communication strategies. The regression coefficient ( $\beta=0.747$ ) of the above equation for the model implies that unit change in laid down internal communication strategies will exert a positive effect on employees' satisfaction on the job. Also the prob-value of 0.000 which is lower to the level of significance at the 0.05 level two-tailed indicate that the result is statistically significant; the null hypothesis is therefore rejected and it can be concluded that there is significant relationship between the laid down internal communication strategies and employees' satisfaction on the job in the selected organisations.

### Hypothesis three

$H_0^3$ : There is no significant relationship between the laid down internal communication strategies and employees' performance on the job in the selected organisations.

**Table 4.3.1C: Regression Analysis of Internal Communication vs. employees' performance on the job**

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.725 <sup>a</sup>	.525	.524	.43942

a. Predictors: (Constant), Laid down Internal Communication Strategies

**ANOVA<sup>a</sup>**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	67.751	1	67.751	310.784	.000 <sup>b</sup>
	Residual	61.211	281	.218		
	Total	128.962	282			

a. Dependent Variable: Employees' performance on the Job  
b. Predictors: (Constant), Laid down Internal Communication Strategies

**Coefficients<sup>a</sup>**

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	.747	.169		4.410	.000
	Laid down Internal Communication Strategies	.757	.040	.725	18.731	.000

a. Dependent Variable: Employees' performance on the Job

The correlation coefficient of 0.725 indicates high relationships that exist between laid down internal communication strategies and employees' performance on the job. According to the R-Squared statistic, the fitted model accounts for 52.5% of the variation in employees' performance at work. This simply implies that about 52.5% of the total variation in measure of the employees' performance on the job is explained by the variations in laid down internal communication strategies. The regression coefficient ( $\beta=0.757$ ) of the above equation for the model implies that unit change in laid down internal communication strategies will exert a positive effect on performance. Also the prob-value of 0.000 at the 0.05 level (2-tailed) indicate that the result is statistically significant; therefore the null hypothesis is rejected and it can be concluded that there is significant relationship between the laid down internal communication strategies and employees' performance on the job in the selected organisations.

### Hypothesis Four

H<sub>0</sub><sup>4</sup>: There is no significant relationship between the laid down internal communication strategies and employees engagement, satisfaction and performance on the job in the selected organisations.

**Table 4.3.1D: Regression Analysis of Internal Communication vs. Employees' Engagement, satisfaction and Performance on the Job**

Model Summary						
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate		
1	.760 <sup>a</sup>	.577	.559	5.69097		
a. Predictors: (Constant), Laid down Internal Communication Strategies						
ANOVA <sup>a</sup>						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	4196.483	1	4196.483	383.276	.000 <sup>b</sup>
	Residual	3076.778	281	10.949		
	Total	7273.261	282			
a. Dependent Variable: Employees' Engagement, Satisfaction and Performance						
b. Predictors: (Constant), Laid down Internal Communication Strategies						
Coefficients <sup>a</sup>						
Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Dependent Variables)	87.830	6.385		4.410	.000
	Employees' Engagement	.165	.063	.176	2.633	.005
	Employees' Satisfaction	.385	.043	.677	8.877	.000
	Employees' performance	.118	.032	.252	3.667	.000

a. Predictor : (constant), Laid down internal Communication Strategies
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The correlation coefficient of 0.760 indicates high relationship that exist between laid down internal communication strategies and employees' engagement, satisfaction and performance on the job. According to the R-Squared statistic, the fitted model accounts for 57.7% of the variation in employees' engagement, contentment, and performance at work. This simply implies that about 52.5% of the total variation in measure of the employees' engagement, satisfaction and performance on the job is explained by the variations in laid down internal communication strategies. The regression coefficient ( $\beta = 0.165, 0.385$  and  $0.118$ ) of the above equation for the model implies that unit change in laid down internal communication strategies will exert a positive effect on employees' engagement, positive effect on employees' satisfaction and positive effect on performance. Also the prob-value of 0.000 at the 0.05 significance level (2-tailed) indicate that the result is statistically significant; therefore the null hypothesis is rejected and it can be concluded that there is significant and positive relationship between the laid down internal communication strategies and employees engagement, satisfaction and performance on the job in the selected organisations.

#### **4.4 Discussion of Findings**

The study is premised on six objectives entrenched into six research questions and hypothetical assumptions that formed the basis for the questionnaires administered to the general employees, line managers and management employees who represented the key personality respondents of the study. The major overall outcome of the research underpins a significant correlation between the influence and effectiveness of internal organisational communication policies and strategies

on the quality of employee-management relationship structures as well as the engagement, performance and satisfaction of employees in the selected organisations. Numerous research works in the field of communication both locally and internationally lends credence also to the significant relationship that exists between organisational communication climate and employees' engagement and how it relates with the extent to which employees are committed and satisfied in the workplace.<sup>1</sup>

The study attempts to probe the influence of organisational communication on the relationship between the categories and their respective reporting lines from the lower cadre to the management levels and how this affects the psyche, happiness, engagement, satisfaction and performance of the employees on the job. This was analysed through data gathered from the three classes of respondents, two of who have direct reporting lines (the general employee respondents and the Line managers) and the management representatives being Key personalities administered with questionnaires.

### **Research Question One**

On the first research objective and research question which sought to identify the laid down internal communication strategies put in place for employees-management relationships in the selected organisations, the results was satisfied with the findings from the data gathered.

The finding reveals that majority of the general employee respondents and the line managers affirm that communication is exchanged in their respective organisations through the use of both modern and traditional tools of organisational communication at 98.7%, and at 100% or the line managers. 92.8% of the general employee respondents affirm that their respective organisations have well-structured organisational communication policies and strategies to foster effective

employee-management relationships and 95.6% of the line managers attest to this also. All of the Key management employees also affirm to this.

Majority of the general employees and line managers and all of the key management employees also affirm that the policies and strategies used are well documented for references at 98.8% and a 100% respectively, however only 16.9% of the general employee respondents and 22.2% of the line managers confirm the statement that the communication strategies are reviewed constantly as part of the organisational periodic strategic plan involving all employees for relevance and effectiveness. Majority of the general employees and line managers respondents disagree to this at 83.1% and 77.8% respectively. Despite the high number of the dissenting voices herein, the key management personalities stated that the communication strategies are reviewed and updated periodically for relevance and effectiveness. When interpreted alongside the data gathered from the general employees and line managers, a greater percentage of dissenting voice are found which may be interpreted to mean that the policies are not constantly reviewed as stated, or when they are they do not involve employees of the lower divides to the management in such meetings. The fact that employees and line managers majorly disagreed shows that there is a gap in this aspect as it concern the communication exchanges between management and employees such that it can be concluded that management still take a lot of decisions on the assumptions of the needs of the employees in the selected organisations. Studies have shown that in a lot of cases, business managers often believe they communicate effectively. This notion can be safely assumed because as against the major trends noticed in the key management category, when it came to the question on whether low level employees are involved in the communication review committees, some key management personalities disagreed on this. In certain situations especially where there are professional human capital managers and specialist at the helms of

affairs, this can be played around with to a certain extent successfully. These experts get away with this assumptions which are usually based on success stories from data gathered from other related and unrelated businesses to create their own policies and strategies and some are also successful at it. However the danger is that the needs and wants of humans are insatiable, changing and dynamic and cannot be assumed to be the same all the time especially as it relates to the individual requirements, perceptions and environmental needs of humans. It is therefore risky for business owners to determine, create or adjust policies especially that which concerns its employees based on assumptions<sup>1</sup>. While it is also sometimes important to gather data or make decisions based on existing phenomenon, it is important for managements to invest in conducting communication audits exercise as a recurring strategic business plan especially when measuring risks and threats to business continuity and organisation health per time<sup>1</sup>.

Majority of the general employees and line managers affirm that the channels for communication in their organisations support feedback in employee-management relationships and both also affirm that the strategies are based on formal and informal style and language of communication. The two categories majorly confirmed that the strategies enable proper adequate and timely information dissemination about their work and about happenings in their organisations and that they clarify their roles, functions and responsibilities and supports their understanding of their job functions. Statements posted to the key personalities in relation to this also validate the strong affirmations.

As a result, it can thus be confirmed that when communication is active, structural and functional in a work environment through the existing and inherent strategies, policies and structures put in place, employees will feel genuinely content with and connected to their workplace to the extent that they feel engaged and satisfied and in turn will perform optimally as prescribed in previous

studies and theoretical perspectives. Provision of effective tools, relationship exchange mechanisms and structures have strong correlations with commitment, performance and satisfaction that are potent enough to ignite very intense levels of contentment amongst employee levels within an organisation. This spurs very high levels of contentment also. Studies have revealed that when employees are content with their jobs, they are more likely to commit to a long-term relationship with the business which brings satisfaction and enhance performance optimally<sup>2</sup>. Contentment and commitment spurs from being genuinely satisfied. Being satisfied also spurs from being fulfilled especially as it relates to the availability and accessibility of resources; chief amongst which is the quality of the communication resources made available.

The summary of the findings shows that there are indeed strategies for internal communication in place in the selected organisations as a whole and they are significantly well structured, documented and used. The caveat points at the need for organisations especially those selected for this research study to take the issues surrounding organisational communication more deliberately and strategically beyond assumptions based on the average number of dissenting voices found. The finding points at the imperativeness of communication audits

### **Research Question Two**

On the structural examination of the patterns of communication in the selected organisations, findings of the second research question two to determine the nature of the laid down internal communication strategies for the employee-management relationships in the selected organisations studied revealed that the 75.5% of the general employees respondent and 73.3 % of the line managers agreed that the internal communication strategies offers structures for

employee to give opinions and contributions in decision making and another 87.8% of the employees respondents and 84.4% of the line managers also agreed that communication flows bi-directionally from top to bottom and vice versa in their organisations. However there is a clan of dissenting voices seen from the analysis of the data gathered where 24.5% and 12.2% of the employee respondents and 15.6 % and 17.8 % of the line managers disagreed to the two statements on the support structure given to the employee opinion in decision making and the bi-directional flow of communication. Although the majority of the general employees and line manager respondents herewith affirm to this fact and despite the management key personalities also corroborating that the organisational communication strategies have been effective in fostering positive employee –management relations expectedly, the dissenting data shows the success rate for employee- management communication here is not all encompassing and all – permeating of the work environment. Also, though the percentage of these persons in relations to the sample size can be ignored however the level of danger this minority sample pose to the organisations where they are found in long run and over time cannot determined by this study. Previous studies have shown that no matter how significant or less significant in numbers dissenting voices and aggrieved employees are injurious to the existence, productivity and wellbeing of organisations in the immediate and long run<sup>3</sup>.

As it relates to findings in research question two, it was also revealed as it relates to the nature of internal communication in the selected organisations that the employee-management communication patterns in the day to day functions within departments and divisions significantly flows with the laid down internal communication strategies of the organisation as designed in the policy documents. 76.4% of the general employee respondents affirm to this while 82.2% of the line managers also agreed. Most of general and line manager employees also

affirm significantly that the communication strategies also supports them to offer creative contributions because of the participatory structures in place. There is obviously a major corroboration of the data gathered between the key management personalities and the average positive responses given by the line managers and general employees' respondents. However, the level of disagreeable voices therein calls for further probe and attention where it reveals an average of 20% of the general employees and an average of 17.8% of the line respondents. For proactive, smart, sensitive and intuitive managers, while there is no cause of alarm this points at a problem in the structure and a gap though not one to cause severe results in the immediate future, there is cause to put on the search light to detect perhaps if for cracks that may be cemented quickly before they become large holes<sup>4</sup>.

### **Research Question Three**

On the third research objectives as enquired through the third research question where the essence of the internal laid down communication strategies on employee management relationships was brought under the radar of examination in the selected organisations, an elaborate and extensive confirmation of the fact that the commitment, satisfaction and performance of the employees of an organisation are all at the heart of the essence of its communication structures was also established. Data collected to decipher if the internal communication strategies of the selected organisations is of essence to the organisations was obtained through the high number of positive affirmative responses to the statements about the strategies put in place by the selected organisations to enhance performance and productivity, to prevent and eliminate communication gaps, frustrations and conflicts, to foster employee-manager and management relationships, to prevent all forms of inhibition and victimization, to

trigger creative contributions on the job and activate happiness and trust in the management etc. On the overall, the data gathered presented conclusive empirical facts about existing literatures and theories on the influence of organisational communication.

As it relates to the probe on the benefits and non-benefits of the inherent communication strategies in relations to the essence of the internal laid down communication strategies in the ambience, and structures within the selected organisations, all the key management personalities confirms that the organisational communication strategies decreases misunderstanding and spread of misinformation and that strategies in place encourages participation in decision making. 77.8% of the general employees affirmed that the communication exchanges and employee contribution mechanisms in the organisations are open and devoid of direct and indirect victimization especially when opinions are aired. 77.6% of the line managers also affirmed to this. 77.8% of the general employee respondents and 78.5% of line managers also affirm that the strategies bridge gaps, eliminate frustrations and prevents conflicts from arising within the organisations. In a further probe of the essence of the internal laid down communication strategies, the general employees and line managers who are the critical population of this study due to the fact that they have direct and indirect reporting lines and as such relationships with the top level cadre, majorly submitted that they are happy employees because of the strategies of communication between the employees and managements in the organisations at 84.4% and 78.5% respectively.

When looked at in terms of numbers and the majority of respondents in the three categories affirmed strongly to the essence of the internal communication strategies and its benefits in fostering effective and positive relationships between employees and managements. However despite the fact that the key management personalities also majorly affirmed to the essence of its

strategies, the data reveals a number of the general and line managers' employees who disagreed and strongly disagreed to this at an average of 20%. It is not determinable whether the 20% rate of consistency on the average of the dissenting voices may include very specialized employees who could have offered and performed many times better than say ten employees. This brings to mind the risk posed by employees who have silent grievances with their organisations especially that which is related to subordinate-manager relationships<sup>5</sup>.

The outcome of these findings support existing literatures that the effective communication strategies put in place in the tested organisations are significantly beneficial and of great essence to the overall productivity of the organisations channeled through the effective employee management relationships and emotional behaviours such that high levels of engagement and satisfaction radiates around the clime. The essence of the internal organisational communication strategies put in place in the selected organisations was determined through responses as regards the choice of channels (mediums) of communications, language of interactions, discussions and other communication exchanges, relationship structures etc. In corporate management, the supremacy and cardinal role of communication in fostering good internal organisational public relations is therefore undisputed. When managed effectually, its essence can only be beneficial to an organisation and not otherwise. Much more than its effects as a fire-brigade solution provider often in situations where there are internal or external crisis situations, a proactive internal and not only reactive public relations premised on the structures of effective organisational communication 'will create a positive image in the eyes of a corporation's publics'<sup>6</sup>. This is evidently supported in the findings where it can be practically deduced based on the employees' perceptions and report that most of the selected organisations operate a proactive internal public relations on the whole which enables employees to comfortably relate effectively with

management and management representatives for the good of the organisation and the people themselves. As deduced from the responses, the nature, essence and level of influence of communication in an organisation thus have strong effects on the overall productivity and wellbeing of an organisation. Some scholars have expressed that the supervisor-subordinate relationship in an organisation “is a microcosm of the organisational universe...when supervisors communicate with subordinates their interactions are an observable manifestation of organisations in action.”<sup>7</sup>

#### **Research Question Four**

On the fourth objective as postulated in the fourth research question sought to determine the influence of the laid down internal organisational communication strategies for employee management on engagement amongst the employees of the selected organisations. The enquiry probed on the general perception of employees and the management on how employees feel valued, have a very high sense of belonging and motivation to contribute meaningfully and innovatively at work. It further probed on how employee opinion counts and are acknowledged in the selected organisation as well as the quality of relationships and the ability to relate freely between them without fear and victimization. It probes on the ambience of commitment, trust, believability and pride in the organisation and how happy and proud the employees are of the organisation because of these structures and enablers being in place.

As regards the strategies, the nature and essence, all the key management employees affirms that communication strategies put in place have very significant engagement levels and attitudes amongst employees from their perspectives. An average 80% of the general employees and the line managers at the most consent that as a result of the internal communication strategies put in

place for employee-management relationships in their respective organisations, employees feel valued and have a very high sense of belonging and are motivated to contribute meaningfully and innovatively at work. They affirm to their levels on engagement on the job wherein an average of 80% of the general employees and line managers also validate that their opinion counts and are acknowledged whether they be adopted eventually or not and that the strategies and platforms and opportunities created as such supports them to feel free to relate with management directly and indirectly without any form of fear, holdbacks of possible victimization. An average of 80% of the two categories also separately confirm that they are mostly proud of their organisation and can recommend them to job seekers. This affirms the extent to which employees are proud of their organisation in the industry particularly as it relates to the relationship and communication satisfaction between the top managers and the subordinate divides. Previous studies have revealed similar outcomes on how motivation, trust, believability and mutual respect and participation within the divides of an organisation has led to very significant level of engagement amongst the employees.<sup>8</sup> This has also been found to have significant correlations with work productivity and the bottom line<sup>8</sup>. However an average of 20% of dissenting responses were revealed in the findings of the study which shows that despite the managements' key personalities responses to questions related to the engagement levels of the employees, this cannot restrict those voices and personalities that have disagreeable opinions as to how well the organisations are doing as regards their variables of this study.

Organisational productivity is determined and activated by both employees' efforts and engagement which ensures that employees stay with their organisations longer especially than planned as a result of the satisfaction that they get from the work environment and relationships they foster there<sup>9</sup>. It is essentially proven through the findings that it is ultimately necessary and

important for organisations to develop organisational communication satisfaction by encouraging teamwork, cultivating personal and work relationship connections, and maintaining open lines of communication. Quoting a scholarly opinion which seem apt to the summation of the supremacy of organisational communication “the communication system serves as a vehicle by which organisations are embedded in their environments: the inputs and outputs of organisations are mediated only through communication<sup>9</sup>. The role and influence of organisational communication on the engagement of employees is therefore statistically upheld from the data cross analysed in this study. It is confirmed through several empirical research studies that employees would be committed and satisfied with an organisation if there is a positive feedback both vertically involving managers and employees and horizontally between workers<sup>10</sup>. Communicating effectively is the major element of the feedback process. Keeping employees engaged through communication satisfaction across the divides is thus also one of the critical functions of a proactive leader. Proactive and embracing rather than reactive managerial leadership attitude is required for effective communication to be established and for engagement to take place within an organisation such that the right attitude, work ambience and climate are enabled to keep the employees motivated. This is way above what physical structures can or are expected to provide. Embracing and proactive leadership captures the essentials of being able to inspire others and being prepared to actualize them beforehand as a model to those being led to copy. This invariably means that unless leaders have an open culture of communication that is also proactive and strategic, not much can be achievable in an organisation especially as it relates to managing employees. Hence through this study, it can further upheld that it is important for organisational leadership to appreciate the need to take organisational communication very seriously and very strategically with as much dedication as they allocate to other aspects of

management i.e. finance with the mindset that nothing exists or functions well outside effective communication and relationship management which basically constitutes what is referred to as organisational communication<sup>6</sup>.

### **Research Question Five**

As regards the fifth objective inquired through the fifth research question which probed the influence of the laid down communication strategies on employee performance in the selected organisation, it was found across board and across all the respondents categories on a highly significant level that organisational communication between employees and managements indeed spurs high level of performance of the job. The questions asked around the perception of the employees on how well the strategies support them to perform well on the job and if the tool, information and strategies put in place are adequate enough to spur them to perform optimally on the job was the focus of this segment. Statistically and on the average the trend of responses from majority of the three respondent categories validated one another to be significantly positive.

Findings in this aspect reveal that an average of 80% of the general employees respondents and the line managers believe that the laid down internal communication strategies put in place for employee-management relationships supports them to perform their duties as agreed with their supervisors and even beyond with little supervision and that strategies fosters the creative discharge of their duties as well as in good time and efficiently too. The strong and significant response from the key personalities on this was also corroborated by the responses received from both the general subordinates and the line managers. Majority of them also agree that the strategies supports them to obtain appropriate information and tools for their job functions and that through the motivations created their performance appraisal on the job are positively

influenced. Performance appraisals and Key performance indices are measuring are vital performance measurement tools that organisations use in determining how well an employees performs as against the organisational expectations of the job functions.<sup>11</sup>. One of the problem that have been found to commonly exist between managers and their subordinates as relates to performance appraisals is the arguments about the appropriateness and the adequacy of the information, tools, feed backs and communication needed for the job. This creates conflicts between the divides at all levels resulting into very severe levels of disengagement and dissatisfaction<sup>11</sup>.

Performance is basically made possible by information and relationship which are both subsets of leader's communication patterns and strategies.<sup>5</sup> This is evident in the data gathered where it was revealed that the pattern and quality of communication between employees and the line manager and the management has very positive effects on performance. However, despite the corroboration of the data between the key management personalities and the other classes of respondents, still an average of 15% of the general employees and line managers as well, disagreed that the strategies have enabled this much of effects on their performance in their places of work. Again, this spurs the thought about the needs of this minority to enable them perform better through the available communication and relationship resources available in their organisation. This trend noticed here may indicate the presence of the other intrinsic factors which does not include motivation derived from communication satisfaction that makes employees in this divide to still make it through appraisal measurements undetected if they do not perform. Others who fall into this category may also be employees who have become robotic employees and who adds no value other than what they are paid for. As minute as they are in number however, some studies have suggested that the ability to perform is perhaps the most

satisfying rewards to the emotional health of an employee apart from motivation and being satisfied on the job<sup>12</sup>.

### **Research Question Six**

On the sixth research question culled from the sixth objectives of the study which sought to investigate the influence of the laid down internal communication strategies put in place for employee–management relationships on the job satisfaction of employees in the selected organisation, a significant positive affirmation of the positive effects of communication on employee job satisfaction across the organisations and same across all the respondents was established. The questionnaire in this aspect sought to find answers to questions around the perception of employees on the effects of organisation communication on employee job satisfaction, the communication strategies put in place to foster cordial relationships and positive interactions, the promotion of commitment on the job and to the goals and aspirations of the organisation as well as the perception of employees on how satisfied they are on the job as a result of the strategies.

The findings revealed from the key management confirms highly significantly that the organisational strategies as stated in their communication policy has very significant effects on the job satisfaction levels of employees in their organisation and that as management representatives in the study they could positively affirm that the employees on the overall are very happy and satisfied with the way communication flows in their organisations. This assertions with a total of 100% positive response rate was corroborated with a majority response rate from most of the general employees and the line managers.

The probe in this aspect covered the perception of employees on the general effectiveness of the strategies and whether they needed to be overhauled or not as well as with other satisfaction effects the strategies has on the employee categories through its effects, nature and essence. Majority of the employee respondents at an average of 82.2% and line manager respondents at an average of 80% confirm that communication strategies enhances employee satisfaction on the job and fosters cordial relationships and positive interactions that equally enhances satisfaction. They affirm at an average following the same rate that the strategies and camaraderie promotes organisational commitment and commitment to the goals and aspirations is fostered at very significant levels such that satisfaction is fully enhanced. 84.4% of the employees and about 80.6% of the line managers they are significantly satisfied employees as a result of the way communication works and flows in their organisations. The two categories corroborate the affirmations of the key management personalities wherein the majorly certified and consent at both 80% average that the strategies indeed generates significant levels of employee engagement which positively influence performance such that employees are ultimately generally satisfied in their organisations.

However trends in the study also reveals a clan of disagreeable general employees at an average of 17.8% and an average of 14% for the line managers of 45 respondents. This trend of dissenting voices is also consistent with the percentage of trends revealed under the research question one to five. This affirmatively supports that there are sub class of aggrieved employees within the organisation to be looked into by managements of the selected organisations.

On the statement about the effectiveness of the communication strategies and the need to audit the strategies periodically or not except only when importantly required for work processes

revealed a trend of responses where it was found that the general employees who did not support the statement that the communication strategies should be reviewed and upgraded only when needed for work processes stood shoulder to shoulder with those who agree so. When compared to the question asked in research question one where employees also significantly disagreed that the communication strategies were reviewed periodically as against the affirmations of the key management personalities that they do, this throws up a need. It is evident as a result that the employees would prefer that the communication strategies be constantly and consistently reviewed with the inputs of all employees not only when needed for work processes but as critical elements of the recurring strategic plan of their organisations. This backs previous studies where it was suggested that organisational communication should not be seen or handled as a contingency plan or tool by management of organisations but rather as a strategic element that has direct effects on the bottom line as with other managerial ventures of profitability and sustainability. As against 48.9% who supports the contingency role of communication strategies amongst the line managers, there are 51.1% who believe the strategies should be constantly reviewed. Amongst the general employees, the disagreeable stood close to the agreeables at 44.3% and 55.7% respectively. This espouses existing literatures and theoretical frameworks about the dynamic change that can occur in the wants and needs of human beings from time to time depending on various intrinsic and extrinsic factors<sup>12</sup>.

### **Interrelationship between the Variables with the Findings**

The statistical correlation between the average rates of positive responses on each research questions shows a consistency that reveals and supports the interrelationship between the variables. On the dyadic and diagonal relationship that may exist between employee engagement,

performance and job satisfaction as a result of the influence of the communication strategies as postulated in the conceptual framework, the finding also correlates with previous studies which also points to a correlation between internal communication strategies and levels of job satisfaction, engagement and performance such that each can influence and trigger the existence of the other in a manner that is immensely beneficial to the organisations and its people in the long run.<sup>10</sup>. Findings in the study revealed that on the average, 80% percent of the general employees and line manager affirm positively and significantly affirm that the communication strategies were as effective on job satisfaction as they were on the employee engagement and performance and that one was able to influence the other positively. It is thus statistically proven that the availability of the three variables within an organisational clime can be many more times more beneficial more than when one is present and the other is not particularly engagement and satisfaction because these two are critical catalysts to performance outcomes.

### **Hypothesis One**

On the first hypothesis postulated to test that if there is no significant relationship between the laid down communication strategies and employee engagement in the selected organisations as assumed, findings showed correlation coefficient of 0.366 indicating a moderate but significant relationship between the laid down internal communication strategies and employees engagement. The R-Squared statistic indicated that the model as fitted explains 13.4% of the variability in employees engagement, however, the regression coefficient ( $\beta=0.354$ ) implies that unit change in the laid down internal communication strategies will exert a positive effect on employees engagement and the p-value of (0.000) showing statistically significance. This makes

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the null hypothesis rejected showing that significant relationship exist between laid down internal communication strategies and employees engagement in the selected organisations. This corroborates the holistic findings across the three respondent categories which shows that the employees are engaged because of the strategies in place in the selected organisations. In correlations with the determination to find out if organisational communication can influence employee engagement, the test of hypothesis herein supports this as with many previous studies analysed.

### **Hypothesis Two**

On the second hypothesis sought to probe the assumption that there is also no significant relationship between the laid down internal communication strategies and employee satisfaction on the job in the organisations. The findings showed a coefficient of 0.629 which indicates a high relationship between laid down internal communication strategies and employees' satisfaction on the job. The R-Squared statistic also indicates that the model is fitted which simply implies that about 39.5% of the total variation in measure of the employees' satisfaction on the job is explained by the variations in laid down internal communication strategies. The regression coefficient also showed positive effect of internal communication strategies on employees' satisfaction on the job. It is also statistically significant as the p-value is (0.000). This also corroborates the research question on this at a significantly high level. It proves that indeed organisational communication and communication strategies will have great and significant positive impact on the satisfaction that employees derive at work.

### **Hypothesis Three**

The third hypothesis also sought to investigate if there is a significant relationship between the laid down communication strategies and performance on the job. It was also revealed that a correlation coefficient of 0.725 which implies a high relationship between laid down internal communication strategies and employees' performance on the job. The R-Squared statistic also indicated that 52.5% of the variability in employees' performance on the job which implies that about 52.5% of the total variation in measure of the employees' performance on the job is explained by the variations in laid down internal communication strategies. The regression coefficient of 0.757 implies that unit change in laid down internal communication strategies will exert a positive effect on performance with a p-value of (0.000) which is statistically significant at the 0.05 level (2-tailed) and the null hypothesis is rejected showing significant relationship between the laid down internal communication strategies and employees' performance on the job in the selected organisations. This results answers the question on whether organisational communication will have great influence on performance on the job in the selected organisations as posited in the objectives of the study. It reveals a statistical correlation on the ways employees can be engineered by management of organisations not only to invest full self through engagement on the job but to be satisfied and committed to the organisation and to exhibit such related attitudes though optimal performance behaviours.

#### **Hypothesis Four**

On the fourth hypothesis which probed on the possibility of significance between the laid down internal communication strategies on the three dependent variables concurrently in the selected organisations showed a correlation coefficient of 0.760 indicating a high relationship between laid down internal communication strategies and employees' engagement, satisfaction and performance on the job. This is certified by the R-Squared statistic explaining 57.7% of the

variability in employees' engagement, satisfaction and performance on the job. Implying 52.5% of the total variation in measure of the employees' engagement, satisfaction and performance on the job is explained by the variations in laid down internal communication strategies. The regression coefficient ( $\beta = 0.165, 0.385$  and  $0.118$ ) implies that unit change in laid down internal communication strategies will exert a positive effect on employees' engagement, positive effect on employees' satisfaction and positive effect on performance with a p-value of (0.000) which is statistically significant and the null hypothesis is rejected. This is also validated with the majority of positive responses gathered across all the respondents on the dyadic and diagonal relationship of the independent variables on the dependent variables as effective mediator of desired organisational outcomes concurrently. An employee that is engaged and satisfied as a result of the communication and relationship satisfaction experienced on the job will perform well<sup>13</sup>. A satisfied employee will also most likely be engaged and committed and an employee that is able to perform well on the job and is valued and acknowledged as a result will most likely be satisfied or engaged or both<sup>14</sup>. The likelihood of all these outcomes occurring in an organisation are mostly activated by the communication satisfaction and quality of relationships. One of the most obvious benefits of employee engagement is employee job satisfaction<sup>14</sup>. Productivity is another large benefit of employee engagement. People who are engaged and satisfied with their jobs are more likely to show up to work each and every day. Disengaged employees on the other hand, are more likely to call out from work as they do not feel a strong sense of loyalty to their company<sup>14</sup>.

### **Correlation of Findings with Literatures Reviewed**

On the whole, the cardinal outcomes of this research exercise reveals a significantly positive, symbiotic, dyadic and diagonal relationship between the variables of this study. It has been

proven through this study that a statistically significant positive relationship exists concurrently between effective organisational communication and organisational productivity at work in the long run<sup>15</sup>. The study has further corroborated the empirical belief that as communication satisfaction levels on the job rises in the workplace, employee satisfaction and employee engagement will also rise or are raised in an organisation.<sup>15</sup> Invariably and as confirmed in the data analysis, it has been proven in correlation with other studies that when employees in an organisation successfully communicate around and across all levels and diagonals of the hierarchy, job satisfaction, engagement and performance can individually and jointly also significantly increase.

The ambience of an environment where communication, interaction and relationship thrives positively carries highly beneficial effects on the productivity, mindset, mood and psyche of its citizens<sup>16</sup>. The result of this study also supports this fact wherein it was found that a greater percentage of the employees' population attested positively to statements that relate to their satisfaction, happiness and satisfaction and engagement on the job based on the communication strategies put in place by their respective organisations as deconstructed and applied in statements under research question two to six.

Findings of the study have proven to support the tenets of the various theoretical perspectives reviewed. Generally, the findings verifies that indeed a positive workplace environment is the result of management and employees having open lines of communication, cordiality, mutuality

and value. Since the emotional climate of the workplace has crucial effects and influence on the mindset and growth of employees, scholars opine that “employees working in a positive work environment may feel more motivated to produce high-quality work consistently”<sup>17</sup>.

Studies including results gathered corroborates that in environments where effective communication is present, employees are seen to be more productive, informed, creative and committed. Good and mutually beneficial communication between the top to bottom divides and around the various diagonal dimensions of the hierarchical structure results in more informed, contented, engaged and productive workers, in contrast to the apparent negative side effects of poor and ineffective communication<sup>17</sup>. Undoubtedly therefore, it has again been affirmed through this study that ineffective and poor communication has unfavorable side effects on the variables of this study in any organisation. Elements of ineffective organisational communication includes low employee commitment, high absenteeism, higher employee turnover, and decreased productivity all of which are the effects of poor employee communication satisfaction, according to earlier research works in the field.<sup>14</sup>

The study has also vividly shown that there is significant, direct and positive impact of communication satisfaction on work performance especially with the inclusion of other mediating factors of the elements of the dependent variables understudied<sup>15</sup>. The respondents significantly agree that they are able to perform their jobs as a result of the strategies put in place and that those strategies makes them feel happy and committed on the job. This gave answer through the research questions about the nature and essence of the strategies in place in the selected organisations as well their effects on the outcomes of engagement, satisfaction and performance.

The examined literature and the findings lends credence to the viability and practicability of the conceptual framework which depicts that to achieve optimal performance on the job, the mediating presence of the elements of job satisfaction and engagement must be actively present working in tandem with the inherent effective organisational communication structures and strategies. This trend is also corroborated by studies where it is expressed that “communication satisfaction has a positive impact on job satisfaction and employee engagement; job satisfaction has a positive impact on employee engagement and job performance; and employee engagement has a positive impact on job performance”<sup>17</sup>.

Some school of thoughts believe that it is not sacrosanct that a significant direct relationship between communication satisfaction and job performance must always exist. Students of this school posit that in certain empirical and professional situations where such trends have been observed, it is believed that factors such as engagement, performance and satisfaction could have their origins in varied other organisational situations and contexts. This supports aspects of the findings where it was found that a number of the employees though minimal did not agree that the communication strategies were effective enough to get them to be satisfied and engaged and to perform optimally. Other causes if any were not covered.

However as postulated by researchers in the school of thought a possible contributor can be ascribed to the innate responsibility and accountability of the employees about their functions in the organisation which not be necessarily be affected by how satisfied or engaged they are.

However it is believed by other schools of thoughts that in this kind of situation, the optimality and quality of performance by employees may be inhibited because it may become robotic.

When such occurs, organisations are made to fall back on communication and relationship strategies and mechanisms that have been repeatedly proven to have positive effects.

The optimality and performance of employees is crucial to the productivity of an organisation on the whole. In a study conducted on the dimensions of organisational character and its impacts on organisational performance, it was found that “the formation and cultivation of organisational character would directly improve organisations business performances as well as their growth potential especially in organisational contexts and situations where organisational character, positive organisational behaviour and commitment is high<sup>16</sup>. Hence, it can be inferred that the general outcome of this study may be attributed to the professionalism and commitment of the employees which may be very high which has direct influence and correlations with their satisfaction and engagement levels on the jobs as mediating factors.

The study's findings also show a correlation between employee engagement and improved job performance. Scholarly evaluations describes that “employee engagement is a crucial mechanism through which the antecedents of engagement affect job performance or enhance it”<sup>17</sup>. Motivated workers have been found to perform significantly better those who do not that only exists for factors such as the pay (salaries), commission and wages etc. Engagement and satisfaction takes employee from the level of being robotic and un-impactful on the job to a higher level where there are able to harness themselves fully. And effective communication connects the dot that make this happen. Through engagement, excellent job performance can have positive effects on organisational success which is the ultimate goal of every organisation. The power of effective communication is further heralded here. The Communication within an organisation must therefore be delicately and integrally handled for the effectiveness of every other faculty that constitutes an organisation. There is therefore a statistically significant positive inter-correlation between the variables and elements of job satisfaction, employee engagement and optimal performance based on the data received in this study and the evaluation of the outcomes. When

employees feel genuinely connected to their workplace, employee engagement and performance increases as majorly confirmed by the rate of positive affirmations in the findings.

Performance is perhaps the most fundamental desirable outcome in the efficient management of any organisation. All efforts around employee management is geared towards making employees perform up to their peak. A sense of accomplishment and willingness to go above and beyond expectations for the organisation has been confirmed to be activated by employees' satisfaction, commitment, motivation and dedication which has direct correlations with the emotional and cognitive psyche of the employee<sup>18</sup>. The findings revealed that employees are indeed influenced by the communication satisfaction and quality of relationships that exist between the divides and around the diagonal dimensions of interactions. This gives support to the correlation between the findings under research two which showed significant correlations with the findings under research question two. The nature of communication in the selected organisations was found to influence positive benefits and essence such that employees majorly and significantly affirmed that they are engaged, high performing and satisfied as a result.

The supremacy and influence of organisational communication is further grounded by the outcomes. In a study conducted on Effective Communication Management and The Performance of Tertiary Institutions in Cross River State, Nigeria, "it was concluded that effective communication leads to good human relationship, promotes work performance and organisational goal attainment". In the recommendation sub-chapter of that particular research report, it was mentioned "that organisations must adopt good communication skills to enable them communicate effectively and workers who may also be managers should adopt proper communication strategies if they are to promote good relationship among co-managers and

subordinates”<sup>19</sup>. Since this study corroborates that indeed organisational communication gives background and support to the positive correlations of employee-management relationships such that engagement, performance and satisfaction are enhanced independently and jointly as desired outcomes of organisational management and behaviours through the findings and outcomes, the role and influence of organisational communication in the work place and on the emotional wellbeing of employees in the workplace can thus be adjudged as positive, beneficial and undeniably integral to the effective strategic management.

As reviewed in the literatures evaluated, a cross analysis of the findings to the research questions one to six also proclaims the importance of the concept of "employee voice," which espouses the elements of open communication, participation and involvement in decision making as most crucial for effective employee engagement, job performance and satisfaction to occur<sup>20</sup>. Data from this study supports the fact that when employees are equipped enough to naturally have a voice no matter at what level in organisational management, it triggers very deep sense of belonging. This is supported by findings under research question three to six especially as it relates to the feelings employees have about the strategies. Analysing the concept of voice from the perspective of this study significantly affirms that the communication strategies put in place for employee-management relationship where employees can participate and contribute their opinion enables them to contribute meaningfully to work<sup>20</sup>.

The concept of Voice “is a term that has been widely used in practitioner and academic literatures in human resource management and corporate communication as well as in the industrial relations sectors in the early 21<sup>st</sup> century”. The concept was first associated with union representation and in particular with the role of unions articulating concerns on behalf of the collective”<sup>20</sup>. In later years as union agitations fell, “analysis of voice in workplaces has often

focused on how workers express their concerns about their work situation without a union and the ways employees have a say over and on work tasks and organisational decision-making.”<sup>20</sup>

In organisations therefore, effective two-way communication that allows for interaction, involvement and participation is therefore crucial for employee-management relationships as well for the emotional and cognitive wellbeing of the employees. This is attested to in the outcomes of this study where employees also significantly attested to the fact the strategies put in place in their organisations enables them to air their opinions and contribute creatively during decision making without any feeling of fear or victimization under research question three most especially as with others. In a related empirical exercise titled “Assessing Employee Relations and Organisational Performance -A Literature Review”, it was recommended that “the disregard of the psychological needs and upliftments of the employees, which is the desire to be respected, valued and recognized in the organisation, will create employees ill-treatment and further demotivation”<sup>21</sup>. The researchers recommend “that managers should properly connect with their employees and create an enabling environment where employees will feel at home discharging their duties”<sup>21</sup>. The researchers submitted that this should be done by “creating an effective system of communication that encourages understanding and learning in the organisation”<sup>21</sup>. Managers are indeed responsible for disseminating information in all directions to foster productive strategic interactions and relationships that has beneficial bearings on organisational productivity and health using the most appropriate methods necessary to successfully engage and commit the workforce.

Findings in this study majorly upheld the tenets of bi-directional flow of communication in the workplace where it was found that a significantly high number of the employee respondents affirmed that communication is mostly open and two-way in their organisations. It was also

found that apart from subscribing to the bi-directional communication which includes both upward and downward communication, in all of the selected companies, communication also flows diagonally between the vertical and horizontal plane across every dimension and team structures of the organisations. The trend noticed across all the selected organisations holistically asserts the influence of effective communication for organisational management<sup>23</sup>. Studies have recommended that for effective organisational management to be guaranteed as it relates to employee management relationships, a fusion of both the bi-directional and diagonal flow of communication will be required to achieve optimal results. Findings also confirm earlier postulations that to overcome communication barriers, managements have to employ the use of “a three-tier communication structure—vertical, horizontal and diagonal—by engaging, motivating, exploring and broadening perspectives of the organisational workforce<sup>22</sup>.”

The study exhibits evidence that shows a trend that may cause one to infer that organisations are now recognizing that their most valuable resource is the human capital and the only way to keep the force, engaged, connected, satisfied and poised to perform is to institutionalize organisational communication extensively. This is so especially as the need to fight for competitive advantage and profitability as the world wades through global economic unrest as stated in the statement of problems as become a herculean task to achieve. The result also clearly provides evidence that effective employee engagement, performance, and job satisfaction preceded by effective employee communication in the workplace is perhaps the most potent tool in the hands of smart managements to keep their employees on the same page and commitment levels to fight the war. An unengaged and disconnected team is a risky resource to keep<sup>23</sup>. Since the result of the analysis supports that the assumptions that employee engagement, performance, and job satisfaction are all positively impacted as well as enhanced in the workplace, there is a clearer

substantiation of the fact that effective internal communication plays an imperative, crucial and critical role in organisational productivity and health via its positive impact and effects on employee-management relationship in selected organisations studied.

### **Correlation of Findings with Theoretical Perspectives Evaluated**

The combination of the physical, cognitive and emotional factors available to the employees corroborates and brings to mind the elements of the Two Factor theory of motivation as evaluated in this study where the combined not individual effects of the hygiene and motivational factors have significant and direct correlations with employee satisfaction on the job, engagement and performance. Under the two factor theory as postulated and periodically upgraded, a combination and apt management of both hygiene and motivational factors produces greater result in the workplace even more than when they are independently attained<sup>24</sup>. The theorist suggest that whereas motivational factors have direct and undoubtedly strong correlations with the dependent variables of this study, optimal result will be achieved if motivation factors are fused with hygiene factors under the two factor motivational theory. This further also confirms the relationships as depicted in the conceptual framework and as with several literatures reviewed. The situation in the selected organisations through the affirmative responses gathered across the six research questions reveal that a combination of the intrinsic and extrinsic factors of satisfaction and motivation (engagement) are in place and are together at play in the organisation. The findings supports the postulations of the two- factor theorists that while “hygiene factors have the power to make people dissatisfied and are prerequisites for satisfaction at work, their presence alone will never make people satisfied at work”<sup>24</sup>. In other words, the absence of hygiene factors will prevent satisfaction, but the presence of hygiene factors is not in itself enough to lead to high levels of work satisfaction. This corroborates the connection that

exists between the variables where motivations have the power to make moderately satisfied people highly satisfied, but have no impact on satisfaction if hygiene factors aren't already in place”<sup>20</sup>. The mediating role of both employee satisfaction elements and that of employee engagement premised on effective interrelationship and communication factors is thus statistically correlated as found in this study and recommended. This recalls the tenets of the Expectancy Theory evaluated as one of the theoretical frameworks which gives background to the motivating factors that has the ability to enhance performance in the workplace where the theorist postulated that the perception of employees about situations in the workplace, perception about their employers actions and how the generality of the organisational climate can affect their attitude on the job is important to levels of commitment on the job<sup>25</sup>.

Findings and outcomes as gathered, interpreted and analysed holistically proves that employees of the selected organisations tested mostly carry a significantly positive perceptions about their organisation and the style and methods of management. In cross analyzing the results of this the tenets of Critical Communication Theory is further upheld where the theorists stated that communication reforms can be used to create positive perceptions and correct distorted corporate decisions, actions and situations. The critical communication theory suggests supports the creation of a balance between corporate and human interests in the workplace postulating that this is critical to the positive behavioural patterns of employees and their relationships in the work environment<sup>26</sup>. The high number of positive responses received from a great number of the employees tested where they attested positively that their organisation gives enough attention to developing strategies that will foster employee management relationships in the workplace to the extent that their emotions and wellbeing are protected proves that it is indeed necessary for management of organisations to ensure that there is a balance of corporate and human interests in

all organisational endeavors in such ways that both interests are protected simultaneously and positive perceptions guaranteed<sup>26</sup>.

The Dialogical theoretical framework is also well supported by the results and findings of this research study. The researchers' proposition is premised on the need for organisations to take communication seriously and deliberately in a collaborative and participatory manner as well as the need for managers to value very seriously the contributions and emotional wellbeing of the other party in the communication process<sup>27</sup>. The proponents of the Dialogic Theory further posits that "organisations should be willing to interact with their publics in a sincere and ethical manner so as to bring about effective organisation-publics and communication channels"<sup>28</sup>. The conclusions also shows a clear evidence that management of the selected organisations have open relationships with the employees where a strong positive response to questions around participation, collaboration, emotional wellbeing vis-à-vis the use of formal and informal, old and modern tools that enhances good communication and interactions in the workplace etc was found. Results from findings under research question one, two, three primarily also affirms the notion contextually.

As evaluated under the theoretical framework, the tenets of the Social Exchange Theory is also relevant to this study where the behaviour of employees are linked to the quality of communication interactions and exchanges in their immediate environment. The tenets supported the findings where it was revealed that employees in the selected organisations responded positively to inquiries about the dominant communication patterns and practices vis-a-vis how communication flows and how it has positive bearings on their engagement, happiness, commitment, satisfaction and performance on the job<sup>29</sup>. In relation to the Employee Engagement theory which is another theoretical framwework extensively analysed, this is also sufficiently

corroborated where it was significantly found that a very high number of the respondents' work emotions was mostly stable which showed significant influence on the work patterns and behaviours on the job to the extent that employees are able to perform optimally, creatively, with great commitment and little or no supervision<sup>30</sup>. The result revealed that the employees operate in environment where their expectation of recognition, value and rewards are also regularly upheld and met just as it is upheld under the Social Exchange Theory and the Employee Engagement Theory (<sup>31</sup>).

Theory Z and the newer Theory A was also chosen as a theoretical framework to explain phenomenon that had occurred in previous studies. Stemming from the analysis of the findings, its propositions were found to be consistent and relevant since the theory supports participatory structures and processes in the workplace between the top and lower hierarchies positing that to get employees engaged and satisfied on the job, the need to be valued, and the feeling and perception of being a valuable member are crucial in managing a company effectively and this must be allowed and met consistently<sup>32</sup>. The newer variation theory A which also proposes that employees must be given the necessary supports to individually perform their duties committedly to the extent that they are equipped and empowered enough to handle their functions as a high calling and responsibility to which they hold themselves accountable is also apt as predicted to explain the positive trends and outcomes<sup>33</sup>. Scholar have earlier posited that this level of empowerment will have positive bearings on the psyche of the employees positively as partners in the growth and development of organisations. This notion is also corroborated where a high number of positive responses from the employee respondents and line managers to questions surrounding participation in decision making, creative contribution to innovations and

development and the trust placed on employees which makes them discharge their duties to the best of their abilities especially in research question four to six is affirmed.

The study also relies on the premise and tenets of the Leader Member Exchange theory to explain the possible outcomes as predicted by various previously related studies. The tenets of the theory is premised on the notion that management of modern organisations and leaders are aware and thus make conscious efforts to introduce industrial democracy as practical dimensions to ensuring that mutually beneficial relationship exist between them and their members<sup>34</sup>.

Findings and outcomes also supports this notion in aspects that reveals very positive responses to statements around the proactiveness of management of the selected organisations as it relates to the psychological wellbeing of the employees. The ultimate goal of improving job performance should be to increase engagement and job satisfaction. Analysing the employees' responses in this study reveals that encouraging communication from organisational leadership perspectives inspires employees to be motivated, committed and satisfied, which will improve their performance<sup>35</sup>. Numerous studies in the field have posited that “Leaders should use communication in their leadership capacity as an essential leadership skill to manage relationships and interactions”<sup>35</sup>. This also validates the theoretical perspectives put forth by the propounder of the Social Exchange theory which submits and advocates the cost and benefit analysis of the leader-member relationship in the workplace.

The Social Exchange theory posit that a symbiotic relationship should exist where one party in an exchange or relationship gives the other party benefits voluntarily whilst the other party is duty bound and obliged to repay the giver with a benefit. Summarily, this perspective views the internal communication process within organisations as an exchange that is driven by the rewards and benefits anticipated from the participants in the process. All of the organisation's

efforts to satisfy its employees are included in these benefits. Employees feel valued when organisations, through the process of internal communication, give them the opportunity to be heard and to contribute even when their opinions are eventually not adopted because of a superior one. Employees give their best effort by offering higher performance attitudes because they are happy with their jobs. The result of the study shows that in all the selected organisations, a symbiotic and balanced relationship seem to majorly exist between the management and employees which supports the benefits of the Leader-Member exchange and Social Exchange theory where managements are expected to offer as investment and cost to the employees, all provincial tools both psychological and physical that enables and can activate performance and productivity. The physical and emotional tools includes the appropriate work tools and platforms, the strategies and policies for put in place for guidance, operational processes and networking, open communication and relationship management enablers, participation mechanisms, links and systems, involvement and collaboration mechanisms etc that will trigger very remarkable sense of belonging, value, job satisfaction and employee engagement and high performance. Under the leader-member exchange, whilst the employees receives the necessary activators that enhances their job and protect their body, mind and soul from the employers/management, they in turn are expected to return the benefits in the forms of performance, commitment to work and high productivity on the job<sup>36</sup>.

Summarily, this study's findings literarily and theoretically proves that indeed managers must avoid poor communication that can lead to communication dissatisfaction and miscommunication which in a ripple effect can lead to unwelcome situations such as high employee turnover particularly of the best hands on the job as well as job dissatisfaction, disengagement, mistrust, skepticism, internal strife, silent and open grievances and doubt etc<sup>37</sup>.

The extent of the power of communication has also been proven to be the most potent remedy to most if not all organisational network problems. A scholar opines that in organisations where these ills are present, “effective Communication structures is also the key panacea”.<sup>38</sup>.

The supremacy and powers of organisational communication is therefore all-encompassing and all- permeating to every aspect of organisational existence and functionality. Hence, it must be embedded delicately and professionally into the culture, the process, the day to day relationships and interactions, the provisions of resources and the entirety of the existence of organisational life. The results of the study where the employee respondents significantly and positively affirmed that they are satisfied with the way the organisational communication strategies of their company is managed to the best of their knowledge points to the fact that communication truly is the life blood of organisational existence and survival as theoretically and literarily founded.

#### **Implications of Findings for Organisational Managements and Human Capital Managers**

Job satisfaction can indeed be raised by improving communication, relationships and understanding within the business and between employees at both the same levels as well as on different levels of the hierarchical structure<sup>39</sup>. Also employee engagement and satisfaction on the job is positively impacted by communication satisfaction in a statistically significant way<sup>40</sup>. In analysing the variables independently, the outcome of this study revealed significantly that communication and job satisfaction thrives robustly in the selected companies. This outcome supports other scholarly positions, one of which acknowledges that “increasingly, organisations and their public relations professionals are recognizing the importance of strengthening internal communication with employees positing that internal communication is important for building a culture of transparency between management and employees, and it can engage employees in the

organisation's priorities"<sup>39</sup>. Another related study conducted on the relationship between Communication satisfaction, job satisfaction, and job performance also revealed "that a significant positive relationships between communication satisfaction and job satisfaction and between communication satisfaction and job performance exists"<sup>41</sup>. Scholars in another study, also assert that because communication is crucial to ensuring employee engagement, it has also been found that employee engagement is positively impacted by corporate communication satisfaction<sup>41</sup>. The result of this study strongly affirms all of these statement of facts in very significant ways that points to the need for organisational managements to take communication very seriously as part of it managerial strategic plan especially under the gripping canopies of the new normal specifically that which is necessitated global financial threats. Since the study has proven that a strong, honest, as well as mutually open communication is vital strategy for raising employee morale and psyche, then its implications for organisational managements is geared towards the need to review existing strategies that had hitherto not done so much for the employees and organisations at large especially as it concerns their happiness, satisfaction, engagements and motivations to perform.. A scholarly position opines that "if employees feel that communication from management is effective, it can lead to feelings of job satisfaction, commitment to the organisation and increased trust in the workplace"<sup>42</sup>.

Performance is the repayment for provision of the adequate resources provided which are the enablers<sup>42</sup>. As much as a highly significant percentage of the results outcome of this study correlates positively with the objectives, theoretical perspectives and literature review of this study, it is important to evaluate the data obtained from a small portion of the workforce who disagreed consistently especially to statements relating to the actions of the employers in managing communications and relationships effectively such that they feel valued with a high

sense of belonging and are happy with their jobs to the extent that they can perform effectively beyond expectations. Despite the minute significance that the data carries when compared against the number of positive results obtained, the voice of these group cannot be ignored because this could be a signal to a gentle but damaging uprising of dissenting voices that may eventually permeate the organisation in very negative ways. Hence the implication herein is that managers are expected to at all times be proactive as much as they are reactive to situations and trends in the work place since the emotional situations of employees is usually shrouded away under the rubbles of work.

A consistent trend of disagreeables was noticed consistently in almost all the categories at between 20 and 30%. Based on the analysis obtained from previous studies it can be inferred that, it can be inferred that this trend of responses can be inferred to be as a result of the perception of the employees to the operational managerial style of the organisations. This trend is similar to the elements of exclusive management style which alienates a group of person and accommodates other in the operational space. The implications of this kind of management style is inimical to the overall wellbeing and productivity of organisations. The exclusive managerial style relates to the in-groups and out-groups metaphor of the Leader-Member Exchange theory where selective participation is allowed to thrive to such extent that it is only those who belong to the inner caucus or the so called anointed employees who are in the good books that have access to management. Scholar opine that whereas it may be inevitable not to have selective participation sometimes in the workplace, it is the duty of managers to have open relationships with all groups and divides such that one group does not seem more favoured than the other<sup>34</sup>.

The opinion above can be also confirmed by several studies in the field of organisational communication. A study on effective communication and participatory decision-making in selected organisation in the Ibadan metropolis highlighted such difficulties of internal corporate communication which were investigated in relation to worker productivity<sup>43</sup>. The overriding position of the researchers and implication for organisational management is that internal corporate communication should be strategically positioned to create deliberate, calculated, involving and participatory structures that supports the strategies of communication put in place on all levels and to all employees to forestall negative consequences<sup>43</sup>. In similar studies such trends were also noticed where it was found that the ineffective communication process presents a variety of operational challenges that, if handled improperly, can undermine all other efforts to achieve optimum employee job output<sup>44</sup>.

Despite the fact that it is well known that perfection cannot be attained in relationships especially those that occur between humans especially in environment as in the work place, the number and trend of dissenting responses cannot or should not be ignored or overlooked in the workplace<sup>45</sup>. Dissenting voices within an organisation have been found to have powerful effects on persons who hitherto have good feelings about the organisation<sup>20</sup>. If not nipped in the bud, they have been found to form a silent aggrieved disengaged and unhappy clan of uncooperative and non-conformist voices and behaviours that may permeate the clime albeit slowly but in very grievous and poisonous ways such that hitherto engaged employees may become progressively disengaged

The implications can be grievous for managements and the work environment eventually hence the only way to control this is to continually, consistently and periodically conduct audits that are open and premised on strategic employee involvement. It is not determinable whether the 20%

rate of dissenting voices may include very specialized employees who could have offered and performed many times better than say ten employees. If this is so then the implications is that organisations may loose their best hands if they are insensitive to both spoken and unspoken opinions within the workplace<sup>44</sup>. As much as it has been established that the inherent communication strategies of these organisations are on the whole effective, having a 20% rate of dissenting voices can be indeed risky, hence the role of organisational communication as a triggering tool, enabler and solution provider to the management of strategies as well as problems and issues of communication is once again proven as the most important and veritable tool in the hands of proactive leaders and business owners<sup>45</sup>.

The data gathered about the importance of audits and reviews of the communication strategies vis a vis the involvement of employees in such reviews showed a very highly significant rate of dissenting voices that feel that the organisations must embark of such ventures recurringly. A part of the agreeable clans also shifted grounds to join those that were consistently disagreeable. This points at some underlying issues that must be probed further and rectified as soon as possible for the selected organisations. The implications herein for organisational managements is premised on the need to continually probe occurrences within organisations consistently to detect any negative trends quickly before they became tougher to manage. Though the key personalities stated that reviews of the strategies are done, the fact that a number of disagreeables is noticed shows that regardless of the high number of affirmations, management of the organisations must undertake periodic strategic audit more robustly and more directly with employees as integral parts of the process. Technology as reviewed in the literature of this study can play a very key role in helping organisations to develop e –communication review and audit survey channels and applications that is employee-inclusive and protective of the personal data

of the employees such that during this audit and employees feel free and trusting of the modules to bear their opinions out plainly and truthfully. With technology, managements can measure and audit the effectiveness of their strategies and relationship periodically and with lesser hassles with an assurance of unbiased and unreserved results and outcomes.

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## **Chapter Five**

### **Conclusion**

This research aimed primarily to investigate the influence of organisational communication on the Engagement, Performance and Job Satisfaction of employees of selected Share Registration companies in Nigeria through a probe of the laid down internal communication strategies and their effects on employee-management relationships.

#### **5.1 Summary**

Summarily, the study reveals an epochal relationship between the variables investigated. The research work is premised on six research questions that were woven structurally into two questionnaire instruments distributed to the general employees and line managers' respondents of the selected organisations as well as key management personalities. The results reveal a coherent and concise correlation with the research questions and objectives of the study. The findings reveal positive trends and effects of the influence, role and powers of organisational communication on the engagement, satisfaction and performance of employees across all the selected organisations through the quality of employee-management relationships fostered.

On the first research question which inquired about the laid down internal communication strategies put in place in the selected organisation for employee-management relationships, it was affirmed across the three categories of respondents in all the organisations that there is an existence of laid down communication policies, blue prints and strategies that guide employee-management relationships in the organisations which consists of the types, styles, tools,

feedback mechanisms and possible methods for evaluation and measurement that are adopted by the organisations. The data gathered from management and from both the employees and line manager corroborates this unequivocally. On the second research question on the nature of the laid down internal communication strategies put in place for employee-management relationships in the selected organisation, it was also found across board and across all the three divides that communication is open, bi-directional and diagonal across the teams, participatory and collaborative between the general employees, the line managers and management concurrently and simultaneously. On the third research question on the essence and benefits of the internal laid down communication strategies on the employee management interrelationships and interactions, data gathered revealed also across boards and across the hierarchical divides that the strategies are of great essence to the selected organisations. Both general employees of the organisations and line managers affirms this and it was also corroborated by the data received from the key management personalities. An evaluation of the data gathered revealed that the strategies supports and helps very essentially in the aspect employee-manager-management collaborations and participations especially in decision making as well as in fostering creative and innovative contributions through optimal performance. The essence of the strategies was also found to be greatly beneficial in preventing discriminations and victimizations and in bridging communication gaps, eliminating frustrations and preventing conflicts, confusions, misunderstandings, miscommunication, wastage of time and resources and in preventing chaos on the job. The management key personalities also mostly affirmed this where they stated that as a result of the relationships fostered with employees both on the lower and middle divides, clarity of information and directions on the job, purpose as well as expectations and feedback are met and achieved at all times. On the fourth question on the influence of the laid down internal

communication strategies on the engagement of employees in the selected organisations, both the general employees and the line managers agreed significantly that employees are motivated and committed because of the communication strategies in place in the selected organisation. The key management personalities also confirm that the communication strategies have been potent enough to the extent that employees bring their full self to the job and to the clime regardless of any threat whatsoever. On the fifth research question which borders on the influence of the laid down internal communication strategies on the performance of employees on the job, it was also found that as a result of all the tools and motivational elements in place to foster employee-management relationships, employees are able to perform optimally and creatively on the job. The findings reveal that the internal communication strategies foster excellent performance outputs, creative and innovative contributions from employees on the job and efficient time management skills and delivery. On the sixth question on how this relates with the overall satisfaction of employees on the job, the findings reveal that as a result of the strategies in place, there is excellent relationship, trust and believability on management which foster strong organisational commitment to the goals and aspirations of the organisations. The findings also matches the statement of the key management personalities where majority affirmed that employees of their organisations are on the whole satisfied. The hypothetical evaluations eliminates all the null hypothesis by revealing therefore that there is indeed a statistically significant relationship between internal organisational communication strategies and the engagement, performance and satisfaction of employees as affirmed by the three classes of respondents data evaluated.

## 5.2 Conclusion

The conclusion corroborates and heralds very significantly the supremacy and power of organisational communication to the survival, sustenance, profits and health of an organisation as established in previous studies, various literatures and theoretical frameworks and as depicted in the conceptual framework. A cross-evaluation of the findings with the statement of problem supports earlier notions that effective communication seems to be the only panacea for managements and business owners to manage resources efficiently especially at this time of economic downslide.

The influence of organisational communication within the selected organisations was proven to be indeed successful on the whole. Despite the prevalent global and local economic crunch and their attendant effects on management and business owners that is on-going, it can be inferred that as a result of the endeavours of communication and communication satisfaction in the selected organisations, managements are able to keep and maintain a clan of engaged, high performing and satisfied employees on the whole. As a result of the relationship between the variables vis-à-vis found in the data gathered, it can also be concluded that effective communication is indeed the greatest antidote to any threat faced by an organisation. The findings totally supports earlier notions that communicating strategically and appropriately with and amongst the employee' divides and maintaining an open ambience of communication and relationships in the workplace is critical to the strategic management of organisations.

Communication has again been affirmed through this study as indeed the glue that unites all organisational members despite any challenges and threats. The findings portrays and supports

asserted notions which demonstrates that when internal communication strategies are in place within an organisation and are effective, organisations can manage their personnel and protect their frontier better. It can be concluded from the findings of this study that indeed organisations can be assured of its safety to a highly considerable point if they communicate effectively with their people. The findings of the study supports the conclusion that despite the cut-downs and shrinks across the businesses and industry, employees of this sector are still largely and strongly committed to their respective organisations because of the communication and relationships strategies in place.

Sequel to the overall outcomes and conclusions, the role and influence of effective internal organisational communication is thus further upheld and should be cardinally viewed from the perspective of a trigger, a continuum and a panacea that every smart organisation must adopt and apply wherever and whenever necessary as a management tool. A trigger in situations where it is used to build veritable communication structures proactively that will help unleash its powers and activate its influence and benefits in organisations where it is hardly existent, partially existent or nonexistent at all; a continuum used to stabilize and further integrate its benefits where it is actively present and in full use and a panacea where communication can be used to salvage crisis and challenging situations and to bridge gap and conquer potential threats; to create and provide platforms upon which beneficial relationships, positive climates, engagement and satisfaction amongst employees towards the activation of optimal performance can be constantly actuated.

This prescribed formula upholds the extent of the abilities and powers of organisational communication as against the popular 'fire-brigade' approach and reactive technique that

communication is used for mostly in organisations both internally and externally. Communicating effectively should be viewed as a deliberate managerial strategic endeavor that requires both proactive and reactive actions to make it beneficial as desired. It can be concluded that the selected organisations mostly have a culture of open communication between the managements and employees which depicts that the managements take communication seriously as a recurring strategic plan and not as a contingent. The study also backs other existing literatures that organisational communication is a total quality management concept, which is the most important tool in the hands of the business manager and management in the 21<sup>st</sup> century to spurs organisational productivity, health and success beyond the basic act of merely communicating and exchanging information. Apart from the basic cognitive communication exchanges that occurs in the workplace, organisational communication as a total quality concept revolves critically and most importantly around the 'psychosocial needs' of the employees which includes the protection of the physical and emotional stability of the peoples of a work place. It can therefore be concluded that the well being of the peoples of a work place and the communication effects have very strong correlations with the success levels of particular organisations as depicted in the findings.

### **5.3 Recommendations**

1. Communication strategies can be classified as a tool of inhibited managerial control and an enabler of the desired effects of management. The success of the strategies are however hunched on the framework of adequate and strategic provision of the tools to guide and manage communication and relationships efficiently. Having formatted policies containing specified strategies of communication designed and weave into all

aspects of an organisations dynamics has been proven to be indeed beneficial to the elimination of chaos within the work place as depicted by this study and several others. It is therefore recommended that organisations who want to effectively use communication to achieve results that are beneficial to the peace co-existence of the organisation and its people must ensure to weave communication and relationship strategies and guidelines into every sphere of its management deliberately and structurally. Apart from the weaves, structures to measure its effectiveness from time to time must also be put in place side by side with the strategies.

2. The second objective of this study sought to determine and identify the nature of the internal communication strategies and it was found to be open, mutual beneficial, participatory, and collaborative to the extent that the respondents feel that they are able to perform well on their jobs, be committed, happy and satisfied because of them. It is therefore recommended that organisational manager adopt this approach to be able to elicit the best behaviours out of their employees. The results of the finding shows that when communication is open and participatory, employees have very sense of belonging as an integral part of the organisation.
3. The third objective probed on the essence of the laid down internal communication strategies and it was found that on the whole, employees of the organisations agree that the strategies are indeed of great essence to their psyche, their outputs and to the success of all organisational endeavours at very statistically significant ratio. It is thus recommended that since it is proven that communication can do as much as it is said in the life span and existence of an organisation, business owners and managements must endeavor to take communication very seriously since just the existence of those strategies

alone can guarantee very strong effects. When added to other formations and positioning, organisational communication can only unleash good and excellence for an organisation especially on its people (employees) who are the major drivers.

4. As it relates to the influence of the strategies on employee engagement in the organisation, it was significantly proven that effective communication has very strong effects in making employees engaged and as a result commit their full self to an organisation. It is therefore recommended to managements of organisations that investing in organisational communication and being keenly interested in its management will guarantee in very significant measure of how engaged it employees are. Motivation to work, performance and work satisfaction go hand in hand hence it is importance for organisational managements to understand and use this framework as a guideline. The risk of having disengaged employees is very costly as it has the grievous potential effects in he long run. It is recommend that managements must be as particular with issues and strategies that will spur engagement at very high levels of their organisations as it does other aspects of management.
5. The influence of organisational communication on employee performance is a desirable effect that every organisation desires. Performance ultimately has direct connections with productivity and productivity and with the bottom line. It is recommended that managements do not take issues of communication and relationship around performance appraisals and KPIs with kid gloves. It is suggested that several layers of periodic communication exchanges should be inculcated into the strategies and policies of the organisations such that it is not treated as a one –off as it is most of the time. Strategic

communication involves having several plan, methods and tools, framework and guidelines to position it efficiently.

6. The sixth objective looked at determining if the communication strategies have significant influence on the job satisfaction of employees and it was found that indeed communication when managed effectively can trigger high sense of belonging, trust, satisfaction and commitment on the job. It is therefore recommended that organisations create specific strategies and communication channels that will activate employees to commit, trust and have a very high sense of belonging on the job. Trust in the sense that employees believe that their wellbeing is paramount to the management has been found to have close correlations to the ambience of satisfaction.
7. As business competition and the fight to stay afloat intensifies locally and globally, it has become imperative and recommended that the glass ceiling that exist in the ambience of employee-management relationships in organisations to be shattered for effective communication to thrive across the hierarchical divides. Organisations that have shattered the glass ceilings between their hierarchical divides will experience the benefits of open channels of communication, collaboration, involvement and participation between and amongst its people. The presence of glass ceilings pose a hindrance and barrier to effective communication, contact, interaction and networking and it most often result into frustrations, conflicts, silent grievances, lack of commitment and the distorted and inaccurate filtration of proper information and communication exchange from management to employees and from employees back to management due to this disturbing layer of bureaucratic hindrances etc. A distortion, blockage or barrier in the free flow and interplay of communication interactions and exchanges has been proven to

be detrimental to relationships, the peace and harmony of the work climate and the people with very adverse effects in the short and long term on the bottom line ventures of the organisation. It can be deduced and affirmed from the data analyzed in this study that open channels of communication and relationships exist significantly in the selected organisation. Hence it is recommended that organisations who desire to have these positive effects must do the same by shattering the glass ceilings and opening up communication and relationships.

8. In furtherance of this therefore, it is also recommended that organisational managements must conduct regular periodic audit to consistently evaluate, detect, strategize and re-strategize on their communication related situations, trends and behaviours by conducting periodic litmus tests of their strategies, policies, relationships and employee satisfaction/commitment mechanisms. This is against the background that human needs and reactions are not constant and must be constantly re-evaluated and re-organised. This also invariably means that business leaders and corporate communication managers must be proactive and sensitive in managing organisational communication consistently.
9. While it is recommended that organisations should make a concerted effort to remove all feedback distortions, glass ceilings and barriers from their internal communication networks, to effectively handle this, it is recommended that only experienced communication specialists are in charge of organizing internal communication portfolios. It is important for organisations to invest in hiring employees with both educational and professional training probably with a combined honors and experience in communication and human capital management, who are professionally vast, proactive and sensitive for

full-time positions so that the internal communication departments of their organisations can be handled as delicately and as strategically as they should.

10. Based on the trend noticed where the responses to statements on the conduct of communication reviews was majorly refuted by the general employee respondents as well as the line managers where the key management personalities affirmed which called attention to a gap in this aspect of communication and participation in the organisations, it is recommended that organisations including those investigated must leverage on the advantages of technology and innovation by investing in the development of robust customized technology based applications that is culture and policy specific to the needs of the organisations that will also foster exchanges, evaluations and measurements. It is recommended that organisations should develop electronic suggestion and interactions applications fashioned after the old suggestion boxes in the workplaces which protected the identity of the person making a suggestion to harvest employee opinions on corporate action and decisions regularly. The strategy and e –channel used in this study has proven that communication audit, organisational discussions and opinion polls can be conducted hassle free and with so much protection given to the opinion giver.

The cardinal recommendation of this study primarily rests on the destruction of glass ceilings in the workplace to foster efficient employee-management relations that will activate very significant commitment, happiness, satisfaction and ultimately optimal performance on the job at very high levels. Open communication, collaboration, involvement and participation should be at the bedrock of all organisational management module and it is clear that every organisation must have policy documentation that contains this as well as other appropriately structured

communication strategies for work productivity and relationships and for engagement, performance and satisfaction to radiate around the climate robustly.

#### **5.4. Contribution to Knowledge**

This research was carried out with the intention to add to the body of knowledge both theoretically and practically. Its primary objective is to provide practical and professional frameworks, guidelines and directions on the dynamics of organisational communication and its influence on employees' engagement, satisfaction, performance and the overall productivity and health of an organisation.

This study has evidently shown that organisational communication has a strong correlation with these variables statistically and very significantly. There is therefore no greater higher calling for all organisations desirous of a healthy and productive climate and people to pursue. As a result of this study, employers and business owners will be exposed to the verified supremacy and powers, capabilities and effects of organisational communication in influencing positive work attitudes and behaviours, peaceful co-existence and optimal productivity within an organisational climate.

#### **5.5 Suggested Area for further studies**

This research study had several limiting factors and challenges that prevented its extension to a larger audience as intended at the planning stage.

The financial industry in Nigeria is largely controlled by a lot of bureaucratic and internal control mechanisms hence the research could not run across larger territories of the industry as a result of issues bordering around official secrets act and non-disclosure clauses as well as board and management disapprovals and delays premised majorly on the excuse of the probability of data

exposure to competitors. Despite several entreaties, visits and calls, this study was given a cold shoulder by major organisations that would have allowed for a detailed cross sector analysis. Hence the research had to be limited to the sample that was accessible and obtainable with lesser hassles. Even within the Share Registration sector, direct contact with respondents was restricted which made it possible for the researcher to conduct interviews and forums of discussions. This would have allowed the researcher to have a deeper insight and probe into the thoughts and responses of the respondents.

Communication effectiveness is a very broad topic which requires an equally wide range of determining factors when researched. It is suggested that a broader work be carried out to achieve an extended reach that can support extensive investigation on this topic. It is recommended for further studies that the next evaluator ask deeper specific and personal experience questions on the correlations between the independent and dependent variables using the coverage of this study as background. This will allow for broader and more tangible comparison, correlations and analysis of the influence of communication within the clime. It is suggested in further studies that the researcher limits the number of organisations selected to a minimum of two and at most three since it will be a more specific study. Researchers can also focus on the role of organisational culture and effective communication and relationship mechanisms on the commitment and motivation of employees within the Share Registration sub-sector and beyond.

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### Figure 2.3. General Employee Respondents

Dear Respondent,

This is an empirical research exercise to investigate the **Influence of Organisational Communication on the Engagement, Performance and Job satisfaction of employees of Selected Share Registration Companies in Nigeria.**

The specific purpose of this research is to identify the organisational communication strategies put in place for employee-management relationships in the selected organisations and to determine the effects on the engagement, performance and job satisfaction of employees on the job.

In view of this, we humbly request your time in answering the following questions as highlighted below in the link you have received. Please take this as a Communication Audit project with an intention to activate changes that will be beneficial to you, your organisation and the industry as a whole. The result of the research is expected to help evaluate and diagnose the communication/human resource related situations and problems within your organisation and proffer possible

solutions that will trigger the necessary improvements and transformation required to make organisation a lot more effectual in this regard.

Please answer freely and truthfully to your conscience without any form of pressure. We give you our assurances that the e-questionnaire you are about to fill is not enabled to take record of your personal data (i.e. Name, Phone Number etc). This is done to protect your identity and to enable you respond freely.

Thank you.

Signed

Project Coordinator.

**Figure 2.4. Organisational Communication, Engagement, Performance and Job Satisfaction Questionnaire for Employee and Line management respondents (OrCoEnPeJoSaELMQ)**

**Demographics Data**

**Instruction: Please indicate by ticking.**

**1. Gender**

A. Male

B. Female

**Age**

A. 21-30

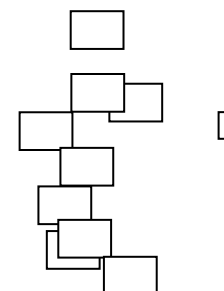
B. 31-40

C. 41-50

D. 50 and above

**3. Marital Status**

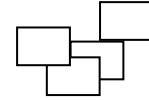
A. married



- B. unmarried
- C. others

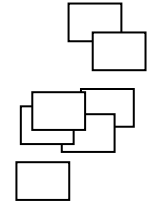
**4. Level of Education.**

- A. Basic
- B. Secondary
- C. Tertiary
- D. Post graduate
- E. Others (Professional)



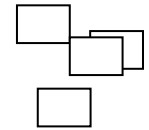
**5. Ethnicity/Geo Political zones**

- A. North-Central
- B. North-East.
- C. North-West
- D. South-West
- E. South-East
- F. South-South



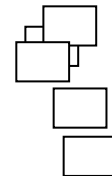
**6. Please indicate your years of employment in your organisation**

- A. Below 5 years
- B. 6-10years
- C. 11 -15 years
- D. 15 years and above



**7. You belong to which category of employees**

- i. Clerical –Junior level officers
- ii. In-department support- Lower/ Middle Level employees
- iii. Sub head/head of teams. Upper Middle Level Employees
- iv. Managerial Head of Teams – Line managers/Head of departments



**8. Please tick your organisation's name code in the lineup below (Full name of coy not highlighted)**

Registrar Code  
AfricaPrudentialRegistrars  
Apel Registrars  
Atlas Registrars  
CardinalStoneRegistrars  
Carnation Registrars  
Centurion Registrars  
Cordros Registrars  
Coronation Registrars  
Crescent Registrars  
DataMax Registrars

First Registrars  
Lighthouse Registrars  
Meristem Registrars  
Pac Registrars  
Pace Registrars  
Unity Registrars  
Veritas Registrars  
ICMR

**Research Question 1: What are the laid down internal communication strategies put in place for employee-management relationships in the selected organisations?-**

**Please indicate by ticking appropriately**

**9. Communication is exchanged in my organisation through both modern** (e-mails, Text messages, Instant messaging chats, Intranet and internet channels blogs, live chats, social media group, video conferencing, live streaming, in-built customized communication app, mobile communication etc) **and traditional** (Face-to-face communication, Phone calls, newsletters, handwritten memos, and handwritten letters, notes, suggestion boxes and brochures) **channels/tools of communication to fosters employee-management relationships.**

- A.Strongly disagree.
- B. Disagree.
- C. Agree.
- D. Strongly Agree.

**10. My Organisation has a well- structured organisational communication policy that fosters employee-management relationship.**

- i. Strongly disagree.
- ii. Disagree.
- iii. Agree.
- iv. Strongly Agree.

**11. The policy and strategies are documented or written in a staff handbook/manual for awareness and reference purposes.**

- i. Strongly disagree.
- ii. Disagree.
- iii. Agree.
- iv. Strongly Agree.

**12. The communication strategies are reviewed constantly as part of the organisational periodic strategic plan involving all employees for relevance and effectiveness of the strategies**

- A Strongly Disagree
- B. Disagree
- C. Agree
- D. Strongly Agree

**13. The channels for communication in my organisation supports feedback in employee-management relationships.**

- i. Strongly Disagree.
- ii. Disagree. .
- iii. Agree.
- iv. Strongly Agree.

**14. The communication style/language in my organisation is both formal and informal.**

- A. Strongly Disagree.
- B. Disagree. .
- C. Agree.
- D. Strongly Agree.

**15. The Communication strategies enables proper, adequate and timely information dissemination about my work and about happenings in my organisation.**

- i. Strongly Disagree
- ii. Disagree
- iii. Agree
- iv. Strongly Agree

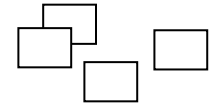
**16. The communication strategies clarifies my roles, responsibilities and supports the understanding of my job functions and tasks.**

- i. Strongly Disagree.
- ii. Disagree.
- iii. Agree.
- iv. Strongly Agree.

**Research Question 2: What is the nature of the laid down internal communication strategies put in place for employee-management relationships in the selected organisations?-**

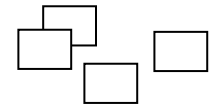
**17. The communication strategies supports employee opinion and contributions as a critical factor in the operational decision making process**

- i. Strongly Disagree.
- ii. Disagree.
- iii. Agree.
- iv. Strongly Agree.



**18. In employee-management relationship, communication flows bi directionally (From top-bottom and bottom to top) in my organisation all the time.**

- i. Strongly Disagree.
- ii. Disagree.
- iii. Agree.
- iv. Strongly Agree.



**19. The employee-management communication patterns in the day to day functions in my department flows in line with the laid down communication strategies of my organisation**

- A. Strongly Disagree
- B. Disagree
- C. Agree
- D. Strongly Agree

**20. Communication in my organisation supports exchanges that fosters employee participation in creative contributions to organisational growth.**

- i. Strongly disagree.
- ii. Disagree
- iii. Agree.
- iv. Strongly Agree

**Research Question 3: What is the essence of the laid down internal communication strategies put in place for employee-management relationships in the selected organisations?-**

**21. Communication exchanges and contributions in my organisation are open and devoid of direct or indirect victimization especially when opinions are aired as a result of the strategies.**

- i. Strongly Disagree.
- ii. Disagree.
- iii. Neither Disagree nor Agree.
- iv. Agree.
- v. Strongly Agree.

**22. The communication strategies of my organisation are very effective in preventing communication gaps, eliminating frustrations and in preventing conflicts**

A.Strongly Disagree

vi. Disagree

vii. Agree

viii. Strongly Agree

**23. I am a happy employee because of the communication strategies put in place for employee-management relationship in my organisations.**

A.Strongly Disagree

B. Disagree

ix. Agree

x. Strongly Agree

**Research Question 4: What is the influence of the laid down internal communication strategies put in place for employee-management relationships on employee engagement in the selected organisation?**

**24. As a result of the communication strategies put in place for employee-management relationship in my organisation, I feel valued and have a very high sense of belonging and motivated to contribute meaningfully and innovatively at work.**

A. Strongly Disagree

B. Disagree

C. Agree

D. Strongly Agree

**25. My opinions counts. My ideas and opinions are usually acknowledged and recognized when adopted or not.**

A.Strongly Disagree

B. Disagree

C. Agree

D. Strongly Agree

**26. As a result of the communication strategies, platforms and opportunities created, I feel free to relate with management without any form of fear, holdback or possible victimization**

i. Strongly Disagree

B. Disagree

C. Agree

D. Strongly Agree

**27. As a result of the communication strategies, the commitment and motivation to invest and totally put my all into the work as well as my trust, believability and pride in the management of my organisation is very high**

A.Strongly Disagree

- . B. Disagree
- C. Agree
- D. Strongly Agree

**28. As a result of the communication strategies, I am mostly happy and proud of the organisation and can recommend it to other potential job seekers.**

- A. Strongly Disagree
- . B. Disagree
- C. Agree
- D. Strongly Agree

**Research Question 5: What is the influence of the laid down internal communication strategies put in place for employee-management relationships on employee performance in the selected organisation?**

**29. The communication strategies put in place for employee-management relationships supports me to perform on the job and do my duties as agreed with my supervisors.**

- A. Strongly Disagree
- B. Disagree
- C. Agree
- D. Strongly Agree

**30. The Communication strategies put in place for employee-management relationships fosters adequate and appropriate supply of tools, information and work ambience that enhances my performance on the job.**

- A. Strongly Disagree
- B. Disagree
- C. Agree
- D. Strongly Agree

**31. Communication strategies put in place for employee-management relationships enables high levels of motivation that positively influences my performance appraisal on the job**

- A. Strongly Disagree
- B. Disagree
- C. Agree
- D. Strongly Agree

**32. I perform with little or no supervision on the job as a result of the effectiveness of the strategies in my routine functions**

- A. Strongly Disagree
- B. Disagree

- C. Agree
- D. Strongly Agree

**33. As a result of the communication strategies put in place for employee-management relationships the creative and innovative discharge of my duties is triggered and activated at all times**

- A. Strongly Disagree
- B. Disagree
- C. Agree
- D. Strongly Agree

**34. The Communication strategies put in place for employee-management relationships fosters the timely and efficient discharge of my duties which enhances my service delivery quotients.**

- A. Strongly Disagree
- B. Disagree
- C. Agree
- D. Strongly Agree

**Research Question 6: What is the influence of the laid down internal communication strategies put in place for employee-management relationships on employees job satisfaction in the selected organisation?**

**35. Communication strategies put in place for employee-management relationships in my organisation enhances employee satisfaction significantly.**

- A Strongly Disagree
- B. Disagree
- C. Agree
- D. Strongly Agree

**36. The communication strategies put in place for employee-management relationships fosters cordial relationship and positive interactions that enhances satisfaction on the job**

- A. Strongly Disagree
- B. Disagree
- C. Agree
- D. Strongly Agree

**37. The communication strategies promotes great levels of organisational commitment that enhances satisfaction on the job**

- A. Strongly Disagree
- B. Disagree
- C. Agree
- D. Strongly Agree

**38. I am committed to the goals and aspirations of my organisation as a result of the way communication works and flows effectively in my organisations.**

- A Strongly Disagree
- B. Disagree
- C. Agree
- D. Strongly Agree

**39. I am a significantly satisfied employee of my organisations as a result of the way communication works and flows in my organisations**

- A Strongly Disagree
- B. Disagree
- C. Agree
- D. Strongly Agree

**40. The communication strategies put in place for employee-management relationship generates significant levels of employee engagement which influences my performance, motivation and ultimately my satisfaction on the job**

- B. Disagree
- C. Agree
- D. Strongly Agree

**41. On the whole, the organisational communication strategies put in place for employee-management relationships are very effective and needs not to be audited periodically except when it is importantly required to do so for routine work processes**

- A Strongly Disagree
- B. Disagree
- C. Agree
- D. Strongly Agree

**Figure 2.5. Management Questionnaire (OrgCommMEQ)**

**Dear Management Employee,**

This is an empirical research exercise to investigate the **Influence of Organisational Communication on the Engagement, Performance and Job satisfaction of employees of Selected Share Registration Companies in Nigeria.**

The purpose of this research is premised against the backdrop that the employees are the most critical and important asset of any organisation. The outcome of the study is;

1. expected to help the management of the selected companies to focus more on the importance and power of effective management-employee communication and relationship in achieving their organisational goals and aspirations.

2. expected to also help business owners and managers have access to an unbiased assessment of the perception of their employees on the dominant organisational communication strategies.
3. expected to provide a framework that will support business managers on the need to conduct periodic communication and relationship audits amongst their employees to determine the viability of their communication strategies from time to time apart from or as included in the annual performance appraisal.
4. expected not only to contribute to the body of knowledge for both scholars and practitioners but to help human resource managers become more pragmatic by paying attention to internal effective communication structures and practices that will enhance performance and encourage better staff loyalty, happiness, engagement and commitment.

In line with the above stated, we therefore solicit your partnership on this empirical research. To attain a high success rate, kindly ensure that as many of your employees are encouraged/compelled to complete the questionnaire to support the reliability of the result of the research. As a practitioner, you are aware that employees may at times need to be compelled to make exercises such as this successful.

There are two mobile phone questionnaires links forwarded to you. One of the links is to be completed by you as the key informant and management representative of your organisations while the second link is meant to be shared amongst your employees. Upon clicking the submit button at the end of the questionnaire, our data base will be populated with the responses from your organisation.

Please note also that to protect the identity of your employee respondents, their personal information and details are not part of the data collected during the exercise. Personal details that may give away the identity of the respondents at the backend are not exposed to the researchers neither can it be exposed to any other persons including yourself. This is important in achieving the objectives and significance of this research and to enable the respondents complete the questionnaire freely.

Also as an outcome, the research work is expected to birth an IT application that is anticipated to enhance the efficient management of human resources through effective organisational communication strategies. Your contribution to the success of this endeavour as an Organisational Representative and Human Resource/Corporate Communication practitioner will be acknowledged in the published work both physically and online.

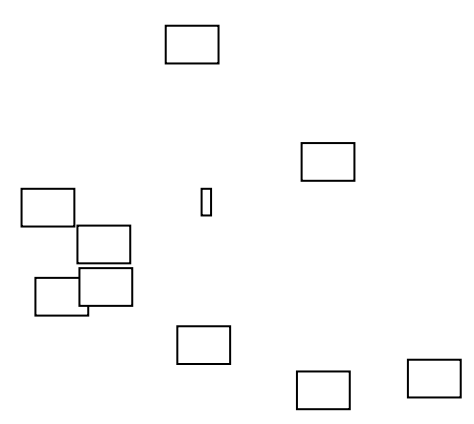
We thank you immensely for your time and for your support in making this project a grand success.

**Adetoro Johnson**  
**Project Coordinator**

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**Figure 2.6. Management Questionnaire (OrgCommMEQ)**

- 1. **Gender**
  - A. Male
  - B. Female
  
- ii. **Age**
  - A.21-30
  - B. 31-40
  - C.41-50
  - D.50 and above
- 3. **Marital Status**
  - A. married
  - A. unmarried



B. others

**4. Ethnicity/Geo Political zones**

- i. North-Central
- ii. North-East.
- iii. North-West
- iv. South-West
- v. South-East
- vi. South-South

**5. Please indicate your years of employment in your organisation**

- i. Below 5 years
- ii. 6-10years
- iii. 11 -15 years
- iv. 15 years and above

**6. Please tick your organisation's name code in the lineup below**

**Registrar Code**

Africa Prudential Registrars  
Apel Registrars  
Atlas Registrars  
CardinalStone Registrars  
Carnation Registrars  
Centurion Registrars  
Cordros Registrars  
Coronation Registrars  
Crescent Registrars  
DataMax Registrars  
First Registrars  
Lighthouse Registrars  
Meristem Registrars  
Pac Registrars  
Pace Registrars  
Unity Registrars  
Veritas Registrars  
ICMR

Diagram showing a series of overlapping rectangular boxes arranged in a staircase pattern, likely representing a flow or sequence of steps.

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**Research Question 1: What are the laid down internal communication strategies put in place for employee-management relationships in the selected organisations?-**

**7. There is a laid down communication policy/blueprint document for employee-management relationship in my organisation.**

- .A. Strongly Disagree
- B. Disagree

- C. Agree
- D. Strongly Agree

**8. All employees have access to the policy/document and are aware of the information contained therein.**

- A. Strongly Disagree
- B. Disagree
- C. Agree
- D. Strongly Agree

**9. The communication strategies are reviewed and updated periodically and consistently for relevance and effectiveness.**

- A. Strongly Disagree
- B. Disagree
- C. Agree
- D. Strongly Agree

**10. Communication occurs in my organisation through both modern (e-mails, Text messages, Instant messaging chats, Intranet and internet channels blogs, live chats, social media group, video conferencing, live streaming, in-built customized communication app, mobile communication etc) and traditional (Face-to-face communication, Phone calls, newsletters, handwritten memos, and handwritten letters, notes, suggestion boxes and brochures) channels/tools of communication to fosters employee-management relationships.**

- A. Strongly disagree
- B. Disagree.
- C. Agree.
- D. Strongly Agree.

**11. Lower and middle level employees are involved in the communication review committees that periodically evaluates the effectiveness of my organisation's communication strategies and plans**

- A. Strongly Disagree
- B. Disagree
- C. Agree
- D. Strongly Agree

**12. The last exercise was performed not later than a year ago.**

- A. Strongly Disagree
- B. Disagree
- C. Agree
- D. Strongly Agree

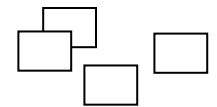
**Research Question 2: What is the nature of the laid down internal communication strategies put in place for employee-management relationships in the selected organisations?-**

**13. The organisational communication strategies have been effective in fostering positive employee-management relationship.**

- i. Strongly Disagree
- ii. Disagree
- iii. Agree
- iv. Strongly Agree
- v.

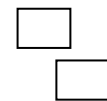
**14. In employee-management relationship, communication flows bi directionally (From top-bottom and bottom to top) in my organisation predominantly.**

- A.Strongly Disagree.
- B.Disagree.
- C.Agree.
- D.Strongly Agree.



**15. At all levels employees are often invited to take part in making decisions relating to their job?**

- i. Strongly disagree
- ii. Disagree.
- iii. Agree.
- iv. Strongly Agree.



**Research Question 3: What is the essence of the laid down internal communication strategies put in place for employee-management relationships in the selected organisations?-**

**16. Our organisational communication strategies decreases misunderstandings and the spread of misinformation**

- A.Strongly Disagree
- B. Disagree
- C. Agree
- D. Strongly Agree



**17. Our organisational communication strategies encourages employee and management participation in decision- making and contributions to the affairs of the organisations**

- A.Strongly disagree



- B. Disagree.
- C. Agree.
- D. Strongly Agree.

**18. Our organisational communication strategies enables employees to communicate freely with superior officers on their concerns, needs and suggestions without any form of victimization/fear.**

- i. Strongly disagree
- ii. Disagree.
- iii. Agree.
- iv. Strongly Agree

**Research Question 4: What is the influence of the laid down internal communication strategies put in place for employee-management relationships on employee engagement in the selected organisation?**

**19. Our organisational communication strategies influences very significant engagement levels and positive attitudes amongst employees**

- i. Strongly disagree
- ii. Disagree.
- iii. Agree.
- iv. Strongly Agree

**20. Our organisational communication strategies triggers very significant levels of commitment, collaborations and loyalty from employees**

- A. Strongly Disagree
- B. Disagree
- C. Agree
- D. Strongly Agree

**Research Question 5: What is the influence of the laid down internal communication strategies put in place for employee-management relationships on employee performance in the selected organisation?**

**21. Our organisational communication strategies influences very significant performance levels amongst employees**

- i. Strongly disagree
- ii. Disagree.
- iii. Agree.
- iv. Strongly Agree

**22. Our organisational communication strategies makes it easy for employees to access important and relevant information, tools and the support needed for their job at all times**

- i. Strongly Disagree
- B. Disagree
- C. Agree
- D. Strongly Agree

**Research 6: What is the influence of the laid down internal communication strategies put in place for employee-management relationships on employees job satisfaction in the selected organisation?**

**23. Our organisational communication strategies influences very significant job satisfaction levels amongst our employees**

- i. Strongly disagree
- ii. Disagree.
- iii. Agree.
- iv. Strongly Agree

**24. As a member of management, I can say that employees of our organisations are on the overall engaged, happy and satisfied with the way communication flows and occurs in the organisation**

- i. Strongly Disagree
- ii. Disagree
- iii. Agree
- iv. Strongly Agree

**Figure 2.7. Letters to Selected Companies**

Our Ref: ICMR/1/22/102

7th July, 2022

Managing Director/CEO

Atlas Registrars Ltd

BAGCO Building

45, Eric Moore Road

Surulere, Lagos

Dear Sir,

**INFLUENCE OF ORGANISATIONAL COMMUNICATION ON EMPLOYEE ENGAGEMENT, PERFORMANCE AND SATISFACTION ON THE JOB - QUESTIONNAIRE**

The Institute in conjunction with an empirical research project team led by the Doctoral College of the Department of Mass Communication and Media Technology, Lead City University, Ibadan, Oyo State partners to conduct an industry wide Communication Audit exercise to determine the Influence of Organisational Communication on the Engagement, Performance and Job Satisfaction of employees of Share Registration and Data Management Companies in Lagos State.

Based on the above, we hereby invite all members of your staff to complete the linked electronic questionnaire and submit via the button at the end of the link. We encourage you to ensure that your employees participate in this exercise to make the study reliable and valid for empirical referencing.

- Below are two electronic questionnaire links for the employees and Human Resources Manager.
  - i. One of the links is meant to be shared amongst the employees with direct reporting lines from the junior employees up to the supervisory employees/head of divisions.
  - ii. On the date scheduled specifically for your organisation, kindly share the link to the e-mail/work and intranet mail/mobile phones of your employees. We would appreciate if a time frame be allowed to support the completion of the form and submission on that same date as scheduled. Find attached the schedule chart. The scheduled date for your organisation is the 25<sup>th</sup> July, 2022 between 9am and 4pm.
- Please note that the link does not take record of the personal data (i.e Name, Telephone, e-mail details of the respondents). Such data cannot be provided to you because they are never harvested at any point.
- Upon clicking the submit button, the response hits our predesigned data base for data analysis.

A. Employees:

<https://docs.google.com/forms/d/e/1FAIpQLSfEA-bTeBKa5B5oBH6rD2jVZ9Qw978w1mdu4zgVZau0J921nA/viewform?fbzx=-6642889286112701360>

B. For HR:  
<https://docs.google.com/forms/d/e/1FAIpQLSfm1InvFvYFVtavWhtzGKm5i7pR53K675rXVTJJoBcEA0xY2A/viewform>

Also, the final application/module designed for periodic communication and relationship audits will be forwarded to your organisation upon the completion of the research work for your customization and adaptation if necessary. The following are the contact details of the representatives of the project team to whom you can refer.

- Miss Adetoro Johnson: Tel No 07032839697. E-mail: [adetotoro@gmail.com](mailto:adetotoro@gmail.com) or [adetorojohnson@yahoo.com](mailto:adetorojohnson@yahoo.com)
- Mrs. Glory Momoh: Tel No: 08054663355. E-mail: [gloryjabel@yahoo.com](mailto:gloryjabel@yahoo.com)

We appreciate your support in making this project a success.

Thank you.

Yours faithfully

For: **Institute of Capital Market Registrars**



**Mr. Jonathan Eborah**

**Registrar/CEO**

Dates of Exercise and Submission

25th -27th July 2022

<b>Registrar Code</b>	<b>Date of exercise and submission</b>
<b>Africa Prudential Registrars</b>	<b>25<sup>th</sup> July 2022</b>
<b>Apel Registrars</b>	<b>25<sup>th</sup> July 2022</b>
<b>Atlas Registrars</b>	<b>25<sup>th</sup> July 2022</b>
CardinalStone Registrars	<b>25<sup>th</sup> July 2022</b>
Carnation Registrars	<b>25<sup>th</sup> July 2022</b>
Centurion Registrars	<b>25<sup>th</sup> July 2022</b>
Cordros Registrars	<b>25<sup>th</sup> July 2022</b>
Coronation Registrars	<b>26<sup>th</sup> July 2022</b>
Crescent Registrars	<b>26<sup>th</sup> July 2022</b>
DataMax Registrars	<b>26<sup>th</sup> July 2022</b>
First Registrars	<b>26<sup>th</sup> July 2022</b>
GTL Registrars	<b>26<sup>th</sup> July 2022</b>
Lighthouse Registrars	<b>26<sup>th</sup> July 2022</b>
Meristem Registrars	<b>27<sup>th</sup> July 2022</b>
Pac Registrars	<b>27<sup>st</sup> July 2022</b>
Pace Registrars	<b>27<sup>st</sup> July 2022</b>
Unity Registrars	<b>27<sup>st</sup> July 2022</b>
Veritas Registrars	<b>27<sup>st</sup> July 2022</b>

Note: Time frame for submission is between 9am and 4pm. Kindly liaise with the team via the understated phone numbers if the set date is not convenient and your organisation requires a change of date.

## **Figure 2.8. Letter of Endorsement**

Turn Overleaf...



*Bayo Olugbemi, FCIB, FCMR*

15th July, 2022

To: Ce: All Registrars and MD/CEOs  
Ce: Registrar, Institute of Capital Market Registrars

Dear Fellows and Colleagues,

**Letter of Endorsement**

I write to signify my support and endorsement for the Communication Audit exercise embarked upon by our great Institute, the Institute of Capital Market Registrars in partnership with the Doctoral College of the Department of Mass Communication and Media Technology of the Lead City University, Ibadan Oyo State.

The exercise is titled *"Influence of Organisational Communication on the Engagement, Performance and Job Satisfaction of employees of Share Registration and Data Management Companies in Lagos State"*.

It is common knowledge that employees are the most important asset of any organisation and the universal concept of communication is the lifeblood of all successful relationships geared towards optimal organizational health and success. As we pay keen attention to ensuring that our organizations stay afloat as the global economy wades through the dark and perilous waters, it is highly important that we do not forget to beam the searchlight on those who toil day and night with us to make things happen. It has become pertinent to pay greater attention to their wellbeing and state of mind which are already threatened by various fiscal and domestic precarious factors to ensure that we all are not seating on a keg of gun powder giving the nature of our business and the risks associated with our operations.

This exercise is not solely essential for and beneficial to the survival of the organisations that we manage alone; it is also inclusively constructive for the progress of our industry as a whole. Gathering data through the conduct of empirical exercises is one of the critical functions of any professional institute. Our operations in the Share Registration business itself is premised on data resource management. It is therefore my pleasure to support this project and as such I implore you to do the same so that we can jointly keep our organizations healthy under the auspices of the institute with greater developmental activities and output.

The research study is extensively expected to help us as business owners and managers have access to an unbiased, candid and confidential assessment of the perception of our employees on

the dominant organisational communication strategies and day to day practices in our organisations and the effects on their wellbeing, psyche and organizational productivity as a whole. The study is envisaged to aid the development of a conceptual framework and automated e-module/application that will support HR managers in conducting periodic communication and relationship management audits as well as employee opinion/participation in organizational development polls with ease and with utmost confidentiality. Specifically, the project is expected to significantly help raise the bar of communication strategies and practices as well as employee-management relationships such that it assists organisations in our industry to develop/birth and maintain an armory of highly engaged, happy, satisfied, committed and loyal employees, who will put in their utmost best through innovative, creative and dedicated sweat contributions that will enhance the bottom line and develop our organisations and industry at large despite all odds and threats.

I endorse this carefully planned and laudable project which will take place respectively between the 25<sup>th</sup> and 27<sup>th</sup> of July 2022.

I solicit your support for the good of all.

Thank you and Best regards

  
Dr. Bayo Oluigbenji FCS, FOMA

**Figure 2.9. Copy of Mails to Selected Companies**

**ICMR REGISTRARS**

**INFLUENCE OF ORGANISATION ORGANISATIONAL COMMUNICATION -**

Deleted[ADETORO JOHNSON]: AL

QUESTIONNAIRE2  
Yahoo/Inbox

i.

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**ICMR REGISTRARS** <icmregistrars@yahoo.com>

**To:** The Registrar Atlas,olulanaseyi@yahoo.com

**Cc:** ADETORO JOHNSON

Thu, Jul 14 at 12:27 PM

Dear Sir,

I am directed to forward the attached electronic questionnaires to you to be completed by your employees and HR Managers. We encourage you to ensure that your employees participate in this exercise to make the study reliable and valid for empirical referencing.

Our Project Team will contact your HR for further communication. Kindly forward this mail to your HR.

Thank you

Glory

---

**Bio-data**

# Adetoro Olasumbo Johnson ACMR, ANIPR

(Investment Management and Media/Business Communication Specialist)

🏠 20, Adetoro John Street, Igbobi-Fadeyi, Lagos.

☎ 07032839697, 08093251267

✉ adetorojohnson@yahoo.com.

---

I am a smart team player with great attention for details, deadlines, efficiency, innovation and digital business process development and management for optimal service delivery.

---

## Bio-Data

**Gender:** Female

**Date of Birth:** 9<sup>th</sup> July 1976

**Place of Birth:** Lagos State.

**Place of Origin:** Ijebu-Ode, Ogun State,

**Religion:** Christianity

---

## Skills

Customer Service management/data analytics

Business Communication Management

Digital Business Process Development/Operational improvement

Business Value Chain and Lean Sigma Management

Capital Market/Share Registration data management

Media Services

Business Research and Development

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### **Educational Institutions**

- International Women Society Nursery and Primary School, Yaba – [1979 -1980]
  - Corona Nursery and Primary School, Gbagada, Lagos – [1981-1987]
  - Christ’s Girls’ School, Ado-Ekiti, Ekiti State –[ 1988-1993]
  - University of Lagos [1997/2006]
- 

### **Educational Qualifications**

- First School Leaving Certificate – 1987
  - Senior Secondary School Leaving Certificate- 1993
  - Diploma in Mass Communications, University of Lagos- 1997/1998
  - B.Sc., Mass Communications, University of Lagos. [Second Class Upper]-2001/2002
  - M.sc Mass Communications, University of Lagos – 2006.
- 

### **Professional Qualifications**

- Associate Member, Nigerian Institute of Public Relations
  - Associate Member, Institute of Capital Market Registrars
  - Associate, Institute of Chartered Secretaries and Administrators –In View
- 

### **Awards**

- Dotun Okunbanjo Award for the Most Outstanding Woman/Best Graduating Student of the Department of Mass Communications, University of Lagos for the 1998/2002 Graduating Set.
- Certificate of Recommendation for Excellent Service to the Nigerian Youth Service Corps- 2003.

- Award of Excellence for Outstanding Contribution to Mass Communication Research [M.Sc. 2006] by UNILAG, Mass Communication Department.
  - Best Customer Service/Client Relations Officer, First Registrars & Investor Services Ltd
- 

**NYSC Discharge:** 20<sup>th</sup> August, 2003.

---

### **Work Experiences**

#### **First Registrars & Investor Services Ltd (December 2007 till date)**

- **Manager/Team Lead**
- Business Communication and relationship management
- Client/Customer Relations Analytics and Management
- Digital Business Process and Innovation Development
- Compliance and Fraud Detection Expert
- Business Research and Development
- Editor, In-House Journal

#### **VDG Consulting Ltd. (January 2007 – December 2007)**

- **Project Consultant**
- Co-managed scheduled communication projects and events

#### **DM Audiovisuals Limited.** [August 2004 – December 2006]

[Audiovisual Content Providers and Corporate Brand Builders]

- **Manager, Production Services, Events, Client and Media Services.**
- **Production, Media Relations and Agency/Client Relations/Event Planning and Media Services**

**Av.Com/EastEnd** Audiovisuals Ltd [July 2003 – August 2004].

[Audiovisual Content Providers and Corporate Brand Builders]

- **Creatives, Production, Media Services, Agency/Client Relations** and Events Management

#### **Other Media Experiences**

- **EKO FM** – Presenter/Production Assistant/Script Writer – Nov 2000- June 2001
- **NTA 2 Channel 5** – Production Assistant - March 1999 – June 2000
- **Radio Lagos** – Script Writer/Production Assistant/Presenter – Dec 97 – Dec 98.

#### **Interests**

- **Reading and Travelling**

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Signature

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Date

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### **University Compliance Certificate**

This is to certify that this thesis by Adetoro Olasumbo JOHNSON with Matric Number LCU/PG/003106 in the Department of Mass Communication and Media Technology, Lead City University, is in full compliance with the approved University form and style.

\_\_\_\_\_  
Signature

\_\_\_\_\_  
Date

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