

Influence of Organisational Communication on the Engagement, Performance and Job Satisfaction of Employees of Selected Share Registration Companies in Nigeria

Adetoro Olasumbo JOHNSON

LCU/PG/3106

**A Thesis Submitted to the Department of Mass Communication and Media Technology,
Faculty of Communication and Information Sciences, Lead City University, Ibadan, Oyo
State, Nigeria**

**In Partial Fulfilment of the Requirements for the Award of Doctor of Philosophy (PhD) in
Mass Communication and Media Technology.**

2022

Certification

This is to certify that **Adetoro Olasumbo, Johnson with** matriculation number **LCU/PG/3106** carried out this original research work titled ‘Influence of Organisational Communication on Employee Job Satisfaction, Engagement and Performance in Selected Share Registration Companies in the Nigerian Capital Market, submitted to the Department of Mass Communication and Media Technology, Faculty of Communication and Information Sciences, Lead City University, Ibadan Oyo State for the award of Doctor of Philosophy Degree (Ph.D.) in Mass Communication and Media Technology.

Professor Taye Babaleye
(Supervisor)

Date

Dr. Yemi Ogini
(Head of Department)

Date

Dedication

This project is dedicated to the Almighty God who has made it possible for me to complete this programme against all odds and challenges.

DO NOT COPY. LEAD CITY UNIVERSITY, NIGERIA

Acknowledgment

The completion of this Doctoral Thesis has been made possible by the assistance of many institutions, organisations and individuals especially the teaching and non-teaching staff of Lead City University, Ibadan, Oyo State as well as the management of the selected companies especially their MD/CEOs, directors and managers in charge of the human capital. Without them, it would have been impossible to complete this work successfully. I am indeed grateful for your help and support.

My special appreciation goes to the management and staff of the Institute of Capital Market Registrars for their support in adopting and partnering with me on this research exercise. Through this partnership, I was able to conduct a communication audit exercise across the subsector. My immense gratitude goes to the Registrar and Chief Executive Officer (CEO), Dr Jonathan Eborah who went all out to support this project with all the resources at his disposal. I am particularly eternally grateful to Mrs. Glory Ehiagwina who took this project personally and led me and my team while working assiduously to get the job done.

My unquantifiable and immense gratitude goes to my supervisor, Professor Taye Babaleye whose unflinching belief in me propelled me to push through the challenges, delays and rigors of this work. I owe you a lifetime debt of gratitude sir. I also thank Professor Olufemi Onabajo who recognized the scholar in me and encouraged me to pursue and obtain a Ph.D. I appreciate also the former head of department, Professor Lambert Ihebuzor, now Dean of the Faculty of Communication and Information Sciences, who also constantly monitored, followed up and encouraged me despite all the challenges faced. I appreciate you immensely sir. Your encouragement to nudge me on, taunted me even in my sleep to see this to a logical conclusion. I thank Dr. Bayo Busari, the Post Graduate Coordinator of our department who was always

available to guide me on what to do with my work especially at those times when I hit a brickwall. I must not forget to thank Professor Lukeman .A. Abioye, who also supported me with ideas during the conceptualization of this topicI am also amazingly grateful to Dr Adekunle O, Otunla who also helped by guiding me through this journey. I appreciate your kindness sir. My enormous gratitude goes to Mr. Anthony Amedu, for his support day- in day-out in making this project a success especially at those times when I lost hope or was confused about what to do. I cannot thank you enough. . I am indeed grateful to all other members of the department who supported me to get here at one point or the other, directly or indirectly. Thank you all so much.

My immense gratitude also goes to the Management and Staff of First Registrars and Investor Services Ltd where I work, especially my Managing Director, Dr. Bayo Olugbemi who expressly gave his unflinching support throughout this journey. Without hesitation, Dr. Bayo Olugbemi gave a recommendation letter to the institute as well as all the MD/CEOs of the selected organisations. Your support saw me through this journey sir both officially and as a professional mentor. I also deeply appreciate the Head, Mr. Olubunmi Oguntoye and all other staff members of the Operations Division of First Registrars and Investor Services Ltd who were always available to stand in for me anytime I was away for my research work. The individual and collective support of everyone was indeed the wings upon which I was able to fly.

My eternal gratitude goes to my Late Mom and Dad; Chief and Mrs. Adebambo and Oyindamola Johnson-Otenaike. I pray that the perpetual light of God will continue to shine on their souls (Amen). To my daughter, Olakunbi, my gift from the most high. This is for you to always strive to be your best in all you do. To my brothers and sisters, thank you for your support directly and indirectly. One Love always. To my uncles and aunts for all that you are; especially “Uncle Tee”.

I finally did it only because of your immeasurable kindness sir. Thank you. To my love BA. You nudged me on.I am grateful to you for your support and your guidance.

DO NOT COPY. LEAD CITY UNIVERSITY, NIGERIA

Abstract

The employees are the greatest assets of organisations and it is important and crucial that they are effectively communicated with to the extent that they are physically and psychologically fit to do the job. This research study investigates the laid down communication strategies put in place for employee-management work relationship in selected Share Registration Companies in Nigeria as well as the nature and essence of those strategies. The study also further investigates the influence of the laid down communication strategies on the engagement, satisfaction and job performance of employees of the selected companies. The descriptive and quantitative survey research design was adopted. Copies of questionnaires were administered on two hundred and ninety nine (299) employees of eighteen selected companies comprising of two hundred and thirty seven (237) employee respondents, forty five (45) line managers and seventeen (17) top management employees. The study found that the selected organisations have well-structured laid down internal communication strategies especially for the purpose of work relationships, participation and interactions and the nature and essence of the strategies have significantly positive and beneficial impact on employee-management relationship as well as the engagement, satisfaction and performance of the employees across most of the organisations. Findings reveal a strong positive correlation between all the variables with an R value of (.760) at 5% significance level at .000 less than ($P < 0.05$). The conclusion therefore is that there is a statistically significant positive relationship between organisational communication and the dependent variables especially when appropriate tools, platforms and structures of communication, interaction, participation and open channels of exchange between employees and management are in place. The study thus recommends that since it is proven that organisational communication has such effects on the physical and emotional psyche of the employees as well as on the generality of organisational productivity and health, smart business owners must invest in communication more robustly and concretely as an integral element of their recurring and principal strategic plan with as much dedication as it is accorded other critical managerial ventures of profitability.

Key Words: Organisational Communication, Engagement, Performance, Job satisfaction, Motivation

Word count: 350

Table of Contents

Title page	i	
Certification	ii	
Dedication	iii	
Acknowledgement	iv	
Abstract	vii	
List of Tables	xii	
List of Figures	xiii	
Chapter One: Introduction		
1.1	Background to the Study	1
1.2	Statement of problem	17
1.3	Aim and objectives	18
1.4	Research Questions	19
1.5	Hypothesis	20
1.6	Significance of the Study	20
1.7	Scope of Study	21
1.8.	Limitation of Study	21
1.9	Operational definition of terms	22
	End notes	
Chapter Two: Review of Related Literature		
2.1	Conceptual Review	28
2.1.1	Concept of Organisational Communication	34
2.1.2	Benefits of Organisational Communication	37
2.1.3	Effective Communication versus. Ineffective	40
2.1.4	Barriers to Effective Communication in the workplace	43
2.1.5	Communication Overload and Underload	49
2.1.6	Communication Flow	50
2.1.7	Employee Participatory Communication	53
2.1.8	Effective Organisational Communication and Job Satisfaction	62

2.1.9	Effective organisational communication and Employee Engagement	69
2.1.0	Total Quality Management and Effective Organisational Communication	79
2.1.11	Effective Organisational Communication and Performance on the job	83
2.1.12	Modern Comm. and Performance Enhancement work tools	92
2.1.13	Role of Technology in Effective Organisation	101
2.1.14	Historical Perspective / Profile of Selected Share Registration	107
2.2	Theoretical Review	118
2.2.1	Stanley Deetz Critical Communication Theory	119
2.2.2	Vroom's Expectancy Theory	126
2.2.3	Kent and Taylor's Analogic Theoretical Framework	130
2.2.4	Social Exchange Theory	137
2.2.5	Employee Engagement. Theory	141
2.2.6	Theory Z and Theory A	155
2.2.7	Leader – Member Exchange Theory	161
2.2.8	Hertzberg's Two factor Theory of Motivation	165
2.3	Review of Empirical Studies	169
2.3.1	Effective Organisational Communication and Personal	169
2.4	Conceptual Framework/Model	179
2.4	Literature Review	184
	Endnotes	185

Chapter Three: Methodology

3.1	Research Design	215
3.2	Population of study	215
3.3	Sample and Sampling Technique	217
3.4	Instrument of Data Collection	221
3.5	Validity and Reliability of Research Instruments	221
3.6	Reliability of Research Instruments	222
3.7.	Administration of Instruments and Method of Collection	223
3.8	Method of Data Analysis	225

3.9	Ethical Approval	226
	Endnotes	227

Chapter Four: Results and Discussion of Findings

4.1	Demographic Characteristics of Respondents	229
4.2	Analysis of Research Questions	237
4.3	Test for Hypotheses	273
4.4	Discussion of Findings	278
	Endnotes	318

Chapter Five: Conclusion

5.1	Summary of Findings	324
5.2	Conclusion	327
5.3	Recommendations of the study	329
5.4	Contribution to Knowledge	334
5.5.	Suggestions for Further Studies	335
	Endnotes	337

Bibliography

Appendices

Bio-data

University Compliance Certificate

List of Tables

Tables	Title	Page
3.1.	List of Companies and employee size	216
3.2	Breakdown of Population of Respondents Category	217
3.3.	Breakdown of Respondent Population and Size across	219
3.4.	Reliability Statistics for the Instruments	222
4.1.1A.	Demographic of General Employees, Respondent	229
4.1B	Demographic of Line Managers	232
4.1.1C.	Demographic of Key Management Personalities	235
4.2.1A.	Laid down Internal Communication Strategies	238
4.2.1A ² .	Laid down Internal Communication Strategies for Employee	241
4.2.1A ³ :	Laid down Internal Communication Strategies for Employee	244
4.2.1B ¹ :	Nature of Laid Down Internal Communication	246
4.2.1B ² :	Nature of Laid Down Internal Communication Strategies	248
4.2.1B ³ :	Nature of Laid Down Internal Communication Strategies	249
4.2.1C ¹ :	Essence of the Laid Down Internal Communication Strategies	251
4.2.1C ² :	Essence of the Laid Down Internal Communication Strategies	252
4.2.1C ³ :	Essence of the Laid Down Internal Communication Strategies	253
4.2.1D ¹ :	Influence of the Laid Down Internal Communication Strategies	255
4.2.1D ² :	Influence of the Laid Down Internal Communication Strategies	255
4.2.1D ³ :	Influence of the Laid Down Internal Communication Strategies	259

4.2.1E ¹ :	Influence of the Laid Down Internal Communication Strategies	260
4.2.1E ² :	Influence of the Laid Down Internal Communication Strategies	261
4.2.1E ³ :	Influence of the Laid Down Internal Communication Strategies	264
4.2.1F ¹ :	Influence of the Laid Down Internal Communication Strategies	266
4.2.1F ² :	Influence of the Laid Down Internal Communication Strategies	269
4.2.1F ³ :	Influence of the Laid Down Internal Communication Strategies	271
4.3.1A:	Regression Analysis of Internal Communication	273
4.3.1B:	Regression Analysis of Internal Communication	274
4.3.1C:	Regression Analysis of Internal Communication	275
4.3.1D:	Regression Analysis of Internal Communication	277

List of Figures

Figure	Title	Page
2.1.	Conceptual Framework/Model	182
2.2.	Elements/Triggers of the Variables	183

DO NOT COPY. LEAD CITY UNIVERSITY, NIGERIA