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**ADMINISTRATIVE COMMUNICATION AND THE PERFORMANCE OF NIGERIAN
UNIVERSITY SYSTEM: A CASE OF KOGI STATE UNIVERSITY, ANYIGBA**

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Abstract

The paper examined the impact of Administrative communication on performance of Nigerian university, using Kogi state university, Anyigba as a case study. The objective was to ascertain the relationship between effective administrative communication and university performance in Nigeria. The study employed primary source of data through the use of questionnaire, distributed and collected from a stratified sample of 120 respondents selected in the following categories, Top Level Management, Middle Level Management and Lower Level Management and using descriptive statistical tools such as tables, percentages and chi-square technique for data presentation and analyses. The result revealed that there is a significant relationship between administrative communication and performance in the Kogi state university.

Key words: Administrative Communication, Kogi State University, Performance

Introduction

Communication is a means of bringing about change. It is the mainstream of any organization growth. There is need form interaction and understanding of management-employee relations which will bring about increased performance of all parties involved in the communication process or chain. According to Banihashemi (2011), communication as a medium, a means to performance ends, or as constitutive, as the end in itself. Communication is a process of transmitting information from one person to another. According to Stephen (2011), that people do not advance in their career as stated by Lepsinger & Luacia (1997) it becomes necessary that Governing Council of Kogi State University determines the best

“channel” in transmitting “messages” to their staff or student for effective and positive feedback. Thou there are many barriers to communication; filtering, selective perception, information overload, personal bias, language and communication apprehension. Hence management must try to address these barriers for effective result.

Therefore, the purpose of this paper is to identify the roles played by management of Kogi State University in transmitting and managing information to increase the performance of its staff. Effective communication brings about high performance. However, the future of the institution relies on the ability of Kogi State University management to inform and weigh the opinion of its staff before introducing new methods and technology has adversely affected the relationship between the employer (management) and employee (staff) in the university.

Conclusively, in all human organization, the art of communication cannot be overemphasized; it is the means by which people interact and work with one another. Just like blood stream in people, communication represents the bloodstream of organization. This means that nothing can be achieved in an organization without effective communication. Communication skills are important in all human endeavours, including business. Even though communication skills are so important to success in the workplace, there are many individuals who find that there is a limit to their communication skills and that they seem to have reached a stumbling block in their progress. They may sometimes struggle to convey their thoughts and ideals in an accurate manner, making it difficult to reach their full potential as a communicator, a manager, and a leader of others. It is in this light that this study attempt to study the impact of effective communication on organization goal using Kogi State University as a case study.

Many industrial disputes originate due to failure in communication. Hence it is important to stress that in communication, emotions, environment, psychological and technical characteristics of the medium is relevance to enhance the organizational performance. In the view of Okoye (2004), psychologically transmission goes beyond reception of information but understanding and feedback. Most organizational conflict has been traced to breakage in communication as supported by (Lee, 2003; Scott, 2004). According to Chudi –Oji (2013), In spite of the laudable roles of effective communication in improving organizational performances, it is regrettable that some faculties pay lip service to the maintenance of effective communication systems. Change is a gradual and continuous process, giving room for inputs and adjustments. The new innovations, e-classroom, ICT awareness and appraisal methods are good in itself but the medium and level of communication is problematic.

Furthermore, the constant delay in accessing information by staff seems to limit their academic performance, which could create maladministration in coordinating of organizational activities. There has been frequent communication breakdown between the management body and Kogi State University staff which has resulted to frequent strike which has therefore, affected the performance of employees in relation with their duties and responsibility seems to question their communication techniques in terms of performance in Kogi State University.

Exposure of staff to the innovations in the university in terms of communication channels have experienced shortcoming which if not adequately addressed may lead to poor performance of the university in the stream of affairs among other universities in the country.

Literature Review

Communication has been widely accepted by scholars and academics as the life hood of an organization because communication is needed for exchanging information, exchanging opinions, making plans and proposals, reaching agreement, executing decisions, sending and fulfilling orders and conducting sales (Blalock, 2005; Alyssa, 2006; Rotler, 2006; amongst others). When communication stops, organized activity ceases to exist, and individual uncoordinated activities return in an organization. So, organization in an organization is an virtual as the blood of life.

Effective Communication

Effective communication occurs when its outcome is the result of intentional or unintentional information sharing, which is interpreted between multiple entities and acted on in a desired way. When the desired effect is not achieved, factors such as barriers to effective communication are explored, with the intention to discover how the communication has been made ineffective (Robbins, Millet and Boyle, 2011). Communication in an institution of learning is the exchange and flow of information and ideas from one person to another. It involves a sender transmitting an idea, information, or feeling to a receiver (Trevithick, 2003). As observed by Harper and McLeod (2007), effective communication occurs only if the receiver understands the exact information or idea that the sender intended to transmit. Many of the problems that occur in an organization are either the direct result of people failing to communicate or using processes, which lead to confusion and causing good plans to fail. Effective communication is a very essential tool in administration (Karen and Kamyab, 2004)

Organizational Communication

Kreps (1990) defined organizational communication as the process whereby members gather pertinent information about their organization and the changes occurring within it. Generally organizational communication has two objectives. The primary objective is to inform the workforce about their tasks and the policy issues of the organization (De Ridder, 2003; Francis, 1989).

Organizational communication is defined as “transmitting news about the work from organization to employees and through employees (Phattan acheewapul & Ussahawanitchakit, 2008; Chen et al., 2005). The second goal of organizational communication is to construct a community within the organization (Francis, 1989; Postmen et al., 2001; De Ridder, 2003).

Meaningful communication informs and educates employees at all levels and motivates them to support the strategy (Barrett, 2002). This is important as positive attitudes to change are vital in successful change programs (Kotter, 1996), as resistance to change is one of the biggest barriers to overcome.

Meaningful communication requires a degree of ‘cognitive organizational reorientation’ (Van Vuuren & Elving, 2008) i.e. comprehension and appreciation of the proposed change. Elving and Hansma (2008) carried out interview research between management and employees during organizational change. The most important conclusion drawn was that the success of the dissemination and adaptation of organizational change significantly depend upon communicative and informative skills of managers at all levels. Although leaders appear to be aware of fast change within organization (Bolden & Gosling, 2006), communicating that change is difficult (Lewis, 2000).

Bennebroek-Gravenhorst et al. (2006) found that along with the role of management on the contribution of the workforce to the impending change, distribution of information and actual communication regarding the need for the change and the objectives of the modification in business organization are also critical.

Elving (2005) proposed a conceptual framework to study communication in organizations experiencing change. Six propositions were developed that all simultaneously influence readiness for change. The level of readiness in this framework indicates the degree of effectiveness of change. The first proposition stated that low level of resistance to change or high level of readiness for the change is an indicator for effective organizational change. The second proposition stated that communication needs to inform the organizational members about the change and how that change will alter the individual's work. The third proposition advocated that communication should be used to create a community which will increase commitment, trust, and identification with the organization and management. The next proposal looked at uncertainty in that high levels of uncertainty will have a negative effect on readiness to change. The fifth proposition focused on the effect of downsizing creating loss of jobs and feelings of job insecurity affecting readiness to change. The last proposition was related to fourth and fifth propositions which stated that communication will show impact on feelings of uncertainty and job insecurity.

Implications of Effective Communication on Organizational Performance

Husain (2013) identified that the role played by communication during change in the business organizations as essential for successful change management. The employees are the key sources to bring about change in organizations. To encourage employees for desired change, organizations must address the apprehensions and issues related with them. Job insecurity should be decreased and a sense of community should be created so that employees may feel their responsibilities. The need for change and its advantages will motivate the staff to participate in change plan and execute it.

According to Kibe (2014) investigated the effects of communication strategies on organizational performance. A descriptive research design was used in this study. 132 questionnaires were distributed employees. The findings of the research showed the importance of both the theoretical level and practical level. It concluded that for any organizational performance to be effective, an open communication environment should be encouraged .Once members of the organization feel free to share feedback, ideas and even criticism at every level it increases performance. Bery, Otieno, Waiganjo & Njeru (2015), explored the effect of employee communication on organization performance in Kenya's horticultural sector. This study was carried out in flower farms in Kenya. The population of this study was all flower farms in Kenya which were the flower farms registered in the KFC directory (2013) and based in Naivasha. A total of 2460 respondents were targeted by the study out of which 1888 responded giving a response rate of 76.7%. Correlation and regression analysis were used to test on the relationship between the variables of the study. The study found that communication facilitates exchange of information and opinion with the organization, that communication helps in improving operational efficiency thus improving organization performance. It concluded that communication is a major determinant of organization performance. The study recommended that organizations should develop effective

communication strategies since it will facilitate passing of information both within and outside the organization thus improving performance.

Neves & Eisenberger (2012) reviewed that management communication was positively associated with a temporal change in POS, mediates the relationship between management communications and implications of practice. Specifically, it revealed that management communication affects performance mainly because it signals that the organization cares about the well-being and values the contributions of its employees. This study also adopted the use of the perceived organization support in terms of communication as indicators on the effect of communication on organization performance. Rho (2009) assessed the impacts of organizational communication on the perception of red tape by comparing internal communication with external, especially client-oriented, communication in both public and non-profit organizations. In the view of Inedegbor, Ahmed, Ganiyat, & Rashdidat (2012) practices of effective business communication, were related to the category of business (service versus manufacturing) and its size.

Ogbo, Onekanma & Ukpere (2014) emphasized that flexibility in inventory control management is an important approach to achieving organizational performance. The study also found that there is a relationship between operational feasibility, utility of inventory control management in the customer related issues of the organization and cost effectiveness technique are implemented to enhance the return on investment in the organization.

Nnamani & Ajagu (2014) examined the relationship between the employees and their work environment, to assess the extent of employee performance on productivity and to find out the extent environmental factor has enhanced to performance. The survey method and the research tool was questionnaire. The study had a population size of 1,152, out of which a sample size of 297. Two formulated hypotheses were tested using Pearson's correlation coefficients and z-test statistical tools. Study reveal that there was unsafe and unhealthy work place environment, poor motivation, lack of innovation, high cultural interference and allow organizational interpretation process caused low productivity in the company.

Enhancing Communication

The reasons for most of the breakdown of harmony in the university are connected with the quality of communication system, Robbins, Judge, Millett and Boyle (2011) have observed that misunderstanding often ensues when there are barriers in communication link between management and staff. Some of these communication barriers may include environmental factors, organization's structural design, and attitudinal behaviours of leaders, physiological factors, interpersonal skills, language styles and emotional factors. Identifying and minimizing the causes of ineffective communication is a golden step to enhancing effective communication. Building an efficient and effective communication system is a solid foundation for maintaining industrial peace and improving staff satisfaction and loyalty. Onah (2005) and Lefebvre (2008) suggest a number of attitudes that enhance effective communication in any goal oriented organization. Transmitting message in clear terms, active listening, an uninterrupted feedback system, occasional refresher training on communication skills, among others, are good keys for achieving desirable level of communication in the university. In their contribution, Nuttall and Houghton (2010) suggest audience analysis, language style, review process and

logical planning of message as ways for maintaining good communication link between management and staff of institutions.

Theoretical Framework

In this study, the researchers' theoretical framework was built on "The Cybernetics theory" propounded by W. Ross Ashby and Norbert Wiener in 1960 emphasized on mathematics theory of communication and control systems through regulatory feedback. Feedback can be positive (when the required result is achieved) or negative; instantaneous (when the response is immediate) or delayed. Feedback is used to gauge the effectiveness of a particular message put forth or situation that has taken place. Cybernetics is the study of the communication and control of regulatory feedback both in living and lifeless systems (organisms, organizations, machines), and in combinations of those. Its focus is how anything (digital, mechanical or biological) controls its behaviour, processes information, reacts to information and changes or can be changed to better accomplish those three primary tasks.

In applying these theories to the subject of study it is evident that effective communication and organizational performance in Kogi State University is not just dependent on the communication flow in the various Faculties and Departments in this study, the researchers' theoretical framework was built on "The Cybernetics theory" propounded by W. Ross Ashby and Norbert Wiener in 1960 emphasized on mathematics theory of communication and control systems through regulatory feedback. Feedback can be positive (when the required result is achieved) or negative; instantaneous (when the response is immediate) or delayed. Feedback is used to gauge the effectiveness of a particular message put forth or situation that has taken place. Cybernetics is the study of the communication and control of regulatory feedback both in living and lifeless systems (organisms, organizations, machines), and in combinations of those. Its focus is how anything (digital, mechanical or biological) controls its behaviour, processes information, reacts to information and changes or can be changed to better accomplish those three primary tasks. In applying these theories to the subject of study it is evident that effective communication and organizational performance in Kogi State University is not just dependent on the communication flow in the various Faculties and Departments in Kogi State University. There are eight Faculties in the University made up of academic and non-academics. The management should not be satisfied with giving instructions, sending text messages, calling for meeting, writing memos and circulars.

There is a need to personally inform staff of new policies and innovations in the university system to enable members of staff to be aware and participate effectively in issues that concern them. This is backed up with the Berlo's (1960) SMCR model which focuses on the individual characteristics of communication and stresses the role of the relationship between the source and the receiver as an important variable in the communication process. Hence the source of any information in the Faculty should be clear and from a trusted and creditable "source" i.e. the HOD or the Dean. Likewise the channel used should be adequate. Hence they should know when to apply formal or informal mode of communication, since their main objective is to achieve results from staff. Furthermore in applying The Cybernetics theory" it becomes useful for any organization that intends to achieve employee performance to ensure that feedback mechanism should be enough either in the attitude to work, productivity, and high performance of both staff's and students of the University.

Conclusively, the Vice Chancellor, The Dean, Heads of Departments ought to communicate and interact effectively, so as to become more productive in the university as a whole. Since is the outcome of the communication can either positive or negative?. There are Eight Faculties in the University made up of academic and non-academics. The management should not be satisfied with giving instructions, sending text messages, calling for meeting, writing memos and circulars. There is a need to personally inform staff of new policies and innovations in the university system to enable members of staff to be aware and participate effectively in issues that concern them. This is backed up with the Berlo's (1960) SMCR model which focuses on the individual characteristics of communication and stresses the role of the relationship between the source and the receiver as an important variable in the communication process. Hence the source of any information in the Faculty should be clear and from a trusted and creditable "source" i.e. the HOD or the Dean. Likewise the channel used should be adequate. Hence they should know when to apply formal or informal mode of communication, since their main objective is to achieve results from staff. Furthermore in applying The Cybernetics theory" it becomes useful for any organization that intends to achieve employee performance to ensure that feedback mechanism should be enough either in the attitude to work, productivity, and high performance of both staff's and students of the University. Conclusively, the Vice Chancellor, the Dean, Heads of Departments ought to communicate and interact effectively, so as to become more productive in the university as a whole. Since is the outcome of the communication can either positive or negative?

Methodology

The methodology for the study is mainly of field survey. The population consists of respondents who are staff of the Kogi State University, Anyigba, Kogi State. The study employed primary source of data through the use of questionnaire, distributed and collected from a stratified sample of 120 respondents selected in the following categories, Top Level Management, Middle Level Management and Lower Level Management. To get the appropriate sale sample size, the Taro Yamani sample size technique was employed to select the respondents in the following order; 24 from the Top Level Management (HODs& Deans), 70 from Middle Level Management (Lecturers), and 26 from Lower Level Management (Non Academic Staff). Descriptive and inferential statistical tools such as tables, percentages and charts were used to present and analyse the data, while Chi-square technique was employed to test the possibility of any relationship between administrative communication and performance in Kogi state university. The Chi-square formula is given as:

$$[i]X^2 = \sum \frac{(O - E)^2}{E}$$

Where: O = Observed Frequency, E = Expected Frequency, \sum = Summation sign (Sigma), and X^2 = Chi-square

Data Presentation and Analyses

A total of 120 questionnaires were administered to the respondents with a response level of 100%. Implying that 120 questionnaires were accurately answered and analysed upon.

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More specifically, 24, 70 and 26 were from the Top Level Management, Middle Level Management and Lower Level Management respectively.

Table 1: Socio-Demographic Characteristics of Respondents

Response	Top Level Management (HODs & Deans)		Middle Level Management (Lecturers)		Lower Level Management (Non-Academic)		Total	Cumm%
	Frequency	%	Frequency	%	Frequency	%		
Male	18	75	58	83	14	54	90	75
Female	06	25	12	17	12	46	46	25
TOTAL	24	100	70	100	26	100	120	100
Age								
18-25 years	0	0	5	7	06	23	11	9
26-35 years	02	8	23	33	11	42	36	30
36-45 years	12	50	32	46	0	0	44	37
Above 45 years	10	42	10	14	09	35	29	24
TOTAL	24	100	70	100	26	100	120	100
Educational Attainment								
SSCE	0	0	0	0	02	8	02	2
NCE/OND	0	0	0	0	08	31	08	7
B.Sc.	0	0	11	16	12	46	23	18
MSC	0	0	34	49	04	15	38	32
PHD	24	100	25	35	0	0	49	41
TOTAL	24	100	70	100	26	100	120	100

Field Survey, 2018

The table above presents the demographic profile of the respondents. The table indicates that there are 90 males (75%) and 46 females (25%). This revealed that males make majority of the respondents in this study and invariably it implies that male staff are more than female staff in the Kogi state university. Also, out of 120 sampled respondents, 11 (9%) respondents were between 18 and 25 years; 36 (30%) respondents were between 26 and 35 years. Another 44 (37%) were between 36 and 45 years, while 29 (24%) respondents were of the age bracket 45 and above implying that majority of the respondents are between ages 36 to 45. And the academic attainment of the respondents showed that majority of the respondents

Ph. D holders i.e. 41%, 32% have a Master's degree, 18% possessed the first degree, while 2% and 7% possessed the SSCE and NSC/OND certificates respectively.

Table 2: Preferred mode of communication in the University

Preferred mode of communication in the University	Top Level Management (HODs & Deans)		Middle Level Management (Lecturers)		Lower Level Management (Non-Academic)		Total	Cumm %
	Frequency	%	Frequency	%	Frequency	%		
Meeting	04	17	12	18	05	19	21	18
Telephone	0	0	0	0	05	19	05	4
Memo	20	83	57	81	10	38	87	70
Face-to-face	0	0	01	1	06	24	07	8
TOTAL	24	100	70	100	26	100	120	100

Field Survey, 2018

From the table above, 18% of the respondents totalling 21 respondents prefer meeting as their best mode of communication in the university, 5 (4%) preferred telephone conversation, 87 (70%) chose memo as their most preferred mode of communication in the university, while 7 (8%) prefer face-to-face communication. By implication, this study revealed that majority of the staff of the Kogi state university Anyigba prefer memo as the best mode of communication.

Table 3: Description of the relationship with Subordinates and Colleagues in the University

Description of the relationship with Subordinates and Colleagues in the University	Top Level Management (HODs & Deans)		Middle Level Management (Lecturers)		Lower Level Management (Non-Academic)		Total	Cumm%
	Frequency	%	Frequency	%	Frequency	%		
Formal	06	25	18	26	5	19	29	24
Cold	04	16	27	39	5	19	36	30
Friendly	10	43	20	27	5	19	35	29
Indifferent	04	16	5	8	11	43	20	17
TOTAL	24	100	70	100	26	100	120	100

Field Survey, 2018

The table above presents the respondents description of the nature of the communication between them and their colleagues and subordinates in the university. 24% described it the communication nature to be formal, 30% cold, 29% operate a friendly

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communication while 17% have an indifferent communication with other colleagues in the school.

Table 4: Communication Method Assessment

Would you say effective communication exists in the Kogi state University?	Top Level Management (HODs & Deans)		Middle Level Management (Lecturers)		Lower Level Management (Non-Academic)		Total	Cumm%
	Frequency	%	Frequency	%	Frequency	%		
Yes	20	83	65	93	07	27	92	77
No	04	17	05	7	19	73	28	23
TOTAL	24	100	70	100	26	100	120	100

Field Survey, 2018

The above presents the respondents perception on the effect of communication in the university. 77% of the respondents, representing 92 of the 120 respondents believed effective communication exists in the university, while miniscule 23% of the respondents believe that effective communication does not exist in the school.

Table 5: Effects of effective administrative communication on the performance of the University

Effects of effective administrative communication on the performance of the University	Top Level Management (HODs & Deans)		Middle Level Management (Lecturers)		Lower Level Management (Non-Academic)		Total	Cumm%
	Frequency	%	Frequency	%	Frequency	%		
Effective	20	83	57	81	10	38	87	73
Highly effective	0	0	0	0	05	19	5	4
Non-effective	04	17	12	17	05	19	21	17
Undecided	0	0	01	2	06	24	07	6
TOTAL	24	100	70	100	26	100	120	100

Field Survey, 2018

The table above presents the effects of administrative communication on the performance of the university. From the questionnaire, it was revealed that 73% and 4% of the respondents are of the opinion that effective administrative communication is effective and highly effective in the university respectively. However, 17% believed that administrative communication has not been effective in the university, while 6% are undecided about this.

Hypothesis Testing

The hypothesis tested in this study is to find out whether administrative communication has significant impact on the performance of Kogi state university, Anyigba, Nigeria. The hypothesis is thus stated as follows:

H₀: Administrative communication has no significant impact on the performance of Kogi state university.

H₁: Administrative communication has significant impact on the performance of Kogi state university.

To test the hypothesis, table 5 above is modified as thus:

Effects of effective administrative communication on the performance of the University	Top Level Management (HODs & Deans)	Middle Level Management (Lecturers)	Lower Level Management (Non-Academic)	ROW TOTAL
	Frequency	Frequency	Frequency	
Effective	20	57	10	87
Highly effective	0	0	05	5
Non-effective	04	12	05	21
Undecided	0	01	06	07
COLUMN TOTAL	24	70	26	120

Table 6: Contingency Table

Observed (O)	Expected (E)	Residual (O-E)	Square of Residual (O-E) ²	Square of Residual/Over Expected $\frac{(O - E)^2}{E}$
20	15	5	25	2
57	43	14	196	6
10	16	-6	36	2
0	1	-1	1	1

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0	2	-2	4	2
5	1	4	16	16
4	3	1	1	0
12	10	2	4	0
5	4	1	1	0
0	1	-1	1	1
1	4	-3	9	2
6	1	5	25	25
X² =				57.0

Source: Researchers' computation, 2018

$$DF = (r-1) (c-1)$$

$$= (4-1) (3-1)$$

$$= 6$$

Chi-square

Tabulated at 5% significance level = 16

Therefore; X^2 cal. = 57

X^2 tab = 16

Since the Chi-square tabulated is less than the calculated i.e. X^2 tab. = 16 < X^2 cal. = 57, the decision is therefore to reject the null hypothesis and accept the alternate hypothesis and conclude that administrative communication has significant impact on the performance of Kogi state university.

Conclusion and recommendation

Based on the findings, it is concluded that the administrative performance has contributed significantly to the performance of Kogi state university. Effective communication is a very critical prerequisite for maintaining harmonious working relationship in the Kogi state university. The frequent disputes recorded in the Kogi state university are not unconnected with absence or inadequate communication structure. Streamlined chain of command, cordial superior/ subordinate relationship, management consideration of subordinates interest and exposing staff to training in communication programmes are essential ingredients for maintaining an efficient and effective administrative communication. There should be culture of responsive management to complaints and grievances. The implication of poor internal

communication system is made manifest in poor organizational culture and non-realization of predetermined objectives.

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