

## COMMUNICATION AND EMPLOYEE PERFORMANCE IN FIRST BANK PLC, NIGERIA

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### Abstract

*This study was designed on the topic " Effect of Communication in Improving Employee Performance in First Bank Plc, Nigeria". This research adopted a survey research designs. Hypothesis one which stated that there is no significant relationship between effective communication and employee's performance was rejected. The result from correlation analysis revealed that effective communication has positive relationship with employees' performance. The variables were statistically significant at 95% and 99% confident limit. The regression analysis result revealed that lines of communication variables significantly predicted the level of employee performance.  $F(1, 92) = 1.895, p > 0.05$ .  $F$  – Statistics indicates that the overall regression model is highly significant in terms of its goodness of fit. Therefore, null hypothesis was rejected. Hypothesis two testing revealed that the variables measured Employee Performance has positive relationship with Communication Skill. The variables were statistically significant at 99% confident limit and sig 0.000. The result was statistically significant at sig = 0.01. Null hypothesis was rejected. Based on the findings of this research, the following recommendations are being put forward: Organization should make available communication tools for their employees in improving their performance and delivering their duties which will help them to get different information's about the next strategy that needed to embark on in order to maximize the Organization aims and objective, it will also reduce the level of stress and uninformed about their duties in the course of their job. This will help them to be more committed with their job and be more focused towards the achievement of overall Organizational objectives.*

**Keywords:** Communication, Employee Performance, Organization, Communication Process:

### Introduction

Organizational change has widely become an area of focus in management literature. Despite the growing significance and research, many of the attempts to generate Organizational change fail. Recent studies reveal that change efforts often suffer a dismal fate. Some research indicates a failure rate of one-third to two-thirds of major change initiatives (Beer & Nohria, 2000; Bibler, 1989); more pessimistic results suggest a higher rate of failure (Burns, 2004) that may reach up to 80 to 90 percent (Cope, 2003) or may make the situation even worse (Beer et al., 1990). Communication is considered to be vital for the effective implementation of Organizational change (DiFonzo & Bordia, 1998). The importance of communication during intended change has been empirically demonstrated and commonly agreed

among practitioners. The empirical picture appeared indicated that Organizational change and communication process are inextricably related processes (Lewis, 1999). Communication during Organizational change reduces resistance to change. When resistance to change levels is low within an Organization, the change-effort turns out to be more productive.

In explaining the meaning of effective communication; it is good to look at the subject matter of communication in details. Meaningful communication informs and educates employees at all levels and motivates them to support the strategy (Barrett, 2002). Communication is the process by which one party (a sender) transmits information (i.e. message). It is a continuous

process between the two parties involved and it occurs in many levels, such as intra-individual communication level (Keith, 2014).

Information is transmitted in two ways, firstly from a sensory organ to the brain and secondly, interpersonal level is a situation in which the transmission of information is just between two individuals. Communication can also occur within or between an individual or group. Effective communication starts from the sender to its decoding by the receiver. It is said to be ineffective communication when receiver of the message did not decode the intended of the sender. It is through feedback that information achieves its desired results. Berrels A. (2010), Effective communication takes place when the person to whom it is intended, subsequently, the receiver understand the meaning intended and reacts accordingly.

It is believe by a lot of experts that communication could consciously or unconsciously take place by writing, reading, taking, listening or moving and any part of the body. All these things mean something to some person, or group. It has to be stressed that communication in an Organization can take place in any of these means. Communication is a process of effecting change to a system. As long as Organization reforms and globalization is evident, new communication techniques should be developed to stand the change. Therefore it becomes important for positive attitudes to change to lead to vital successful change programs (Kotter, 1996), as resistance to change is one of the biggest barriers to overcome. Likewise, effective communication requires a degree of 'cognitive Organizational re-orientation' comprehension and appreciation of the proposed 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.

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.

### **Statement of the Problems**

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 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. Therefore, performance of employees in relation with their duties and responsibility seems to question their communication techniques in terms of performance in the Industry. Exposure of staff to the innovations in the industry in terms of communication channels have experienced shortcoming which if not adequately addressed may lead to poor performance of the Industry in the stream of affairs among other industry in the country. These problems mentioned above, has posed the following questions that would guide the study and thereby enhance quality of effective communication in the banking industrial.

### **Objectives of the Study**

The main objective of the study is to assess the role of communication in improving employee

performance of First bank in osogbo town, Osun State. The specific objectives of this study are to:

- 1 determine the relationship between effective communication and employees performance
- 2 evaluate the communication skills necessary for effective employees performance

### **Research Hypotheses**

Ho<sub>1</sub>: There is no significant relationship between effective communication and employees performance

Ho<sub>3</sub>: There is no significant relationship between communication skills and employees performance.

### **Literature Review**

#### **Concept of Communication**

Communication is an important and defining feature of any Organization, and subsequently internal communication exists in every Organization and is an integral part of public relations. Upon entry into the exchange of information and the use of symbols, we try to share information and to obtain its understanding. Symbols that create communication also are used, such as - gestures, facial expressions, tone of voice, posture. One of the goals of communication is to create some kind of attitude. A conversation between the manager and employee can help manager to understand employee's attitude towards work and the level of trust that the employee places within the manager. People are in contact with each other on a daily basis, it is almost impossible to function without any kind of communication, and for this reason, at first glance it may seem that this process is very simple and self-evident to everybody. In fact, communication is a very complex field, as there are many reason for that – the dependence and authority, when communication is often subject to the Organization's hierarchy; expert syndrome - often one of the parties prevail in certain information exchange, forcing the other party to feel uncomfortable about the limited knowledge that it possess; non-verbal communication - the signals sent by our body reveals our mood, such as irony

or sarcasm; motives - often when people hide their true motives, which can make audience skeptical and, of course, also significant is the situation where the speaker and the listener sometimes perceive the same information in different ways, because we all interpret things differently (Dominick, 2012). Dieter & Herbst (2007) argues that internal communication is an essential part of each company, its main function is to transfer information. Internal communication within the company is not just a technical process for distributing information for the employees. Its central element is the people with their own emotions, attitudes and relationships. Therefore, internal communication should be looked at as something inspiring, something that generates involvement and mutual trust-building process. Information distribution is not enough. It is advised to reduce the "information distribution", and increase the time for working together, showing interest in colleagues and job tasks. Good internal communicate on does not necessarily require large expenditures. Engaging events in different groups, using non-formal type of communication can achieve more than just a simple introduction of new intranet system.

The first people to be responsible for how internal communication is developed and maintained are the board of the company, after them it is the middle level managers. Internal communication is an integral aspect of qualitative leadership, so it is necessary to speak about it during management meetings. Herbst (2007) argues that internal communication is an important and vital part of everyday life and it is necessary to talk about it in all company's meetings, discussions, in order to set and achieve a goal. Human resources and public relations professionals are experts in internal communication, and sometimes even coaches, instead of being the "communicators", even though in reality usually public relation professionals are the main communicators and trend setters for how internal communication within the organization should be developed (Herbst, 2007). Communication is contact, where social - psychological approach is defined as

direct or indirect interaction process, which aims to influence the partner's behaviour, emotions, attitudes and approach, as well the level of activity and performance (Herbst, 2007).

Any communication is an activity; it does not happen by itself, but is deliberately constructed. We communicate in the way we have been taught in the family, at school, at work, in the community, the country, the environment in which we are born and raised. The communication needs to be complete, understandable and unambiguous, efficient, reliable, timely and accessible, because successful internal communication can also form the external image of Organization - its reputation. Organization's reputation is made of its brand, the product, but also from its employees (SimcicBronn, 2010). In every Organization, it is important to show initiative to the employees in expressing their idea, concerns and suggestions. This can be considered as one of the most crucial steps for the managers to identify and understand any existing problems or worries, presented by the employees. The company's internal communication is extremely significant for employees to identify themselves with the Organization's ideas and vision, subsequently leading to work done in accordance with the mission and strategic objectives of organization as well for maintain a constructive relationship within the Organization. Internal communication effectiveness can be measured not only by the exchange of information and satisfaction studies. However, the most important variable to measure is how well managers interact with their employees, how they understand the way their employees think and feel, what are their concerns and suggestions. Internal communication's central element is the people with their own emotions, attitudes and relationships (Drafke, 2008).

It is vital for the Organization to inform its employees about any possible developments or changes concerning the company, so that subsequently the employees can fulfill all the obligations and expectations in accordance with the values and standing of the Organization - so

that actions of the Organization and actions of the employees would be in sync (Drafke, 2008). In terms of internal communication's tasks and functions, Joseph Dominick (2012) states that one of the tasks of internal communication is to help each employee to understand his/her role in the company, raising awareness of the organization's goals, values, standards and principles, so that employees can make decision by themselves that are in line with the corporate interests of the company.

Continuing the theme of internal communication tasks, few of the most important are:

- To inform employees about their work and their personal commitment to the welfare of the company's development;
- Gain trust of employees and create a feeling that the staff has an important role in the company's growth;
- Creating a loyal and responsible team;
- Meet employees' wishes to receive more information about the company's business;
- To inform about objectives, results, changes in leadership, management activities (Cutlip, Center, & Broom, 2005).

The presence of internal communication is vital to the success of the Organization. In practice, internal communication is generally not appreciated enough, considering it only for the exchange of information within the company. Internal communication supports unity on the way to achieving the objectives of the Organization, as well it constantly helps to evolve business environment. It should be considered as an essential aspect for the Organization to accelerate cultural development and maintenance of its core values. There could be many functions listed for internal communication, but according to Cutlip et al. (2005) internal communication has four functions: • to advance the objectives; • to coordinate the activities planned by the Organization; • to ensure the management of the Organization with a scene that reflects the Organization's internal processes; • introduce employees with the company's internal culture.

### **Channels of internal communication**

Internal communication - it is the exchange of information between employees of the Organization; their goal is to meet both the informant's and the recipient's needs. This information exchange is provided by internal communication channels and relationship between employees of the company. Internal communication's channels can be divided into several categories:

- By the type of communication - verbal and non-verbal communication channels;
- By the direction of information's transmission - vertical and horizontal communication channels (orders, instructions, briefings, meetings);
- By the type of contact with the communication partner - direct and indirect communication channels. Direct communication channel provides aural and / or visual information between sender and recipient. For example, meetings, phone calls, public speaking, it is based on direct contact with a partner. If during information's transmission, communication partner is absent, it becomes an indirect communication;
- By the form of communication - formal and informal communication channels. An example for formal communication channel - Organization's decision-making procedures which foresees all the formal procedures.

Nowadays, there are a lot of different ways for sending information to employees and creating a relation for feedback. To be able to weigh in on which channels are the most effective to use, it is required to know what each of these communication channels includes. For internal communication to succeed and be efficient it is vital to choose the right and most suitable channels for information exchange process, to choose the channels that serve the organization in a practical and beneficial way.

### **Internal Communications and its Effect on Employee Engagement**

Effective communication was found to be a key driver for employee engagement and an indicator

of financial performance. The return on investment (ROI) for engagement includes an increase in staff satisfaction which leads to an increase in productivity. Increased productivity then drives value for the organization (HR Solutions, 2010). Similarly, HR Solutions (2010) engagement surveys found that employee engagement adds value to the Organization by driving customer satisfaction, which in turn enhances customer loyalty and increases profitability and growth of an Organization.

Research into the effect of internal communications on employee engagement has been carried out in the educational field, police departments, public service, and business Organizations (Arif, Jan, Marwat, & Ullah, 2009; Chen, 2008; Chong, 2007; & Dolphin 2005) Most studies were conducted abroad in the United Kingdom, China, and Canada, with only one U.S. study conducted at the University of Tennessee. All of the studies found were observational studies that were conducted with the use of surveys and some measurement tool for employee engagement, job satisfaction, and communication satisfaction. Satisfaction with internal communications was found to be related to higher scores of employee engagement and Organizational commitment (Carriere & Bourque, 2009). Given these findings, it is not surprising that companies are placing more emphasis on internal communication channels. There have been studies that link employee satisfaction with commitment to the Organization and employee engagement, while other studies link communication satisfaction with employee satisfaction. The data from this study showed that internal communication practices explained 49.8% of the variation in communication satisfaction, 23.4% of the variation of job satisfaction and 17.5% of the variation in Organizational commitment. This suggests that internal communication systems that do not satisfy employees will in turn affect their job satisfaction and Organizational commitment. Further research on the mediating role of communication satisfaction in internal communication practices

can lead to the development of measurement tools for evaluating effective internal communication strategies.

The Watson Wyatt Worldwide study found that companies who invest in effective communication programs and keep employees engaged had an average of 26% higher productivity rates and were three times as likely to exceed performance expectations as those with less-engaged coworkers.

### **Concept of Organizational Performance**

Organizational performance can be measured in many different ways depending on the area of interest. Performance outcomes may include, but are not limited to; profits, retention of employees, and branding and recognition of company. The healthcare industry, like many other businesses, recognizes the need for effective communication to prevent errors and reduce costs. Building effective communication networks helps raise standards, share best practices, and develop cohesive teams (Quirke, 2005). Only four studies were found that linked the role of internal communications to Organizational performance. Studies by Arif et al (2009), these studies were conducted in very different settings: Chinese corporations, Singapore Airlines and Pakistani businesses (Arif et al, 2009). The studies included both qualitative and quantitative approaches that consisted of in-depth interviews, focus groups and surveys. The fourth ROI study was conducted worldwide with 328 organizations in various regions around the world. Although all studies showed a correlation between internal communication and organizational performance, the definition of organizational performance was different in each case. Singapore Airlines viewed their international awards in innovation and service as outcomes in performance.

### **Empirical Framework**

Besides many other things the communication within the Organization helps the employees to perform their tasks well, to have information about the duties they have to perform, and about the goals of the Organization. They argue that

existence of communication within the Organization lead to the effective decision making.

Smidts, Pruyn, & Riel (2001) define the employee communication as communication transaction in their study. They argues that employees who are well informed about Organizational activities as goals and objectives, new developments and achievements can enable the organization's members to develop such characteristics which differentiates it from other Organizations. They found that communication climate is an important variable in the relationship between employee communication and organizational identification. In their point of view the lack of communication within the Organization affect the organizational decision making. According to them, it's the foremost duty of the manager to pay serious attention towards the internal communication climate, by giving each employee opportunities to speak, get involved and be listening and guide them for the fulfillment of goals.

The changing social and economic atmosphere in any country brings change in the work settings of any organization. Organizational communication is the critical function, and it affects the content and structure of the organization. These changes lead to change in formal and informal patterns of communication in the Organizations. Effective communication in the work setting of any Organization promotes trust in the employees. When they are getting involved in decision-making or when they are empowered this thing will increase their confidence level and definitely have a positive effect on the performance of the employees.

A study at Big Co Company of USA found, those leaders who follow the bureaucratic model in the company, results as restricted interaction patterns. The social interaction between employees is very low which indeed leads to low sharing. They argue that social interaction is the core of any business and there should be good interaction between the leaders and the employees. They further illustrated that women are more efficient and active at communication. They found in their

research that women working at BigCo are more likely to bridge the communication in the company. Previous studies conducted on organizational communication suggest a visible relation between trust and communication.

Yukl & Falbe (1992) gave the relation between soft and hard communication tactics in his study. He found that the hard communication tactics are not as effective as the soft ones. He predicted that consultation is the most effective tactic and it leads to the positive results in the organizations because hard communication tactics are least successful in the organizations. Hard communication tactics make the employees violent and they mistrust their superiors. He argues that to influence the people is the most important thing in the managerial effectiveness, that how the manager motivates his subordinates. CEO is the supreme head in the organizations and he lead the employees and workers to achieve the goals. They give directions and their behaviours sets the culture in the work setting that how to fulfill the objectives and achieved the vision and mission. They found that, employees are most satisfied with those Executives and CEO's who good communicators are. The CEO and Executive communication influence the employee's perceptions. They explain that communication is not only information sharing but also to create a sense of understanding. Organizations are nothing without their people, success of organizations is not possible until there is a balance between employees and the tasks. Employees can only be able to get full results when they are clear about their assigned tasks and duties, and when there is a relation of trust and appreciation.

Goris, Vaught, & Pettit (2000) proposes that job performance and job satisfaction can be achieved only when there is a balance relationship between employees needs for growth and job characteristics. They found that high level of downward communication in the Organizations make employees to feel dependent on their bosses. And when there is too much upward communication, employees sometimes assume

that their superiors don't know how to perform their tasks and duties. He further argues that excess of everything is dangerous in the same way excess of any communication direction in the organization creates trouble for workers. Negative reactions can be the result of too many good things or too little things. In lateral communication employees compare themselves with their co-workers and this thing negatively affects employee satisfaction and their performance.

Communication is considered to be an important ingredient in the work setting of the Organization. Organizational communication is a way to develop a strong culture within the Organization to achieve the set goals and objectives. This leads to sharing of knowledge, opinions and ideas which results as innovation, effective decision making and also increases the productivity of the Organization. He found in his study that managers spend 70-80% of their daily time in communicating with others and if their communication skills could increase by 10 % this will lead to 7 % increase in the productivity.

Trust is an important element in getting the effective and efficient result. Researches further makes this point more clear and understandable. Goris, Pettit, & Vaught (2000) examines the relationship between trust in and influence of superiors and job satisfaction and job performance. They propose that trust and influence are two vast concepts in the organizational context. And this permits the supervisors and managers to attain desired results and enhance positive working conditions. Trust in supervisors is related with job satisfaction and innovation. Whereas influence of supervisors leads to employees satisfaction. They found a positive relationship between trust in supervisors, influence of supervisors and job performance and satisfaction.

CEO's also on the view that good communication with employees directs the job satisfaction. General Electric, is a well-known organization, experiencing the open communication to make employee relations more effective and to increase productivity. This helps them to eradicate the

communication problems because CEO;s and leaders of their 14 business units are in direct communication with each other. This results as effective and quick decision making.

He further explains that Cypress Semiconductor Corporation, California uses the open communication and gets the drastic change in their productivity. When employees feel that they are listened and they are important for the organization, this increases their motivational level. Open communication is simply sharing and trusting each other in the work setting. The corporations use open communication, gets the employees satisfaction, motivation and cooperation. The improvement in the employee relations leads to the increased productivity. Role of communication cannot be ignored in any establishment. Communication between management and employees keep them up to date about what is happening in their surroundings. Dinsbach, Feij, & de Vries (2007) founds that there is a positive and strong relation between communication, job satisfaction and organizational identification. They talked about in the terms of discrimination between employees and found that those employees who are treated unequally leads to negative outcomes. Whereas those employees who are treated equally are more satisfied and committed to their management. They examined a positive relation between communication and job attitudes and outcomes. The study demonstrates that communication is the best way to know about the attitudes of employees. They explain that communication among people is essential in all type of organization, because when there is good public relations this results as increase productivity, job satisfaction, positive attitude of employees towards their organization and also organizational identification.

**Methods**

**Research Design**

**Table 5:** Correlations Analysis measuring the relationship between Employee Performance and effective communication.

	1	2	3	4	5	6	7	8
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This research adopted a survey research designs. The survey research design enabled the collection of primary data and secondary data. The design was adopted because it allows for the objective description of existing phenomenon and drawing of inferences. Its main characteristics include pointing out inter relationship among variables, testing hypothesis and allows for the use of questionnaire and the development of generalisation principles that have universal validity. The population of this study comprises of the number of employees at First Bank PLC Osogbo, Osun State, Nigeria. This numbers includes 110 staff of first bank Nigeria PLC, Osogbo.

The issue of validity is vital in any research study. In this particular case, content validity was used to assess the content of the questionnaire whether the information is relevant to the objectives of the research or not. The set questionnaire was validated by the Professor in the department and data of parameters were subjected to Crobach Alpha list to confirm the reliability of the instrument.

**Model Specification**

$$Y = a_0 + bx_1 + u$$

Y = (Dependent Variable) = Employees performance

a = Constant

bx<sub>1</sub> = (Independent Variable) = communication

u = Statistic Error Term

**Results**

**Test of Hypotheses**

**Hypothesis One:** There is no significant relationship between effective communication and employee's performance.



Employee Performance (EMPERFv) 1	Pearson Correlation	1							
(EFFCOMMv) 2	Pearson Correlation	.366**	1						
(EFFCOMMv) 3	Pearson Correlation	.337**	.359**	1					
(EFFCOMMv) 4	Pearson Correlation	.049	.436**	.004	1				
(EFFCOMMv) 5	Pearson Correlation	.053	.086	.250*	.204	1			
(EFFCOMMv) 6	Pearson Correlation	.044	.043	.063	.238*	.051	1		
(EFFCOMMv) 7	Pearson Correlation	.175	.313**	.009	.154	.276**	.143	1	
(EFFCOMMv) 8	Pearson Correlation	.466**	.320**	.444**	.130	.082	.455**	.247*	1

\*\* . Correlation is significant at the 0.01 level (2-tailed).

\* . Correlation is significant at the 0.05 level (2-tailed).

As shown in Table 5, Effective communication shows significant positive relationship with Employee Performance (EMPERFv). Timely information (EFFCOMMv1) has positive correlation value of .366 with employee performance. A clear and consistence directive (EFFCOMMv2) has positive correlation value of .337. Mentoring and coaching by superior (EFFCOMMv3) has positive correlation value of .049. Effective Feedback (EFFCOMMv4) has correlation value of .053. Fairly treated by supervisor. (EFFCOMMv5) has positive correlation value of .044. Clear instructions and objectives. (EFFCOMMv6) has correlation value of .175. While, adequate feedback. (EFFCOMMv7) has the correlation value of .466. The above Table depicts that effective communication has positive relationship with employees' performance. The variables were statistically significant at 95% and 99% confident limit.

Meaning that there is significant correlation between effective communication and employees

performance, (about 36.69% I receive information I need to perform my job in a timely manner, 33.7% The directives that come from top – management are always clear and consistent, 0.49% I receive mentoring and coaching from my superior, 0.53% I am comfortable giving feedback to others, 0.44% I am treated fairly by my supervisor and 17.5% I am given clear instructions and objectives) this means that there is positive correlation between effective communication and employees performance. The results were not statistically significant at sig = 0.05 and 0.01. Null hypothesis is accepted. Therefore, the study concludes that there is significant relationship between effective communication and employees' performance in First Bank Osogbo.

**Hypothesis Two:** There is no significant relationship between Line of communication and Employee Performance.

**Table 6a:** A Summary of the Multiple Regression Analysis showing the Relationship between line of communication and employee performance.

Model	R	R <sup>2</sup>	Adjusted R <sup>2</sup>	Std. Error of the Estimate
1	.543	.029	.024	.920

\* $p < 0.05$  a. Predictors: (Constant), **The lines of communication (EFFCOMMv)**.

The model summary Table 6a gives  $R^2$  value = (0.29). This shows that Line of communication constructs have positive impact on employees' performance. Thus, this model is predicting 0.29%

variance in employee performance. This means that 29% of the variance in employee performance can be predicted by the designed line of communication captured in the study area

**Table 6b:** Multiple Regression Analysis Showing Significance of lines of communication on Employee Performance.

Model	Sum of Square	df	Mean Square	F	Sig
Regression	1.605 1	1.605	1.895	.172 <sup>b</sup>	
Residual	77.062	91	.847		
Total	78.667	92			

\* $p < 0.05$ a. **Dependent Variable: Employee Performance (EMPERFv)**.

Table 6b shows that lines of communication variables significantly predicted the level of employee performance.  $F(1, 92) = 1.895$ ,  $p > 0.05$ .  $F$  – statistical indicates that the overall regression model is highly statistically significant in terms of its goodness of fit since the value of  $F_{tab}(1, 92)$

$> F_{cal}(1.895)$ . Therefore, null hypothesis is rejected. The study concludes that there is significant relationship between lines of communication and employee performance in First Bank Osogbo

**Table 6c:** Contribution of the Predictor to Employee Performance.

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	4.360	.513		8.502	.000
The lines of communication are open to all the top executives (EFFCOMMv)	.160	.117	.143	1.377	.002

a. **Dependent Variable: Employee Performance (EMPERFv)**

**Source: Author's Computation using SPSS 20.0, (2017).**

The Table 6c shows the contribution of the predictors. In this case, the lines of communication (EFFCOMMv) variable contributes Beta value = .143,  $p < .05$  and  $t$ -value = 1.377. The contribution is statistically significant to employee

performance. Hence, the null hypothesis is rejected and the study concludes that lines of communication have positive effects on employee performance in First Bank Osogbo

**Research Hypothesis Three:** There is no significant relationship between Communication Skills and Employees Performance in First Bank Osogbo

**Table 7.** Correlations Analysis Measuring the Relationship Between the Employee Performance and Communication Skills.

		Employee Performance (EMPERFv)	Communication Skill (COMMSKv)
Employee Performance (EMPERFv)	Pearson Correlation	1	.462**
	Sig. (2-tailed)		.000
Communication Skill COMMSKv	Pearson Correlation	.462**	1
	Sig. (2-tailed)	.000	

\*\* . Correlation is significant at the 0.01 level (2-tailed).

Table 7 depicts the variables measured Employee Performance (EMPERFv) has positive relationship with Communication Skill (COMMSKv). The variables were statistically significant at 99% confident limit and sig 0.000. The Table shows that there is significant correlation between Employee Performance (EMPERFv) and Communication Skill, (about 46%) this means that there is positive correlation between Employee Performance (EMPERFv) and Communication Skill. The result is statistically significant at sig = 0.01. Null hypothesis is rejected. Therefore, the study concludes that there is significant relationship between Employee Performance (EMPERFv) and Communication Skill in First Bank Osogbo.

### Discussion of Findings

The study examined the role of communication in improving employee performance of First Bank in Osogbo town, Osun State. The main objective of the study is to assess the role of communication in improving employee performance of First bank in Osogbo town, Osun State. Three hypotheses were tested in the study. The hypotheses were tested with Regression and Pearson Correlation.

The study makes use of 100 questionnaires, but 93 were retrieved from the respondents. Based on the collated questionnaires, the highest number of the population comprised of male 57.0%

respondents while 43.0% were female. Also, the study covered respondents below the ages of 30 years, with 0 – 5 years' work experience of which most of them were the junior staff.

Hypotheses one which stated that there is no significant relationship between effective communication and employee's performance was rejected which means there is significant relationship between effective communication and employees' performance in First Bank Osogbo. This findings corroborate the findings of some earlier researchers (Haiemann, 2011, Peter, 2015, Goris, Pettit, & Vaught (2000) who found that effective communication has positive correlation with many organizational outputs like organizational commitment, performance, organizational citizenship behaviours, and job satisfaction.

Hypotheses two which stated that There is no significant relationship between Line of communication and Employee Performance was rejected, which means that line of communication has significant influence on employee performance. The findings corroborates the findings by Monge, Cozzens, & Contractor (1992), that communication variables like information sharing and communication between group members leads to innovation in the organization.

Hypotheses three which stated that there is no significant relationship between communication skills and employees performance in First Bank Osogbo, was rejected. This means that communication skills had significant positive relationship with employee's performance. The finding substantiates that of Yukl & Falbe (1992) that gave the relation between soft and hard communication tactics in his study. He found that the communicating skills, hard communication tactics are not as effective as the soft ones. He predicted that consultation is the most effective tactic and it leads to the positive results in the organizations because hard communication tactics are least successful in the organizations. So, also Trinkka (2006) argues that employees are interested in learning communication skills to make a healthy and co-operate working environment.

### **Conclusion, Summary and Recommendation**

#### **Summary of the Findings**

This study examined three hypotheses which were tested with multiple regression and Pearson Correlation. Hypotheses one which stated that there is no significant relationship between effective communication and employee's performance was rejected which means there is significant relationship between effective communication and employees' performance in First Bank Osogbo. This findings corroborate the findings of some earlier researchers (Haiemann, 2011, Peter, 2015, Goris, Pettit, & Vaught (2000) who found that effective communication has positive correlation with many organizational outputs like organizational commitment, performance, organizational citizenship behaviors, and job satisfaction. Hypotheses two which stated that There is no significant relationship between Line of communication and Employee Performance was rejected, which means that line of communication has significant influence on employee performance. The findings corroborates the findings by Monge, Cozzens, & Contractor (1992) shows that communication variables like information sharing and communication between group members leads to innovation in the

organization. Hypotheses three which stated that three there is no significant relationship between Communication Skills and Employees Performance in First Bank Osogbo, was rejected. This means that communication skills had significant positive relationship with employee's performance. The finding substantiates that of Yukl & Falbe (1992) gave the relation between soft and hard communication tactics in his study. He found that the communicating skills, hard communication tactics are not as effective as the soft ones. He predicted that consultation is the most effective tactic and it leads to the positive results in the organizations because hard communication tactics are least successful in the organizations. So, also Trinkka (2006) argues that employees are interested in learning communication skills to make a healthy and co-operate working environment.

#### **Recommendations**

Based on the findings and conclusion of this research, the following recommendations are being put forward:- Organization should make available communication tools for their employees in improving their performance and delivering their duties which will help them to get different information's about the next strategy that needed to embark on in order to maximize the Organization aims and objective, it will also reduce the level of stress and uninformed about their duties in the course of their job. This will help them to be more committed with their job and be more focused towards the achievement of overall Organizational objectives.

Organization should design their employee duties in such a way that they will be motivated during the course of discharging their duties and this will help them to be more effective and efficient in their job.

The communication in Organization is so important, that the management need to expand communications system in the Organization for their employee so in to have effective and efficient delivery of their duties which will in turn make them to be more dedicated and committed to their

work and improve their overall performance and increase their level of effectiveness.

Organization should make available a well-organized training for their staff which will help them to improve their communication skills with the management. By doing this, it will help the workers to be more engrossed with their work.

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