

# EFFECT OF EFFECTIVE COMMUNICATION STRATEGIES ON ORGANISATIONAL PERFORMANCE IN AMERICAN UNIVERSITY OF NIGERIA YOLA.

By

**KWAGGA, John Fave Kwaji**

Department of Business Administration, Nasarawa State University Keffi.

[Favejohn7@gmail.com](mailto:Favejohn7@gmail.com)

---

## Abstract

*The paper examined the effective communication strategies on organizational performance in American University of Nigeria Yola. Communication is the lifeline of every organization. It is the lubricant of the organization, to properly communicate is to primarily succeed. In any organization where communication is muddled and ineffective there tends to be a breakdown in the realization of objectives. Descriptive survey research design was used to identify and obtain information on the characteristics of a particular problem in the institution. The population of the study covers the staff of American university of Nigeria, which made use of primary sources of data in eliciting the required information needed for this research, with sample size 133. The data was analysed using descriptive statistics (which include frequencies, percentages, and correlation) and the Ordinary least square (OLS) simple regression method. Saunders. The descriptive results from the analysis was presented using tables to provide an accurate picture of the research findings, while the OLS will be used to establish the relationship that exists between dependent and independent variables. The findings from the study revealed that Information sharing has a significant impact on branding and recognition of American university of Nigeria. It showed that with a percentage increase in information sharing, on the average, increased the branding and recognition of American university of Nigeria. Based on the findings, it recommended that there is the need for a sustained open communication environment where all members of the organization feel free to share feedback, ideas and even criticism at every level, thereby encouraging staff to freely give their views without being victimized by the management.*

---

## Introduction

The science of communication is almost as old as mankind itself and from time immemorial, the need to share or to communicate had been felt. Different channels were identified and subsequently improvised for the purpose of transmission of ideas and concepts (Kaul, 2000).

According to Mckinney, Barker, Smith & Davis (2004), organisations need to understand that the importance of communication uses in their organisational environment. Since, it ensures coordination of factors of production and most importantly material and human elements of organisation as an efficient network of change and advancement. It is through information exchange that the managers become aware of the needs of customers, employees and the organisation as a whole.

For every organisation, the essence of performance is to create value. The fundamental purpose of performance information is to make program improvements within an organisation which should be properly communicated. Organisations therefore need to determine the best channel for transmitting information.

The enhancement of an organisation's communication capabilities may influence an organisation's performance through strategic decision making, better coordination of strategic actions and by facilitating learning form strategic initiatives (Andersen, 2001).

Communication is a process that is essentially a sharing one- a mutual interchange between two or more persons that would ensure that the entire system functions as an organic whole (Hybeland Weaver II, 2001). It consists of the written content which can be factual information, agendas, formal notices, as well as faxes, emails, reports, bulletins etc. The oral medium can be carried by the channels of the radio, television, mobile phones, or can be expressed face-to-face. The medium is therefore the mode of sending the message in terms of the language which maybe oral or written. It may also be non-verbal (that is, not using language) as in body gestures, body language or signs. In fact, in broadcasting, the medium is often said to be the message. This is to show the importance of the medium in effective message and information dissemination.

Despite of the prominent role of effective communication in improving organisational performance, it is regrettable that some organisations pay lip service to the maintenance of effective communication systems. Furthermore, the continuous delay in accessing information by staff seems to limit their performance; which creates maladministration in coordinating of organisational activities that could be detrimental to an organisation's performance.

This study therefore investigated whether or not effective communication strategies and systems have had an impact on the performance of an organization using American University of Nigeria yola as a case study.

The study is based on investigating the effect of effective communication strategies on organizational performance and it focuses on American university of Nigeria, Yola Adamawa State. The period of study is 6 years, from 2009 to 2015. This period is marked by the change in the tenure of Top management Staff (Change of Vice- Chancellor, Registrars and other Management Staff) within the Institution. Also, this period is long enough to enable the researcher come up with comparative findings.

The following null hypotheses were developed and tested to ensure a better analysis of the effect of effective communication strategies on organizational performance.

**H<sub>01</sub>:** Regular communication feedback has no significant effect on quality of students produced at American university of Nigeria.

**H<sub>02</sub>:** Communication channel has no significant impact on quantity of students graduated at American university of Nigeria.



**H<sub>3</sub>**: Information sharing has no significant impact on branding and recognition of American university of Nigeria.

## **Literature Review**

### **Concept of Communication**

Communication is the lifeline of every organisation. It is the lubricant of the organisation. To properly communicate is to primarily succeed. In any organisation where communication is muddled and ineffective there tends to be a breakdown in the realisation of objectives (Obisi, 2003). Communication can be defined as the “exchange of information between a sender and the receiver, and the inference (perception) of meaning between the individuals involved (Bowditch et al, 2007). Communication is viewed by (Haie mann, 2011) as the imparting of ideas and making oneself understood by others. It is also the process by which information is passed between individuals and/or organisations by means of previously agreed symbols. 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). Meaningful communication informs and educates employees at all levels and motivates them to support the strategy (Barrett, 2002). Analysis of the exchange reveals that communication is a two way process consisting consecutively linked elements. Managers who understand this process can analyse their own communication patterns as well as design communication programs that fits organisation needs (Kinicki & Kreitner, 2006).

Communication can be rather complex to define in a single sentence. However, it has many types which includes: Intrapersonal communication, interpersonal communication, group communication, mass communication and machine-to-machine or extra- personal communication. Intrapersonal communication means interact within oneself. Interpersonal communication involves two people. Which maybe face-to-face or by telephone conversation. Group communication on the other hand, is the process of interacting with a limited number of people. It exists in homes, work, schools, etc. Group communications usually is in form of meetings, discussions, symposiums, workshops, discussions, conferences, lectures etc. Mass communication, is communication with a large number of audience at a given time. It involves using media (television, newspaper, radio, internet) and finally, extra-personal communication or machine-to-machine communication which involves use of modern technology to communicate rather than just direct human involvement. It has being popularised by the emergence of sustained use of computers, automation and robotics (Ogbulogo, 2004).

Communication can also be categorized into: Oral, written and Non-verbal communication. Oral communication is expressed by the word of mouth or the use of spoken words when communicating, while written communication involves the sending of messages and the exchange of information in writing. Non-verbal communication does not make use of words but occurs inform of body language, signs and symbols. Communication involves a process. Before communication can take place, a purpose, expresses as a message to be conveyed, is needed. The communication process as developed by Shannon E. and W. Weaver (1949) involves the information source, the medium, the channel,

decoder, noise and feedback. The information source or sender is the communicator of the information, which uses a specific type of medium e.g. Oral, non-verbal or written. The channel is the means by which the message is carried e.g. Radio, telephones, letters, posters, books etc. The receiver receives the information, but the information can be affected by specific noise which can be a distortion or barrier from anyone or anywhere. Feedback is the check on whether the message has being successfully transferred as originally intended. It determines whether understanding has being achieved (Judge & Judge, 2007). Communication is not just important to an organisation, but is an important component in everyday human life. Gamble and Gamble (2002) stated that, "communication is the core of our humanness" and that "how we communicate with each other shapes our lives and our world". Communication skills enables individuals to reach out to one another or confront events that challenge our flexibility, integrity, expressiveness and critical thinking skills.

Communication within an organisation can take a formal or informal form. Formal communication are more official, organisation-sanctioned episodes of information transmission. According to Banihashemi (2007), they can move upward, downward, or horizontally and often are prearranged and necessary for performing some task.

**Vertical (Upward) Communication:** Information is transmitted from the top management to employees working in the organisation and vice versa. The upward flow provides a feedback to management to inform them of progress towards goals and relay current problems, feedback to subordinate(s) on their performance. It also serves as a control system within the organisation. According to Ogbulogo (2004) it comes in form of reports, responses to queries, contributions at meetings etc. The downward flow comes in form of rules, instructions, and directives.

**Horizontal (Lateral) Communication:** This is interaction with peers and colleagues. This can prove to be the most effective communication as peers are not hindered by "chain-of-command" (Kaul, 2004). Information flows among individuals of the same rank within the organisation. It could be face-to-face, telephone/fax/intercom, memos etc. The importance of horizontal communication increases with task specialization and diversity in organisational structure. The need for lateral or horizontal communication was first stressed by Fayol (1949), when he suggested a 'gang plank' between similar hierarchical positions.

**Diagonal/informal Communication:** is more unofficial, which could be in form of grapevine or rumours. The flow is less cumbersome and rigid. People gossip, employees complain about their boss, they whisper secrets about their co-workers, and work teams tell newcomers about how they operate. According to Ogbulogo (2004), it shows that human relations are not cordial and indicates that communication between management and employees has broken down.

The grapevine is the social network of informal communication that helps people interpret the organisation, translates management's formal messages into "employee language", and conveys information that the formal system leaves unsaid. The grapevine has three main characteristics. First, it is not controlled by management. Second, it is perceived by most employees as being more believable and reliable than formal communiques issued by management. And third, it is largely used to serve the



self-interests of people within it (Judge & Judge, 2007). On the other hand, the grapevine can be destructive when irrelevant or erroneous gossip and rumours can proliferate and harm operations (Bateman & Snell, 2002).

### **Empirical Review**

Nebo, Nwankwo, & Okonkwo (2015) examined the role of effective communication on organisational performance in Nnamdi Azikiwe University, Awka (UNIZIK). The survey research method was adopted for the study. The population of this research work is made up of 170 Non-academic and 130 Academic Staff of UNIZIK, from which a combined sample size of 166 was determined using Taro Yamane technique. The authors used stratified random sampling method. Chi-square test was used to analyse the data. The findings from the study showed that effective communication is the means to effective and efficient management performance of employees in an organisation. The study concluded there is a significant relationship between effective communication and employee performance in UNIZIK. The researchers recommended therefore that there is need for every organisation to endeavour and make effective communication an essential integral part of its management strategies and map out a strategic ways of storing information; for this will also reduce loss of essential information and it will help to minimize organisational conflict, less misunderstanding and enhance information management. However, the shortcoming of this study is that the researchers failed to take into account the relevant communication strategies like letters, memos, circulars and text messages as methods in use which would have given the research a more rounded approach.

Shonubi & Akintaro (2016) studied the impact of effective communication on organisational performance based on series of empirical studies of communication and organisational performance. The research findings validated a relationship between communication approach and efficient organisational performance. The authors also recommended that there can still be more room for improvement and consequently better performance if management embraces giving more clarity of ideas before attempting to communicate, better understanding of the physical and human environment when communicating and a thorough analysis of the purpose of communication. In planning communication, consultation should both be top down and bottom up, consideration should be given to the content and tone of the messages. Whenever possible, the language or tone should not be only be edifying and elegant, but must be messages the receiver would find valuable, all stakeholders should be encouraged to be good listeners, immediate actions must be accompanied and accomplished with communication; and communication that would be effective requires a follow up and effective feedback mechanism process. The gap in this literature is in the methodology adopted. It was based on review of few existing journals. But using a survey research design would have suited this research better. Also, the study viewed the components of the communication process within an organisation without mentioning distortion or barriers that may occur in the process of communicating.

Kibe (2014) investigated the effects of communication strategies on organisational performance in Kenya Port Authority. A descriptive research design was used in this study. 132 questionnaires were

distributed to employees and Stratified sampling was the major technique. The findings of this research showed that for any organisational performance to be achieved, an open communication environment should be encouraged. Once members of the organisation feel free to share feedback, ideas and even criticism at every level, it increases performance. The author concluded that communication strategies play a central role in high-performance within organisations. The main conclusion drawn from the research was communication strategies play a central role in high-performance. The shortcoming of this study is in the method of data analysis adopted. It was an empirical study of only four literatures. It wasn't backed up with adequate and proper empirical literatures. A review of more literatures would have provided a broader view of the study.

Amechi, Long & Chikaji (2014) examined the relevance of effective communication on the culture of an organisation and performance. The principle of inductive categorization was adopted in conducting a content analysis of selected relevant existing literature. With regards to this study, findings show that within an organisation, both formal and informal communication do occur daily, that it is evident that the effectiveness of such communication plays a critical role in structuring and strengthening organisational culture, objectives, strategies and activities aimed at enhancing and ensuring organisational performance. Therefore it concluded that management strengthen its communication strategies.

Babatunde (2015) examined the importance of effective communication in public organisations. The study used qualitative method of analysis and the sources of data are gathered through textbooks, journals, and documents and the secondary data were analysed through content analysis. The author specifically examined the impacts of organisational communication on the perception of red tape by comparing internal communication with external, especially client-oriented communication in both public and non-profit organisations. Findings showed that many organisations today often look at communication and leadership as one-dimensional; the inability of leaders in small organisations to adapt to a leadership style that effectively communicates with the employee and it hinders organisational performance. The study recommends that it's important for organisations to develop awareness about the importance of communication which is shown through individual growth, job satisfaction and motivation of the employees which again leads to employees' loyalty towards their parent organisation. The shortcoming of this research is that the author would have used a quantitative method of data analysis with a self-administered questionnaire in gathering the data given the case study involved.

Delpont, Hay-Swemmer & Wilkinson (2014) examined internal communication model for multi-campus higher education institutions in South Africa. The population of phase 1 of the study comprised of all Central University of Technology, Free State (CUT) staff members (1073 full-time and part-time academic and support services staff members at the Bloemfontein, Welkom and Kimberley campuses). In the second and third phases of the empirical study, purposive sampling of communication executives



at the seven aforementioned multi-campus universities in South Africa was employed. The sample size included two participants from the North-West University (NWU) and one each from the other six institutions. A structured questionnaire was used to gather the data. It was supported by open-ended questions to qualitatively enhance the study. The findings showed that more than one medium and language should be used in communicating within an organization, whilst the creative use of technology should be encouraged (including SMS and e-mail), especially to part-time staff and service workers. Information from the Vice-Chancellor needs to be communicated as soon as possible. Messages need to be considered in terms of what employees NEED to know (job-related information), WANT to know (motivational information), and HAVE to know (organisational information). Feedback should be encouraged, whilst the effectiveness of the communication process should be measured or evaluated constantly. The study was mainly an empirical study. The sample size was relatively small. Therefore, findings of this research may have being a bit restrictive.

Udegbe (2012) investigated the impact of business communication on organizational performance in Nigerian companies. Using the survey method, the study obtained sample data from 100 small and large manufacturing and service companies operating in Lagos State of Nigeria. Data was analyzed using descriptive statistics, percentages and t-test analysis. The study found that effective business communication is emphasized to a reasonable extent in the surveyed Nigerian companies. However, the 'level of emphasis' is a question of degree. It was also found that the extent of practices of effective business communication, were related to the category of business (service versus manufacturing) and its size. The research findings are limited to some extent by the confounding effect of variations within and between industry types of firm and industry sectors, and the use of respondents' own-assessments of performance. The author established research beyond the usual context of developed western economies, and thereby, potentially contains some lessons for practitioners and researchers in other developing countries. In business, message is conveyed through various channels of communication, including internet, print (publication), radio, television, etc. Whether or not significant change(s) results in the performance of an organization as a result of business communication is yet to be empirically established.

Maduenyi (2015) investigated the effectiveness of communication and its impact in organisations as an effective tool for employee performance. Specifically, it examined the effectiveness of communication as a strategic tool for enhancing employee performance using Skye Bank PLC Lagos State as a case study. A survey method was adopted with questionnaire as data collection tools. Regression and correlation coefficient were used to analyze the data. The findings of the research revealed that effective communication enhances employee performance. Effective communication also creates mutual understanding between management and workers which helps in building genuine relationship among both parties in the organizations. The recommendations for this study based on the findings were; for effective communication to take place, the barriers to communication must be reduced, management should employ personnel who can perform the job well and train them in the relevant communication skills and communication in all directions should be encouraged because it makes all

members of the organization having different roles to work in accordance with goals and objectives of the organization.

Asamu (2014) examined the impact of communication on workers' performance in Selected organisations in Lagos State, Nigeria. Data for the study were collected through questionnaire with sample population of 120 respondents. The result of this study reveals that a relationship exists between effective communication and workers' performance, productivity and commitment. The study recommended that managers will need to communicate with employees regularly to improve workers commitment and performance. In addition, top managers should communicate directly with their subordinates on issues of importance.

Otieno, Waiganjo & Njeru (2015) explored the effect of employee communication on organisational 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 14 flower farms registered in the Kenya Flower Council (KFC) directory (2013) and based in Naivasha. A total of 2,460 respondents were targeted by the study out of which 1,888 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 within the organisation, that communication helps in improving operational efficiency thus improving organisational performance. It concluded that communication is a major determinant of organisation performance. The study recommended that organisations should develop effective communication strategies since it will facilitate passing of information both within and outside the organisation thus improving performance. The shortcoming of this study was that research was carried out on horticultural sector with specific emphasis on flowers-a domestic market which lacks an effective information system and infrastructure.

Chong (2007) conducted a research the role of internal communication and training in infusing corporate values and delivering brand promise by studying Singapore Airline. This study was conducted from May to July 2006 and involved face-to-face interviews with senior managers of Singapore Airlines (SIA) People Networks and Cabin Crew Training departments. In addition, the researcher observed the proceedings of a course (called 'The Magic of SOAR') conducted by the Cabin Crew Training department for cabin crew trainees. Interviews were conducted and observations were supplemented with analysis of corporate presentations, SIA's website and corporate publications as well as conversations with cabin crew trainees at the SIA Training School in July 2006. The grounded theory method was used in analysing the interviews, observations and communication materials. The findings of the study showed that using face-to-face communication channel between management and employees helped the airline deliver its brand promise to its customers through its employee. The study also concluded that internal communication can play a strategic role in an organisation – especially when it is founded on the organisation's core values and intertwined with a training program that borders on performance-showing that communication plays a vital role in the life of a company. This



research work is limited because it concentrated mainly on one aspect of communication so also significant literature or research on the Aviation Sector (Scope of study) was insufficient then.

Neves and Eisenberger (2012) used a cross-lagged panel design to examine the temporal relationship between management communication and perceived organisational support (POS), and its consequences for performance. This study also adopted the use of the perceived organisation support in terms of communication as indicators on the effect of communication on organisational performance. Findings suggest that management communication was positively associated with a temporal change in perceived organisational support. In addition, the researchers found that POS fully mediates the relationship between management communication and both in-role and extra-role performance. Specifically, it revealed that management communication affects performance mainly because it signals that the organisation cares about the well-being and values the contributions of its employees. Abugre (2011) examined organisational communication and its impact on worker satisfaction in organisational workplace. The researcher examined three Ghanaian organisations in the formal sector using a quantitative survey of 90 respondents to gain information for the study. The chi-square test was used with cross-tabulation of the independent and dependent variables to test and answer the hypothesis and research questions formulated for the study. Findings showed that there is a significant relationship between efficient organisational communication and employee satisfaction. The researcher also found out that organisational communication has a positive impact on employee performance. Analysis of the findings further reveals that workers prefer good leadership communication behaviour because it has positive effects on workers in organisations. The study proposes that organisations in the formal sector will achieve their objectives if they pay proper attention to the communication processes through efficient organisational communication in the workplace.

Weimann, Hinz, Scott & Pollock (2010) examined changing the communication culture of distributed teams in a World where communication is neither perfect nor complete. The authors provided an analysis of the communication culture and tools of the distributed teams of a large German manufacturer. The researchers opined that communication culture and tools of the distributed teams of a large German manufacturer is neither perfect nor complete due to the communication behaviors and tools used by these real distributed teams working together in different settings on international projects. Communication technologies, including phone and video conferencing, mobile technologies and the Internet, help team members handle project tasks in a distributed or virtual team project environment. The findings show that regular face-to-face meetings, email and phone still play a pivotal role in team communications, even though a variety of communication tools is available. The case study concluded that team member satisfaction and team success can only be accomplished if the communication culture in the company takes into account the technologies used and the distributed work setting. The shortcoming of this study is that there was no proper analysis of hypotheses raised. Therefore, the findings are subject to uncertainties and misinterpretation. The study pointed out the important role of knowledge creation of teams in knowledge management capability of the firm, other processes such as knowledge transfer also need to be explored.

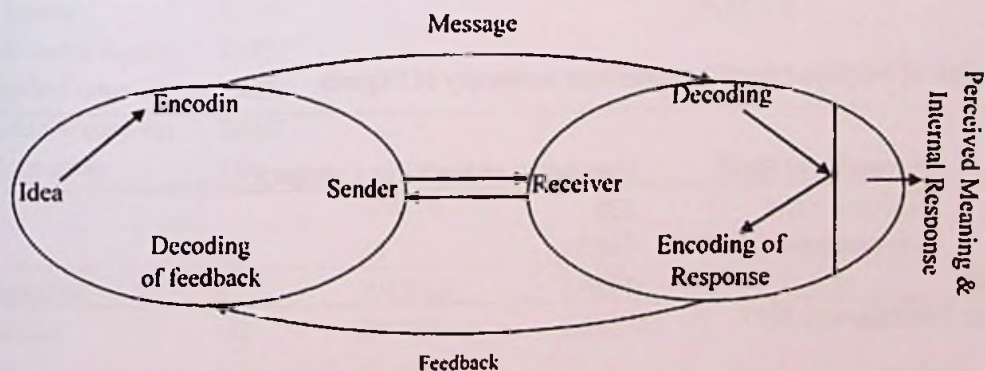
Many authors and researchers have addressed effective communication and performance of organisations. However, they have failed to address sufficiently the effect of communication on employee's productivity (within a university context), on the brand and image of an organisation and other non-financial aspects of organisational performance. Emergence of new technology and innovations in communications are welcomed development to the educational environment. But it is also important to address the impact of effective communication on ascertaining the general performance of an Organisation; in this case, American University of Nigeria yola based on quantity of students produced from the institution, quality of students graduated within the institution and the recognition (brand and public image) of the Institution.

## Theoretical Framework

### Communication Theories

A theory is a set of concepts and relationship statements that enables one to understand, describe, explain, evaluate, predict, and control things (phenomena). A communication theory provides a set of logically related general propositions (statements, ideas, and beliefs) which permit the deduction of some outcome or characteristic of communication interactions and transactions (Cragan & Shields 1998).

The key theory adopted by this study is the Asha Kaul Model of Communication (2004). Asha Kaul, PhD, is a Professor in Communication, Indian Institute of Management, Ahmedabad. According to Kaul (2004), "for the process of communication to be effective, there should be a well-defined goal in the mind of the sender."



**Figure 1: The Asha Kaul Model of Communication.**

## Methodology

For the purpose of this paper, descriptive survey research design was used. The descriptive survey design describes phenomena as they exist and it is used to identify and obtain information on the characteristics of a particular problem or issue. Descriptive survey research design was selected



because it has the advantage of producing good amount of responses from a wide range of people. Also, this design provides a meaningful and accurate picture of events and seeks to explain people's perception and behavior on the basis of the data collected. The population of the study covers the staff of American university of Nigeria. This research utilized the content analysis technique which is a research method for making replicable and valid inferences from data, to operationalize the communications variables. The study made use of primary sources of data in eliciting the required information needed for this research.

The Smith (1984) formula was used in the determination of the sample size for the study.

The sample was based on the formula:

$$n = \frac{N}{3 + N(e)^2}$$

Where;

n = sample size;

N = population size;

e = Level of precision required;

3 = constant

In determining the sample size, the following variables were used:

Confidence interval = 95 %

e = Margin of error = 0.05

Substituting into the formula,

Sample size for the number of staff used:

$$n = \frac{N}{3 + N(e)^2}$$

#### Population of Surveyed Staff in American university of Nigeria

S/N	Categories of Staff	Population of Staff Per Category
1	Academic Staff	220
2	Non-academic Staff	381
<b>Total</b>		<b>601</b>

*Source: Field Survey, 2017*

The Smith, (1984) formula for determination of sample size is given by:

$$n = \frac{N}{3 + Ne^2}$$

Margin error = 5%

Where;

N = population size

3 = is constant

e = is Margin of error (5%)

$$n = \frac{N}{3 + Ne^2}$$

$$n = \frac{601}{3601(0.05)^2}$$

$$n = \frac{601}{3601(0.0025)}$$

$$n = \frac{601}{4.5025}$$

$$n = 133$$

## Results and Discussion

Hypotheses One: H01: Regular communication feedback has no significant effect on quality of students produced at American university of Nigeria.

Model one:  $QSP = \beta_0 + \beta_1 RCF + \mu_i$  -----(1)

**Table 8: Regression Result on Regular communication feedback has no significant effect on Quality of Students Produced at American university of Nigeria.**

<i>Summary Statistics</i>						
Multiple R	0.7221					
R Square	0.6793					
Adjusted-R Square	0.5575					
Standard Error	7.4634					
Durbin-Watson stat	2.0191					
Observations	133					
<i>ANOVA</i>						
	<i>Df</i>	<i>SS</i>	<i>MS</i>	<i>F*</i>	<i>P-value</i>	
Regression	1	294260.0	294260.0	13.22	0.0120	
Residual	132	2937367	22252.78			
Total	133	3231627				
<i>Regression Output</i>						
	<i>Coefficients</i>	<i>Standard Error</i>	<i>t Stat</i>	<i>P-value</i>	<i>L-95%</i>	<i>U-95%</i>
Intercept	2.22462	1.4107	2.1236	0.0199	57.5883	555.4640
RCF	3.85568	1.2204	3.1593	0.0145	17.5530	130.7089

Source: Authors Computation, 2017 (Micro-Excel, 16)



2.223.85

(2)

SEE= 1.41 1.22

\*t= 2.12 3.15

\*F= 13.22; Prob (F-statistic)=0.0120

$R^2 = 0.6793$ ;  $Adj R^2 = 0.5575$

DW = 2.01

From the regression result in table 8, it was observed that the calculated t-value for Regular communication feedback is 3.15 and whilst the tabulated value is 1.96. Since the t-calculated is greater than the t-tabulated ( $3.15 > 1.96$ ) it thus falls in the rejection region and hence, we reject the first null hypothesis ( $H_0$ ). The conclusion here is that regular communication feedback has a significant effect on quality of students produced at American university of Nigeria

The F-statistics which is used to examine the overall significance of regression model equally showed that the result is significant, as indicated by a very high value of the F-statistic, 13.22 and it is significant at the 5.0 per cent level. That is, the F-statistic P-value of 0.0120 is less than 0.05.

The coefficient of determination (R-square), used to measure the goodness of fit of the estimated model, indicates that the model is reasonably fit in prediction. The  $R^2$  (R-square) value of 0.6793 shows that regular communication feedback has a very good impact on quality of students produced at American university of Nigeria. It indicates that about 67.93 per cent of the variation in quality of students produced at American University of Nigeria yola is explained by regular communication feedback, while the remaining unaccounted variation of 32.07 percent is captured by the white noise error term.

Durbin Watson (DW) statistic was used to test for the presence of serial correlation or autocorrelation among the error terms. It was used to test for the presence of serial correlation or autocorrelation among the error terms. The acceptable Durbin – Watson range is between 1.5 and 2.5. The model thus indicates that there is no autocorrelation among the variables as indicated by Durbin Watson (DW) statistic of 2.01. This shows that the estimates are unbiased and can be relied upon for economic decisions.

Model Two:  $QSG = \beta_0 + \beta_2 CC + \mu_t$  ----- (3)

**Table 9:** Regression Result on Communication channel and Quantity of Students Graduated at American university of Nigeria

<i>Summary Statistics</i>						
Multiple R	0.8754					
R Square	0.4936					
Adjusted R Square	0.4213					
Standard Error	0.5064					
Durbin-Watson stat	1.9181					
Observations	133					
<i>ANOVA</i>						
	<i>Df</i>	<i>SS</i>	<i>MS</i>	<i>F*</i>	<i>P-value</i>	
Regression	1	22248.03	22248.03	3.141	0.2241	
Residual	132	321258.96	2433.78			
Total	133	343506.99				
<i>Regression Output</i>						
	<i>Coefficients</i>	<i>Standard Error</i>	<i>t Stat</i>	<i>P-value</i>	<i>L-95%</i>	<i>U-95%</i>
Intercept	3.11305	1.146125	2.71615	0.0000	5.5542	5.86442
CC	-3.55448	3.287134	-1.08133	0.2242	17.5441	130.741

*Source: Authors Computation, 2017 (Micro-Excel, 16)*

$$QSG = 3.11 - 3.55CC \text{ ----- (4)}$$

$$SEE = 1.14 \quad 3.28$$

$$t^* = 2.71 \quad -1.08$$

$$F^* = 3.141; \text{ Prob (F-statistic)} = 0.2241$$

$$R^2 = 0.4936; \text{ Adj } R^2 = 0.4213$$

$$DW = 1.91$$

However, from the regression result in table 9 the calculated t-value for communication channel was found to be -1.08 and the critical value is 1.96 under 95% confidence level. Since the t-calculated is less than the critical value ( $-1.08 < -1.96$ ) it falls in the acceptance region and hence, we accept the second null hypothesis ( $H_0$ ). The conclusion here is that communication channel has a negative and insignificant impact on the quantity of students graduated at American university of Nigeria.

The F-statistics equally showed that the overall result is insignificant, as indicated by the value of the F-statistic, 3.14 and it is insignificant at the 5.0 per cent level. That is, the F-statistic p-value of 0.2241 is less than 0.05.

Furthermore, the coefficient of determination (R-square), which was used to measure the goodness of fit of the estimated model, indicates that the model is poor in prediction. The  $R^2$  (R-square) value of



0.4936 shows that communication channel has a poor impact on quantity of students graduated at American university of Nigeria. It indicates that about 49.36 per cent of the variation in quantity of students graduated at American University of Nigeria yola is explained by communication channel, while the remaining unaccounted variation of 50.64 percent is captured by the white noise error term.

The model also indicates that there is no autocorrelation among the variables as indicated by Durbin Watson (DW) statistic of 1.91. This shows that the estimates are unbiased and can be relied upon for policy decisions.

$$\text{Model three: } B / R = \beta_0 + \beta_3 IS + \mu, \text{ ----- (5)}$$

**Table 10: Regression Result on Information Sharing and Branding and Recognition of American university of Nigeria**

<i>Summary Statistics</i>						
Multiple R	0.8892					
R Square	0.7255					
Adjusted R Square	0.6770					
Standard Error	1.4884					
Durbin-Watson stat	1.9832					
Observations	133					
<i>ANOVA</i>						
	<i>Df</i>	<i>SS</i>	<i>MS</i>	<i>F*</i>	<i>P-value</i>	
Regression	1	201780.4	201780.4	13.66	0.0000	
Residual	132	1949490.3	14768.87			
Total	133	2151271.2				
<i>Regression Output</i>						
	<i>Coefficients</i>	<i>Standard Error</i>	<i>t Stat</i>	<i>P-value</i>	<i>L-95%</i>	<i>U-95%</i>
Intercept	11.12581	2.223053	5.211301	0.0000	1.317343	11.40148
Information Sharing	4.191668	1.878393	2.231518	0.0011	1.362752	1.508682

Source: Authors Computation, 2017 (Micro-Excel, 16)

$$B / R = 11.12 + 4.19 IS \text{ ----- (6)}$$

$$SEE = 2.22 \quad 1.87$$

$$t^* = 5.21 \quad 2.23$$

$$F^* = 13.66; \text{ Prob (F-statistic)} = 0.0000$$

$$R^2 = 0.7255; \text{ Adj } R^2 = 0.6770$$

$$DW = 1.98$$

The calculated t-value for Information sharing was found to be 2.23 and also by rule of thumb, the tabulated value is  $\pm 1.96$  under 95% confidence interval levels. Since the calculated t-value for Information sharing was found to be greater than the tabulated value (that is;  $2.23 > 1.96$ ), we thus, reject the third null hypotheses ( $H_0$ ) and conclude that, Information sharing has a significant impact on branding and recognition of American university of Nigeria

The F-statistics which is also used to examine the overall significance of regression model equally showed that the result is significant, as indicated by a very high value of the F-statistic, 13.66 and it is significant at the 5.0 per cent level. That is, the F-statistic p-value of 0.0000 is less than 0.05.

The coefficient of determination (R-square), used to measure the goodness of fit of the estimated model, indicates that the model is also reasonably fit in prediction. The  $R^2$  (R-square) value of 0.7255 shows that Information sharing has a strong effect on branding and recognition of American university of Nigeria. It indicates that about 72.55 per cent of the variation in branding and recognition of American University of Nigeria yola is explained by Information sharing, while the remaining unaccounted variation of 27.45 percent is captured by the white noise error term.

Durbin Watson (DW) statistic was also used to test for the presence of serial correlation or auto correlation among the error terms. The model also indicates that there is no auto correlation among the variables as indicated by Durbin Watson (DW) statistic of 1.98. This shows that the estimates are unbiased and can be relied upon also for policy decisions.

### **Conclusion and Recommendations**

The results supported the relevant assumptions of human relations theory that emphasizes human needs and favors effective communication. It is important that the organization satisfies employees' needs for social interaction with management and especially provides opportunities for employees to achieve their self-actualization. Good communication is an essential condition for an organization to achieve the organizational goals, as well as individual goals (Robbins, 2010). When the organization works well and cares about employees' individual development, the employees' highest level of need - that for self-actualization - can be fulfilled; thereby they can contribute best to the organization. If the organization highlights each individual's capability and contribution, provides opportunities for them to participate in decision making, and encourages them to be more involved in the organizational operations, then the employees tend to commit at higher levels to the organization because they want to or ought to do so.

Based on the findings, the following recommendations were made:

- i. There is the need for a sustained open communication environment where all members of the organization feel free to share feedback, ideas and even criticism at every level, thereby encouraging staff to freely give their views without being victimized by the management. Feedback should be constantly encouraged, whilst the effectiveness of the communication process should be measured or evaluated always. Also, a participatory environment where there

is follow up of information should be encouraged in order to boost performance in the Institution.

- ii. American Univeristy of Nigeria yola management should endeavor to have an effective communication channel as an integral part of its management. This will help minimize misinformation, misunderstanding, improve information sharing and cordial relationship between management and the workforce to sustain the performance of the organization. Therefore, messages and information need to be considered in terms of what employees NEED to know (job-related information), WANT to know (motivational information), and HAVE to know (organizational information). This shows the importance of the channel in effective message and information dissemination.
- iii. For adequate information sharing, both internal (formal and informal communication) and external communication that occur daily, should be maintained and constantly appraised as it's evident that the effectiveness of such communication plays a critical role in strategically showcasing the University's image, generating public goodwill that brings about support for the Institution. As it also helps in structuring and strengthening the organizational culture, objectives, strategies and activities aimed at enhancing and ensuring organizational performance. Improving internal communication is critical to the Institution's competitiveness and a free flow of information among members plays a strategic role in an organization – especially when it is founded on the organization's core values and intertwined with a program that borders on performance, showing that communication plays a vital role in the life of an organization.



## References

- Abugre, B. J (2011) Appraising the Impact of Organizational Communication on worker satisfaction in Organizational Workplace. *Problems of management in the 21<sup>st</sup> century*, 1
- Adegbuyi, O. A, Adunola, O, Worlu, R. & Ajagbe, A. M. (2015) *Archival Review of the Influence of Organizational Strategy on Organizational Performance*. International conference on African Development Issues (CU-ICADI): Social & Economic Models for Development Tacks. (PP 334-340). Retrieved from <http://eprints.covenantuniversity.edu.ng/5294/1/Paper%20138.pdf>
- Allan, L. (2011) *Importance of Organizational communication*. Retrieved from <http://gmj.gallup.com/content/124214/driving-engagement-focusing-strengths.aspx>
- Amechi, U. C, Long, C. S & Chikaji, A. I. (2014) Effective Communication: Strategy for Efficient Organizational Culture and Performance. *Proceedings of 6th Annual American Business Research Conference*, New York, USA, ISBN:978 -1-922069 – 52 -81
- Andersen, T.J (2001) Information Technology, Strategic Decision Making Approaches and Organizational Performance in Different Industrial Settings. *The journal of strategic information systems*, 10(2) pp 101-119 [www.sciencedirect.com/science/article](http://www.sciencedirect.com/science/article)
- Banihashemi, S.A. (2011). The Role of Communication to Improve Organizational Process. *European Journal of Humanities and Social Sciences* (1), 13-24. Retrieved from <http://www.journalsbank.com/ejhss.htm>
- Berger, B. K (2008) ' '. Getting communications on senior managements agenda. In P. Williams (Ed.), Employee communication: The comprehensive manual for those who communicate with todays employees (pp. 97-114). Chicago: Ragan Communications.
- Bolden, R., & Gosling, J. (2006). Leadership competencies & Leadership Change: Time to change the tune? *The Business & Management Review*, 3(2), 147-163. Retrieved from doi: 10.1177/1742715006062932
- Chong, M. (2007) The Role of Internal Communication and Training in Infusing Corporate Values and Delivering Brand Promise: Singapore Airlines' Experience. *Corporate Reputation Review*. Vol 10, N3, Pp201
- Chudi-Oji, C. (2013). Behaviour Organization and Managing the Human Side of Work. Allyn and Bacon Inc; New york, 92-98.

- Cooper, D. & Schindler, P. (2006). *Business Research Methods*. 9th Edition. New York: McGraw Hill Company.
- D'Aprix, R. (2006) *Communicating for change*. 1<sup>st</sup> Edition. Connecting with the workplace. San Francisco: Joussey-Bass
- Deetz, S. (2007). *Systematically distorted communication and discursive closure* R. T. Craig et. HL Muller (éds.), *Theorizing communication: readings across traditions* Pages 457-471
- Nnamani, E. & Ajagu H E. (2014) Environmental Factors and Organizational Performance in Nigeria (A Study of Juhel Company), *World Engineering & Applied Sciences Journal* 5(3): 75-84. Retrieved from DOI: 10.5829/idosi.weasj.2014.5.3.1124
- O'Boyle, J. & Hassan, D. (2014): Performance Management and measurement in National-level Non-profit Sport Organisations. *European Sport Management Quarterly*. Retrieved from <http://dx.doi.org/10.1080/16184742.2014.898677>
- Ogbo, A. I., Onekanma I. V, & Ukpere, W.I (2014) The Impact of Effective Inventory Control Management on Organisational Performance: A Study of 7up Bottling Company Enugu, Nigeria; *Mediterranean Journal of Social Sciences* 5(10),109-118. Retrieved from Doi:10.5901/mjss.2014.v5n10p109
- Ogbulogo, C. (2004) *Business Communication in Practice*. Sam Iroanusi Publications. Lagos, Nigeria.
- Okoye, J.C (2004) *Communication Effectiveness in Public and Private Organisation*. HRV publishers, Enugu.
- Otieno, A, Waiganjo, E.W & Njeru, A (2015).Effect of Employee Communication on Organisation Performance: in Kenya's Horticultural Sector. *International Journal of Business Administration*, 6(2), 138-145 Retrieved from, <http://dx.doi.org/10.5430/ijba.v6n2p138>
- Peter, L. (2015). *Effective Business Communication*, McGraw Hill Inc. New york. Publishing Limited 18-24.
- Price, J.L. (1997). "Handbook of Organizational Measurement" *International Journal of Manpower*, Vol. 18, No. 4/5/6, pp. 305-558
- Saunders, M, Lewis, P & Thornhill, A. (2003). *Research methods for business students*, fifth edition. Prestin Hall, Pitman Publishing, London.
- Shonubi, A.O, Akintaro, A.A (2016) The Impact Of Effective Communication On Organizational Performance. *The International Journal of Social Sciences and Humanities Invention* Vol. 3

- Sim, S. & Wright, A. (2000) *Exploring the distinctive nature of work commitments: their relationships with personal characteristics, job performance, and propensity to leave. Journal of personal selling & sales Management*, 14(2): 1-16
- Shafique M.N, Ahmad. N, Abbas, H. & Hussain .A (2015) The Impact of customer relationship management capabilities on Organizational performance: Moderating role of competition intensity. *Arabian Journal of Business and Management Review (Nigerian Chapter)*, 3(3).28-47
- Shannon, C.E., & Weaver, W. (1949). *The Mathematical Theory of Communication*. Urbana, IL: University of Illinois Press.
- Shilbury, D., Ferkins, L., & Smythe, L. (2013). Sport Governance Encounters: Insights from lived experiences. *Sport Management Review*, 16, 349–363. Retrieved from, doi:10.1016/j.smr.2012.12.001
- Udegbe, S. E (2012) Impact of Business Communication on Organizational Performance in Nigerian Companies. *Australian journal of Business and Management Research*. Retrieved from [www.ajbmr.com](http://www.ajbmr.com). Accessed on 7/12/2016
- Wadman, K. C (2006). Showing leaders the impact of Communications. *Strategic Communication Management*, 10(4), 6–7.
- Wagner, C. (2006). Breaking the knowledge acquisition bottleneck through conversational knowledge management. *Information Resources Management Journal*, 19(1), 70–83