



# **Effective Communication: A Means of Improving Organisational Performance in Ndorama Eleme Petrochemical Ltd, Port Harcourt**

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## **ABSTRACT**

This study investigated the effective communication on organizational performance Ndorama Eleme Petrochemical Ltd. The study adopted a descriptive research design. The population of the study consisted

of 110 of selected staff (64 Operational and 46 Strategic Staff) in Ndorama Eleme Petrochemical Ltd in Port Harcourt. The sample size consisted of 72 staff (44 operational and 28 strategic staff); balloting 65% of the population size. The simple random sampling technique was adopted. A self-structured instrument titled “Effective Communication Organizational Performance Questionnaire (ECOPQ)” with 16 questionnaire items on a modified validated four-point rating scales response options such as: Very High Extent (VHE) = 4 Points; Low Extent (LE) = 3 Points; Low Extent (LE) = 2 Points and Very Low Extent (VLE) = 1 Point. The Cronbach Alpha value 0.83 was also obtained. Data obtained was analyzed using the mean ( $\bar{X}$ ) and standard deviation (SD) and Z-test. Specifically, the mean ( $\bar{X}$ ) was used to answer the research questions while the Z-test was used to test hypotheses at 0.05 level of significance. Findings shown that types and forms of communication improve organizational performance to a high extent, on other hand, poor communication constitutes barriers to organizational performance in Ndorama Eleme petrochemical Ltd in Port Harcourt to a high extent. It was be recommended that types, content and tone of the message should be considered before the communication activities are put in place to enhance organizational performance; the form and language of the message must be clearly understood by the parties involve (sender and receiver); all parties in the communication process should be encouraged to be good listeners so that due attention and feedback can be given to poor communication delivery and the message should be properly sent using appropriate channels void of barriers to organizational performance in Ndorama Eleme petrochemical Ltd in Port Harcourt.

**Keywords:** Communication, Effective Communication, Performance, and Organizational Performance

## **INTRODUCTION**

Communication has been popularly accepted by many people as the blood stream of an organization because, it is necessary and needed for disseminating information among the workforce, exchanging of ideas, making effective plans and proposals, reaching agreements, effecting decisions, sending and accomplishing orders and conducting sales (Elvin and Hansma, 2008). It has been observed that when effective communication practice stops, effective and efficient organizational or human activity ceases to exist and the organizational or human uncoordinated behaviours and activities begins in the organization or human life. Hence, effective communication in the existence of an organization is as important as the blood stream in a human being.

The word communication is from a Latin word - "communis", which means common or shared understanding. Communication therefore is a purposeful effort to establish commonness between a source and a receiver (Neves and Eisenberger, 2012). Thus, what is shared in this respect would be associated with knowledge, experience, thought, ideas, suggestions, opinions, feelings etc. Therefore, there are different definitions of communication put forward by different scholars or schools of thought based on their orientations and perspectives. Rho (2009) defined communication as "the transmission and reception of ideas, feelings and attitudes verbally or non-verbally to produce a favourable response".

Kukule (2012) defined communication as the process by which information is exchanged and understood by two or more people usually with the intention to motivate and influence behavior". Communication is also defined as "the exchange of information between a sender (source) and a receiver (destination) so that it is received, understood and leads to action (Obamiro, 2008). Kibe (2014) further defined communication as "any means by which any person or group shares and impact information with or to another person or group, so that both persons and groups clearly understand one another. Akam (2011) opined that communication is not just giving information but also the giving and receiving of understandable information and thus, the transferring of a message to another party so that it can be understood and acted upon. Peter (2015) stated that communication is the process which involves all aspects of transmitting messages to channels which link people to the languages and symbolic gestures which are used to transmit such messages. It is also the means by which such messages are received and stored. It includes the rules, customs and conventions which defines the regular human relationships and events.

Vinazor (2009) also posited that communication is the act of passing information from one person(s) to another or others, so that the both parties understand the message or information being passed the same way. It is a process of passing a message in order to make possible a specific or expected feedback from the receiver. It must be such that will influence an action or another communication. It is therefore expressed that there exist several definitions for communication, as there exist several disciplines. Hence, while some of these definitions are human centered, others are not depending on their disciplines (Banihashemi, 2011). Therefore, there is no single definition of communication that is agreed upon by scholars. In the view of sociologists, communication is the mechanism through which human relations exist and develop some others simply defined communication as the process whereby one person tells another something using the written or spoken words. While the psychologists in their opinion define communication as the process by which an individual (the sender) transmits stimuli (usually verbal symbols) to modify the behaviours of the other individuals (receivers)". This definition explains the feelings and objectives of many extension workers and change agents.

For the purpose of the study therefore, Elving (2005) said communication will be simply defined as the process of exchanging or sharing information, ideas and feelings between the sender and the receiver, so as to influence an action or another communication." It is important to note that no business organization, be it Public or Private sector can be very functional and successful without effective communication. In as much as no organization can exist without the workforce (individuals), all the human activities and interactions that contribute to the success of the organization are enhanced by effective communication. Therefore, nothing can be achieved successfully in this business world without effective communication.

Businesses today in the world are very challenging. For the businesses to be functional and successful (profitable) in this highly challenging and competitive market economy, all the factors of production (labour - man, capital - money and machines, land -natural resources-and the entrepreneur - owner of the business) must be wisely and adequately managed (McGraw-Hill, 2011). However, labour (the human factor) among these factors of production constitute the biggest challenge because unlike the other factors of production, the human resource management requires skilful handling of their affairs (welfare) and make-ups (feelings, thoughts and emotions) to achieve the expected performance level of the organization. An effective communication practice plays an important role in the challenge toward achieving increase in the organization's performance.

Effective communication therefore has much impact on organizational workgroups because it is a channel through which the information and policies of the organization flows. Hence, organizational communication is said to be communication among the workforce in the context of an organization

(Banihashemi, 2011). This type of communication he explain to include; the activities of sending and receiving messages through different levels of authority, using different communication systems to discuss different topics of interest to the workforce, groups or the organization they work for. Effective communication has not only impacted on organizational functions and achievement, but has also impacted on the perception and opinions about people, communities, governments and even societies. Effective communication is normally used by management as expected in most cases to disseminate information among the workforce, to coordinate organizational activities, to reduce unnecessary managerial problems, and principally to improve organizational performance and increase productivity. The practice of effective communication in all organizations cannot be over-emphasized because, it is the means by which the workforce interacts and work with each other. In as much as nothing can be effectively and efficiently achieved in the organization without effective communication, communication is therefore referred to as the bloodstream of an organization.

### **Functions of Communication**

The functions performed by communication are of diverse nature depending on the place and people among whom communication is practiced. According to Neves & Eisenberger (2012), these functions include:

1. Exchange of ideas and spread of knowledge: The practice of communication enable us to express our ideas, opinions and feelings freely with each other when necessary. The process of communication makes it possible for us to share our developed and acquired knowledge with each other.
2. It enhances our business and commercial activities: Communication has made possible the opportunity to transact our business and commercial activities with ease. Hence, we are able to make known to people what we are or can offer in the form of goods and services. Also, through communication we are able to know and buy what we want with proper price negotiation and mode of delivery.
3. Social interaction: Communication has also made human interaction possible and easy. Hence, we are able to interact and relate with each other in a close or distant place more easily.
4. Socio-Cultural function: Communication has made it possible for us to learn and exchange our cultural values and thus, blend for harmonious co-existence.
5. Socio Political Development: Since we are engaged in politics one way or the other, we could be called political human beings. The process of communication has therefore helped in the active mobilization of ourselves for the political development of ourselves and our areas.
6. Communication through the use of various technological devices has made the world a global village and also makes life interesting.

### **The Importance of Communication**

Effective communication practice is very important in the life of every successful business as follows by Peter (2015):

1. It improves employees' performance: Effective communication in an organization helps to improve employees' performance, and also leads to increase in overall organizational performance and productivity.
2. It increases employee job satisfaction: Effective and efficient communication which should have in place a functional upward, downward and lateral flow of communication, will to a great extent increase the employees' job satisfaction. This is necessary because, the employees' feels empowered when they are able to communicate and receives adequate feedback on matters concerning their work and their welfare.
3. It reduces absenteeism and turnover: Effective communication practice in a workplace makes employees to feel secured when they are receiving reliable and updated information from their superiors. It also enables them to share ideas, thoughts and feelings concerning their work and affairs with their superiors when necessary. This to a great extent will reduce the rate of absenteeism and turnover in the workplace.
4. Effective and efficient workplace communication also encourages employees' participation in the organization's decision making. This will improve the employees' job satisfaction and also enhance their performance towards increase productivity.
5. Good public image and reputation are created when the organization holds to the tenants of effective communication.

6. The practice of effective communication makes it possible for management to achieve effective control of the organizational workforce and affairs.

### **Organizational Performance**

Organizational performance could be influenced by effective communication, also the actual output of an organization as measured against its expected outputs. Paludi (2012) posited that organisational performance is the expected goal of an organisation after they have invested all the factors of production. This performance according to Robbins (2006) is measured in terms of the financial performance of the organization, product market performance and shareholders returns on investments.

However broad the term organizational performance that is expressed in its effectiveness may be; is considered in terms of strategic planning, operations, finance and organizational development. It could also be measured and treated using the following dimensions; the organization's financial performance, customer service, the extent of social responsibilities and employees' welfare.

### **Types of Communication**

The types of communication that links all the levels and groups in the organization together in order to improve performance and productivity are the formal and informal patterns of communication. In view of Obamiro (2008), the following can be considered:

#### **1. The formal pattern of communication**

This is a channel of communication approved and recognized to be used in an organization by management for the proper coordination of its internal and external resources and activities. They are made to follow the established chain of command or line of authority in the organization. Formal pattern of communication is done or practical in three ways namely: Downward communication, upward communication and the horizontal or lateral communication.

Downward communication: This involves the passing of information or ideas from the top management (those higher in the organizational hierarchy) to the subordinates. It is mostly expressed in the form of instructions or directives on how a job is to be done and in expectation of a feed back.

Upward communication: This is a form of communication involving the passing of information or ideas from the junior staff to the senior staff. This is done mostly when they want to inform the seniors of how they have carried out the duties assigned to them.

The Horizontal or lateral communication: This channel of communication involves the passing of information or ideas among staff of equal rank at different levels that have no direct reporting relationship with each other. This is practiced among interest groups, team members, and employees on the same similar levels.

#### **2. Informal pattern of communication**

This is the unapproved or unauthorized ways of passing information or ideas between members of an organization. It is practiced to satisfy ones desire and mostly when there are gaps or barriers to formal communication; so that the employees are not in much close contact or getting their desired information from management. It is mostly expressed in the form of grapevine or rumor; so that is easily spread within the workforce or organisation like Bush Fire.

### **Forms of Communication**

There are various ways of passing information from one person to the other (Kukule, 2012). These will be discussed under the following headings:

1. Written communication: This is the means of communication made by one person to the other through writing. It is made possible with the use of letters, newspapers, magazines, memos, circulars, bulletin, books etc. Written communication makes possible permanent records of event between the parties involve. It is therefore a more reliable means of communication.
2. Oral Communication: This is the verbal (face-to-face) discussions made by the parties involved in the passing of information from one person to the other. This is mostly used during conversations, interviews, conferences, meetings, seminars etc. It is always intensive and rich in nature because of the high level of personal interaction between the parties involve.
3. Non-Verbal Communication: This is used to describe the means of communication made by one person to the other through or with the use of symbolic gestures, other body movements, facial expressions, actions etc, that enable the parties involve to understand what each other means.

4. Visual Communication: This is the means of sending information or ideas from one person the other through or with the aid of what the eyes can see. It is made possible with the use of photographs, drawings etc.
5. Multi-Media/Audio-Visual Communication: This is the passing of information from one person to the other through or with the use of the combination of any of the means discussed above. This is made possible with the use of information technology, as in the use of television, video films, internet etc.

#### **The Impact of Poor Communication in an Organization**

Communication in a workplace is termed poor or ineffective when the communication process and contents are ambiguous, unfocused, lacking important details and does not allow for a reliable two-way dialogue. Thus, organizations that fail to practice effective communication are likely to lose to other organizations with more effective communication in practice. However, Paludi (2012) highlighted some effects of poor communication in a workplace are:

1. Decrease in employees' moral: The non practice of effective communication in an organization which may be expressed in uncollaborative communication system and process of resolving conflict can have a negative effect on the employees moral. When these are in place, the employees' starts to feel the stress from the poor relationships created in the workplace.
2. Increase Absenteeism: Uncollaborative communication process and practice in an organization severally impacted negatively on employees' motivation and also rises the stress level in the workplace. This in turn influences the workforce decision to come late to work or absent themselves from work.
3. Increase Employee Turnover: The rate at which employees feels unmotivated and dissatisfied in some cases is caused by the extent of poor communication in practice. This to a large extent has contributed to the rate at which employees' leaves the workplace voluntarily. This is a dangerous situation in an organization because, the replacement of an active employee is more costly than retaining him; taking into consideration some organizational and human factors.
4. Poor customer service: Lack of adequate knowledge about the products and services handled by employees also leads to their unsatisfactory or inadequate communication with customers. The inability of the employees to properly inform the customers about the products or services may adversely affect the rate of expected patronage. Hence, the result will be poor sales rate.
5. Greater incidence of injuries: Inadequate guidance of the workforce on job ethics and procedures may be injurious to them. This to a great extent may cost the organization much in terms of human and managerial cost. It is therefore necessary that the organization should put in practice an effective way of communicating with the workforce; so as to reduce the rate of occupational accidents, stress and other health related cost.
6. The absent of effective collaborative communication in a workplace may lead to dampened innovation in the organization. This is necessary because the expected rate of innovation in a place depends largely on the extent of communication practiced. Ineffective communication therefore may render the workforce enthusiasm or interest in the organization's development less lively or intense.
7. The impact of ineffective communication; taken into consideration the above points will greatly reduce the employees' performance and productivity in the workplace.

#### **Barriers to Effective Communication**

Kukule (2012) established that the flow of communication between the sender and the receiver of the message may be affected by any of the following factors.

1. Lack of proper planning - may affect the communication process. This may arise when either party in the process are inadequately prepared for the presentation or transmission and interpretation of the message.
2. Semantic Barriers – This happens when the parties involved in the process of communication misunderstand and misinterpret the words used differently; so that the thought in the message could not be understood the same way.
3. Organization's Barrier – When the organizational structure lacks clarity of responsibility and authority, the communication process may easily breakdown because, there will be confusion in who to report and take command from.

4. Poorly expressed message may be a hindrance to the clear understanding of the message. This occurs when the message is passed with poorly chosen words, awkward sentence structure, unnecessary jargons etc.
5. Information Overload – This occur when too much information is received by one person within a limited time. This may result in over looking or disregarding some information that are vital to the parties involved.
6. Noise – Noise of any kind that interferes with the communication process may affect the effectiveness of the communication in place.
7. Poor listening or inattention – When the receiver of the message at the time of communication is inattentive and indisciplined, there is the tendency that the thought in the message will be misunderstood.
8. Distrust– When the parties involved in communication are suspicious and doubtful of each other, they become skeptical or doubtful of the meaning of the message, and so also will be the feedback.
9. The difference in the background and experience of the sender and receiver of the message, in terms of what is contained in the message, may undermine the reliability of the message.

### **Principles or Characteristics of Effective Communication**

Kibe (2014) stated that there are certain principles or characteristics that are essential in the process of communication such as:-

1. Principle of Readiness and motivation: This states that the parties in communication should be ready and interested throughout the process of communication; so that the process and content of communication will not be affected adversely.
2. Possession of competent communication skills: So that the task of communication in terms of transmission and reception may be efficiently performed, the parties in the process of communication should be competent and efficient in communicating and receiving the desired information or message.
3. The principle of sharing and interaction: The process of communication is a two way activity that requires the mutual interaction of the parties (sender and receiver) in terms of sharing or exchange of ideas. Hence, for communication to be effective, the parties involved must be ready to interact mutually and share ideas freely as may be required.
4. The sender and the receiver of the content (message) should be able to use the right words or language they can easily understand and interpret. That is the content to be communicated should be suitable and easily understood to the parties involved.
5. For communication to be effective, the correct or right forms and medias (written, oral, visual, multi-media) of communication should be used in the correct situation.
6. Appropriate feedback: Depending on the purpose for which the message was sent, there suppose to be an expected feedback. This is necessary because, unless the message sent has been received, understood and interpreted or responded to in the right form or correctly, the communication process is said to be ineffective or incomplete. Therefore, for communication to be effective, it must be given a corresponding feedback.
7. In the process of communication there are several factors existing between the parties in the process that may hinder the effectiveness of the process. For communication to be effective therefore, care should be taken to ensure that these barriers are reduced to the minimum; so that the parties involved can freely communicate with each other.

### **Communication Process**

An effective communication practice as explained by Weihrich and Koontz cited in Vinazor (2009) involved the following processes:

1. Sender (Source or Encoder): All information or idea to be transferred must begin from a source or person. This happens because the source or person has some thought, idea and needs that he wishes to transfer or pass to another person or group.
2. Encoding: This is the process of selecting and using the right or appropriate language, symbols which expresses the correct mental perception of the source (Sender).
3. Message: This is the physical product (idea, thoughts and emotions) from the sender or source to be sent to the other person(s).

4. Channel: This refers to the means or channels through which the sender transmits his message to the other (receiver). Hence, the sender must make sure that the appropriate channel is used to transmit his message to the receiver.
5. Receiving/Decoding: This is the process of receiving and interpreting the received message into thoughts or meaning. This is necessary because, until the sender (encoder) and the receiver (decoder) of the message attach the same or similar meaning to the message passed and received, communication is not effective or completely made.
6. Noise: In the communication process, noise is referred to as anything that disturbs, interferes or hinders the process. This interference or hindrance can occur at any point in the communication process.
7. Feedback: This is referred to as the response made by the receiver to the sender of the message. This is used to determine whether the message sent (encoded) has been properly received, understood and interpreted into meaning. When this is ascertain, the communication process is said to be completed.

### **Statement of the Problem**

The rate of organizational conflict experienced in many organizations is as a result of ineffective or breakdown in communication. This is expressed in the emotional and psychological characteristics of the parties involved in the communication process. Also, the environmental and technical factors help in determining the rate of ineffective communication in the organization. All these require necessary attention because; they affect the organizational performance negatively or positively. Thus, in spite of the important role of effective communication in improving organizational performance, it is painful to note that some organizations still give less attention to the maintenance of effective communication in their operations.

In addition, the unnecessary delay in accessing necessary information when required by staff, has limited their performance and created disconnect in the coordination of the organizational activities. Thus, the employees' performance as expressed in their duties and responsibilities are affected by the inadequate communication technique in use. This may lead to wrong decision making especially when there is no clearly defined organizational structure with reasonable chain of command and span of authority; so that the employees will know who to take command from and who to report or give feedback. This has caused or necessitated overlapping of authorities and responsibilities, as subordinates become confused and accountable to more than one superior.

The absence or inadequate use of communication facilities has lead to the level of ignorance exhibited by the subordinates about the aims/objectives and even the standard of performance and behavior expected of them. This has caused them to show a careless attitude towards work that has adversely affected the organizational performance. These problems mentioned above have prompted the researchers, to seek ways of helping organizations improve on their communication systems; so as to improve their performance and productivity.

### **Purpose (Objective) of the Study**

The purpose of the study is to examine effective communication: a means of improving organizational performance in Ndorama Eleme Petrochemical Ltd in Port Harcourt while contextually and specifically, the objectives are to:

1. Examine types and forms of communication that improve organizational performance in Ndorama Eleme petrochemical Ltd in Port Harcourt.
2. Identify the impact of poor communication that constitutes barriers to organizational performance in Ndorama Eleme petrochemical Ltd in Port Harcourt.
3. Ascertain communication's principles and processes that improve organizational performance in Ndorama Eleme petrochemical Ltd in Port Harcourt.

### **Research Questions**

Based on the objectives of the study, the following research questions guided the study:

1. To what extent do the types and forms of communication improve organizational performance in Ndorama Eleme petrochemical Ltd in Port Harcourt?
2. To what extent do the impact of poor communication constitutes barriers to organizational performance in Ndorama Eleme petrochemical Ltd in Port Harcourt?

**Hypotheses**

The following hypotheses were tested at 0.05 alpha levels guided the study:

1. There is no significant difference in the mean responses of operational and strategic staff regarding the extent types and forms of communication improve organizational performance in Ndorama Eleme petrochemical Ltd in Port Harcourt.
2. There is no significant difference in the mean responses of operational and strategic staff regarding the extent poor communication constitutes barriers to organizational performance in Ndorama Eleme petrochemical Ltd in Port Harcourt.

**METHODOLOGY**

The study adopted a descriptive research design. The population of the study consisted of 110 of selected staff (64 Operational and 46 Strategic Staff) in Ndorama Eleme Petrochemical Ltd in Port Harcourt. The sample size consisted of 72 staff (44 operational and 28 strategic staff); balloting 65% of the population size. The simple random sampling technique was adopted. A self-structured instrument titled “Effective Communication Organizational Performance Questionnaire (ECOPQ)” with 16 questionnaire items on a modified validated four-point rating scales response options such as: Very High Extent (VHE) = 4 Points; High Extent (HE) = 3 Points; Low Extent (LE) = 2 Points and Very Low Extent (VLE) = 1 Point. The Cronbach Alpha value 0.83 was also obtained. Data obtained was analyzed using the mean ( $\bar{X}$ ) and standard deviation (SD) and Z-test. Specifically, the mean ( $\bar{X}$ ) was used to answer the research questions while the Z-test was used to test hypotheses at 0.05 level of significance.

**Research Question 1:** *To what extent do the types and forms of communication improve organizational performance in Ndorama Eleme Petrochemical Ltd in Port Harcourt?*

**Table 1: Mean and Standard Deviation of the extent in which types and forms of communication improve organizational performance in Ndorama Eleme Petrochemical Ltd in Port Harcourt**

S/N	Statements	Operational Staff (N = 44)			Strategic Staff (N = 28)		
		M	S.D.	RMK	M	S.D.	RMK
1	Downward communication alleviates organizational performance	2.89	0.93	HE	2.98	0.86	HE
2	Upward communication improves organizational performance	2.77	1.03	HE	2.74	0.93	HE
3	Horizontal or lateral improves organizational performance	3.40	0.90	HE	3.16	0.84	HE
4	Written communication projects organizational performance	2.73	0.66	HE	2.67	0.46	HE
5	Oral communication improves organizational performance	2.76	0.85	HE	2.78	0.91	HE
6	Non-verbal communication promotes organizational performance	3.16	0.94	HE	2.98	0.97	HE
7	Visual communication improves organizational performance	2.64	0.96	HE	2.59	0.94	HE
8	Multi-media/audio-visual communication enhances organizational performance	2.96	0.96	HE	2.89	0.92	HE
<b>Grand Mean and Standard Deviation</b>		<b>2.91</b>	<b>0.95</b>	<b>HE</b>	<b>2.84</b>	<b>0.88</b>	<b>HE</b>

**Mean cut-off mark** **2.50**

Field Data 2020 (HE=High Extent; LE=Low Extent, RMK=Remarks).

Table 1: above presents the data analyses on the extent to which types and forms of communication improve organizational performance in Ndorama Eleme Petrochemical Ltd in Port Harcourt. From the results on Table 1, it can be observed that the mean ratings of both operational and strategic staff on all the items (items 1 – 8) are all higher than the mean cut-off mark of 2.50. With the grand mean ratings and standard deviations of operational staff as 2.91 (0.95) and strategic staff as 2.84 (0.88), it could therefore be concluded that the types and forms of communication improve organizational performance in Ndorama Eleme Petrochemical Ltd in Port Harcourt to a high extent. The Standard Deviation (SD) of the items ranged from 0.66 – 1.03 for operational staff and 0.46 – 0.84 for strategic staff signifying that the respondents are close in their responses.

**Research Question 2:** *To what extent do the impact of poor communication constitutes barriers to organizational performance in Ndorama Eleme petrochemical Ltd in Port Harcourt?*

**Table 2: Mean and Standard Deviation of the extent to which the impact of poor communication constitutes barriers to organizational performance in Ndorama Eleme petrochemical Ltd in Port Harcourt**

S/N	Statements	Operational Staff (N = 44)			Strategic Staff (N = 28)		
		M	S.D.	RMK	M	S.D.	RMK
9	Poor communication decreases employees' moral	2.68	0.97	HE	2.56	0.86	HE
10	Poor communication produces poor customer services	2.75	1.02	HE	2.72	0.95	HE
11	Poor communication can increase employees' turnover	2.89	0.99	HE	2.99	0.86	HE
12	Poor listening or inattention affects organizational performance	2.82	0.96	HE	2.56	0.89	HE
13	Semantic barriers also negate organizational performance	2.77	0.91	HE	2.62	0.79	HE
14	Poor communication could also be information overload	2.94	0.95	HE	2.71	0.82	HE
15	Poor communication could also be tagged as distrust	2.82	0.88	HE	2.96	0.97	HE
16	It deficiency could be caused by lack of proper planning	2.58	0.86	HE	2.65	0.95	HE
<b>Grand Mean and Standard Deviation</b>		<b>2.76</b>	<b>0.92</b>	<b>HE</b>	<b>2.71</b>	<b>0.81</b>	<b>HE</b>
<b>Mean cut-off mark</b>		<b>2.50</b>					

Field Data 2020 (HE=High Extent; LE=Low Extent, RMK=Remarks).

The data analysis for research question 2 as presented on Table 2 above revealed the extent to which poor communication constitutes barriers to organizational performance in Ndorama Eleme petrochemical Ltd in Port Harcourt. From the results on Table 2, it can be observed that the mean ratings of both operational staff and strategic staff on all the items (items 9 – 16) are all higher than the mean cut-off mark of 2.50, with the mean scores ranging from  $\bar{X} = 2.58 - 2.94$  for operational staff and  $\bar{X} = 2.56 - 2.99$  for strategic staff. This shows that poor communication constitutes barriers to organizational performance in Ndorama Eleme petrochemical Ltd in Port Harcourt to a high extent.

The Standard Deviation (SD) of the items ranged from 0.86 – 1.02 for operational staff and 0.82 – 0.95 for strategic staff signifying that the respondents are close in their responses.

**Hypothesis 1:** There is no significant difference in the mean responses of operational and strategic staff regarding the extent types and forms of communication improve organizational performance in Ndorama Eleme petrochemical Ltd in Port Harcourt.

**Table 3: Z-test analysis showing the differences in the opinion of operational and strategic staff regarding the extent types and forms of communication improve organizational performance in Ndorama Eleme petrochemical Ltd in Port Harcourt.**

Respondents	N	$\bar{X}$	SD	Z-Cal	$\alpha$	df	Z-Crit	Remark
Operational Staff	44	2.91	0.95	1.25	0.05	70	1.96	NS
Strategic Staff	28	2.84	0.88					

*NS = Not Significant at 0.05 Significance Level*

Field data 2020

Table 3: above shows the z-test analysis of the differences in the opinion of operational and strategic staff regarding the extent types and forms of communication improve organizational performance in Ndorama Eleme petrochemical Ltd in Port Harcourt. From the data in table 3 above, it can be observed that at 0.05 level of significance and 70 degree of freedom, z-calculated value = 1.25 and z-critical value = 1.96. Since the z-calculated value of 1.25 < z-critical value of 1.96, the null hypothesis is therefore accepted. This implies that there is no significant difference in the opinion of operational and strategic staff regarding the extent types and forms of communication improve organizational performance in Ndorama Eleme petrochemical Ltd in Port Harcourt.

**Hypothesis 2:** There is no significant difference in the mean responses of operational and strategic staff regarding the extent poor communication constitutes barriers to organizational performance in Ndorama Eleme petrochemical Ltd in Port Harcourt.

**Table 4: Z-test analysis showing the differences in the opinions of operational and strategic staff regarding the extent poor communication constitutes barriers to organizational performance in Ndorama Eleme petrochemical Ltd in Port Harcourt.**

Respondents	N	$\bar{X}$	SD	Z-Cal	$\alpha$	df	Z-Crit	Remark
Operational Staff	44	2.76	0.92	1.38	0.05	70	1.96	NS
Strategic Staff	28	2.71	0.81					

*NS = Not Significant at 0.05 Significance Level*

Field data 2020

From the results in Table 4.9 above, it can be observed that at 0.05 level of significance and 70 degree of freedom, z-calculated value = 1.38 and z-critical value = 1.96. Since the z-calculated value of 1.38 < z-critical value of 1.96, the null hypothesis is therefore accepted. This implies that there is no significant difference in the opinion of operational and strategic staff regarding the extent poor communication constitutes barriers to organizational performance in Ndorama Eleme petrochemical Ltd in Port Harcourt.

## **DISCUSSION OF FINDINGS**

Research question 1 sought to find out the extent in which types and forms of communication improve organizational performance in Ndorama Eleme Petrochemical Ltd in Port Harcourt. From the research questions presented in Table 1: it was observed by Kukule (2012) that downward communication alleviates organizational performance; upward communication improves organizational performance; horizontal or lateral improves organizational performance; Obamiro (2008) observed that written communication projects organizational performance; oral communication improves organizational performance; non-verbal communication promotes organizational performance; visual communication improves organizational performance and Multi-media/audio-visual communication enhances organizational performance in Ndorama Eleme Petrochemical Ltd in Port Harcourt.

Besides, hypothesis 1 Table 3: revealed that there is no significant difference in the responses of operational and strategic staff regarding the extent types and forms of communication improve organizational performance in Ndorama Eleme petrochemical Ltd in Port Harcourt.

Research question 2 sought to establish the extent poor communication constitutes barriers to organizational performance in Ndorama Eleme petrochemical Ltd in Port Harcourt. From the research questions presented in Table 2: Paludi (2012) found that poor communication decreases employees' moral; also, Poor communication produces poor customer services; it can also increase employees' turnover; poor listening or inattention affects organizational performance while Kukule (2012) also postulated that semantic barriers also negate organizational performance; poor communication could also be information overload; information overload; distrust and caused by lack of proper planning.

Besides, hypothesis 2 Table 4: revealed that there is no significant difference in the responses of operational and strategic staff regarding the extent poor communication constitutes barriers to organizational performance in Ndorama Eleme petrochemical Ltd in Port Harcourt.

## **CONCLUSION**

It has been shown from the findings of this study that effective communication is necessary and should be made more efficient in every organisational system and in the individuals that makes up the organisations. Thus, every organization's management that is aiming at ensuing success and efficiency among its workforce should pay much attention to the implementation of effective communication programmes for their employees for improve performance.

It is also necessary that an effective and efficient communication process should be established in the organizations; so that the workforce can be easily informed, consulted and made involved in making decisions that concerns them and their duties. The adopted communication programme objectives should be clearly stated and made known to the workforce for better understanding. In the struggle to achieve this, the organization should ensure that adequate communication techniques are used to foster easy understanding and cooperation among the workforce. The study also established that the inability of the organization to train its staff on the use of modern equipments has increase job insecurity among them. To address this, the organization should first determine their communication need; so that the right procedures would be used in making it effective.

Finally, effective communication in the organization is an effective and efficient way of sustaining and improving the performance and productivity of the employees and the organization at large. This is achievable when the workforce or employees are fully and wisely involved in the communication process and programmes in place.

## **RECOMMENDATIONS**

Based on this discussion on how effective communication could be a means of increasing organizational performance, it would be recommended that:

1. The types, content and tone of the message should be considered before the communication activities are put in place to enhance organizational performance.
2. The form and language of the message must be clearly understood by the parties involve (sender and receiver).
3. All parties in the communication process should be encouraged to be good listeners so that due attention and feedback can be given to poor communication delivery.

4. The message should be properly sent using appropriate channels void of barriers to organizational performance in Ndorama Eleme petrochemical Ltd in Port Harcourt.

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