

**ANALYSIS OF THE IMPACT OF EFFECTIVE COMMUNICATION IN
INCREASING ORGANIZATIONAL PRODUCTIVITY
*A CASE STUDY OF NIGERIAN BREWERY PLC, AMAEKE, NGWO,
ENUGU, ENUGU STATE.***

BY

IFEANACHO CHINENYE C.

REG. NO.: BA/2009/243

**THIS PROJECT IS SUBMITTED TO THE DEPARTMENT OF
BUSINESS ADMINISTRATION
FACULTY OF MANAGEMENT AND SOCIAL SCIENCES
CARITAS UNIVERSITY, AMORJI NIKE, ENUGU, ENUGU STATE**

AUGUST 2013

TITLE PAGE

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IN PARTIAL FULFILLMENT OF THE REQUIREMENTS FOR THE
AWARD OF BACHELOR IN SCIENCE DEGREE (B.Sc) IN
BUSINESS ADMINISTRATION**

AUGUST 2013

CERTIFICATION

This is to certify that this project has duly been supervised, approved and found adequate in scope and content for the award of Bachelor of Science Degree in Business Administration in the Faculty of management and Social Sciences, Department of Business Administration, Caritas University, Amorji Nike, Enugu, Enugu State.

.....

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DEDICATION

This project is dedicated to the Almighty God through whom I was able to write this project work and my family.

ACKNOWLEDGEMENT

Happy are those who dream dreams and are ready to pay the price to let them come true.

I, express my immense gratitude to the Almighty God for His special guidance throughout the period this project and the days of my life.

I also wish to express my profound gratitude to all those who in one way or the other contributed directly or indirectly to the successful completion of this work.

Perhaps, this work would not have taken off at all if not for interest my supervisor Mr. Melletus Agbo has for the work. His consistent encouragement, co-operation and patience in effecting the necessary corrections.

My special thanks goes to my beloved parents Mr. & Mrs Theophilus Anubalu Ifeanacho, Mr & Mrs Sunday Anuiku, Miss Ukamaka Ifeanacho, Miss Nkiruka Ifeanacho, Miss Uchechukwu Ifeanacho, Mr. Chijioke Ifeanacho, Mr. Charles Ifeanacho, Miss Onyinye Ifeanacho.

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A friend in need, they say is a friend in deed. I wish to express my profound gratitude to my friends, Angela Obinwa, and Kasim, Mariam, Anita and others not mentioned.

ABSTRACT

The topic of this research is Analysis of the Impact of Effective Communication in Increasing Organizational Productivity. A case study of the Nigerian Breweries Plc, Amaeke, Ngwo, Enugu, Enugu State. The researcher used survey design for the study. The population of the study was eight hundred and ninety-nine (899) employee of the company, with sample size of one hundred and thirty-three (133). The researcher used both the primary and secondary sources of data in the course of the study. The primary data were collected through the instrument of questionnaire and observation. The secondary data were collected from text books, journals, magazine, newspapers, and libraries. The research finding revealed that communication breakdown has effect in the management of an organization which results in low productivity. The researcher recommended among other management should continue to keep in touch with the workers on new development in the organization.

TABLE OF CONTENTS

Title page	i
Dedication	ii
Abstract	iii
Acknowledgement	iv
Table of contents	v
Lists of Tables	
Lists of Figures	

CHAPTER ONE: INTRODUCTION

1.1	Background of the study	1
1.2	Statement of the problem	4
1.3	Objectives/purposes of the study	5
1.4	Research questions/hypothesis	6
1.5	Significance of the study	6
1.6	Limitation of the study	6
1.7	Scope of the study	7
	Chapter References	8

CHAPTER TWO: REVIEW OF RELATED LITERATURE

2.1	Theoretical framework for the study	9
2.2	Historical background	19
2.3	Current literature on theories postulated above	21
	Chapter References	45

CHAPTER THREE: RESEARCH DESIGN AND METHODOLOGY

3.1	Research Design	46
3.2	Sources of Data	46
3.2.1	Primary Sources of Data	46

3.2.2	Secondary Sources of Data	47
3.3	The population of study	47
3.4	Sample Design and Determination of Sample Size	48
3.5	Methods of Data Collection	50
3.5.1	Questionnaire Design, Distribution and Collection of Responses	50
3.5.2	Secondary methods of Data Collection	50
3.6	Methods of Data Presentation and Analysis	51
	Chapter References	52

CHAPTER FOUR: DATA PRESENTATION AND ANALYSIS

4.1	Data Presentation	53
4.1.1	Demographic characteristics	53
4.1.2	Presentation According to Key Research Questions	55
4.2	Analysis Based on Research Hypothesis	55

CHAPTER FIVE: SUMMARY OF FINDINGS, RECOMMENDATION AND CONCLUSION

5.1	Summary of findings	62
5.2	Conclusion	64
5.3	Recommendations	63
	Bibliography	65
	Appendix	67
	Questionnaire	68

LIST OF TABLES

Table 4:1.1 Age Distribution of Respondents	53
Table 4:1.2 Gender Distribution	54
Table 4.1.3 Distribution of respondents of Marital Status	54
Table 4.2.1 Do you know, the objectives of your organization, if yes, where were they made known to you?	55
Table 4.2.2 Does knowledge of objective affect your attitude at work?	56
Table 4.2.3 Who communicates managerial decisions in your organization?	56
Table 4.2.4 Which medium of communication do you prefer?	57
Table 4.2.5 To what extent do cordial relationships affect the effective communication?	58
Table 4.2.6 In your opinion do you think that interpersonal relationship with colleagues affect effectiveness of communication in your organization?	58
Table 4.2.7 How long have you spent in this organization?	59
Table 4.2.8 Do you think that communication in your organization is effective?	60
Table 4.2.9 If yes, do you think it improves managerial performance?	60
Table 4.2.10 Does knowledge of company's objective affect your attitude to work?	61

LIST OF FIGURES

Figure 1.1	Element of an organization	10
Figure 1.2	A communication process model	25

CHAPTER ONE

INTRODUCTION

1.1 BACKGROUND OF THE STUDY

Communication is very important to the existence of human organization. The environment in which organization operate today is complex and comprises physical, cultural psychosocial, economics, legal, political, technical and other characteristics.

It is in this environment that all organization must operate their business. They must among other analysis the character of economics and social problem and acknowledge that their policies are adopted and administered in a political system where concentration of power and self-interest has to be tacked.

In addition, good communication network in the form of postal and telecommunication has been interpreted by various meaning. Some regard it as message itself. Some feel it is the channel along which the message is passed while other term it as the cut off message, passing communication can therefore be rightly defined as the process by which information is passed between individual or organization by means of a previously agreed method (either verbal or written). In everyday life one seeks information from or passes information to them. This communication can be verbal (face to face or telephone). Written (letter, memos, reports etc) or mechanical (seconding original documents instead of transmitting the message in them). The most vital means of receiving or sending information is oral communication.

Osiegbu (1983:40) said that the factors that contribute to failure in implementation of organizational objectives include lack of clarity of purpose and failure in understanding of objective policies and tasks at any level by any group or individual. Failure in communication or perception clashes of interest of value, gap between anticipated and actual event, degree of flexibility and capacity of organization to respond to the unexpected all those by no means are possible constraints to organizational intention but the major concern here is the breakdown in management function due to no communication. In other word how “effective communication improves managerial performance”.

Communication function is the means by which organized activity is unified. The means by which social input are fed into the social systems or organization, the means by which behaviour is modified, change is effected, information is made productive and goals are achieved, be it business, the military, the government and so on.

In a similar form, communication relates to exchange of facts, opinion or emotions by two or more persons in an organization. It could be word, letters, symbols or messages in a way that one-organization member shares meaning and understanding with another. On the other hand management is the managing of a complex system of men, machine, money and the physical structure whose effective coordination is necessary in the production of a product or service that have economic value to the society. The practice of management also rest to a large extent on the role or part which individuals and

groups in the organization play and of course the way their activities are harmonized.

Human beings are essentially crucial for the development growth and success of any organization for it is the human beings that get things done. The practice of management involve taking charge and streamlining the activities of organization member to ensure that as far as possible desired objective are active.

The activities are carried out by human being (personnel) and physical factors involve the equipment, tools and other material factors used to aid the achievement of the desired objective.

Effective organization performance is realized when all persons and resources are synchronized, balanced and given direction whether managerial job is accounting, selling, designing, engineering, the managers effectiveness depends on his ability to listen and to read, or his ability to speak or write. He needs skill in his thinking across to other people as well as skill on finding and what other people are after.

This implies that communication is needed to convey information necessary for the ongoing operation, and that it can have effect on the attitudes of people on the organization. Therefore communication is essential for both internal and external functioning of the enterprises because it integrates the managerial function. It needs internally, include to develop plans for their achievement, to organize resource in the most effective and efficient way to

select develop and appraise members of the organization to lead, direct, motivate and create climate in which people want to contribute and to control performance. It needs externally include, on the other hand the following first and foremost. It is through information exchange that the managers become aware of the needs of customer, aware of the availability of supplies, the claims of stockholder, the regulation of government and the concerns of the community.

In this way, the manager is aware of his opportunities and threats on his surrounding environment and therefore knows his does and don't e.g he then knows whether to recruit staff or not, other managerial decision.

The importance of communication cannot be over-emphasized. It can be compared to the blood that runs through the veins and arteries of human body because the function of integration, maintained, orientation, decision making and the growth of organization member are performed through it.

1.2 STATEMENT OF THE PROBLEM

The environmental of managing may differ between large and small business, between business and other kinds of organized enterprises and between differing cultures in areas of economic and social development.

The researcher therefore believes that managerial functions are basically the same but at various degree of performance. The researcher wants to examine how effective communication holds the key to improved managerial

performance. Individuals with little or no qualifications find themselves holding managerial positions in a company. This lack of a competence leads to wrong decision making especially when subordinates are not consulted.

Organizations also have some complicated chain of command, difficult and most times the chain of command is not strictly adhered to, the company as such have overlapping authorities and responsibilities as subordinates become accountable to more than one superior.

Also most companies lack intra-communication facilities like intercoms and memos. This leads to ignorance on the part of the subordinate, about the aim and the objective of the company as well as the standard expected of them.

This could lead to *liaises-faire* attitude to work, which is harmful to the growth and progress of the company. As a result of all the above problems discussed, the researcher intends to help such companies by elaborating on how effective communication can improve their performance.

1.3 OBJECTIVE OF THE STUDY

- (1) To describe the communication system in an organization.
- (2) To develop a model of the communication process.
- (3) To explain how communication improves managerial performance.
- (4) To identify barriers and breakdowns in the communication system.
- (5) To suggest approaches and techniques to improve the communication system.

1.4 RESEARCH QUESTION

1. To what extent do communication increase the quality of employee's performance?
2. What degree do communication increase productivity?
3. How can an organization get the best of managerial performance?
4. How can communication increase the rate of turnover?

1.5 SIGNIFICANCE OF THE STUDY

From the study of this research, it is understood that management performance, by executing the four managerial function can be improved through effective communications thereby aiding the organization achieve its goal.

This study would aid students, managers in the making and managing of organization. It would aid students studying management to understand the theoretical background on how information is very vital to efficiency.

The study would enable them to start off well when establishing or when heading an enterprise and its organization structure. As regards those who are already managers, the study would help them to achieve their goal if they have not or to improve on their performance or they are just on the average.

1.6 LIMITATION OF THE STUDY

It is a known fact that researchers encounter a lot of problem, which are inherent in our society and this research is no exception.

This problem will range from personal constraints to environment problems.

Time for instance will be a constraints. A lot of time will be consumed before this research could be carried out. The researcher has to forfeit a lot of appointment, assignments, and other commitments especially during the collection of information that will be used for the literature review.

Lack of statistic will be another major set back to this research. It will be due to the impossibility of obtaining some accurate information required. It should be noted that lack of accurate statistic limits accuracy of any research work. They seriously guided most information considered confidential to the organization.

1.7 SCOPE OF THE STUDY

The researcher has a wide coverage in mind, which include organization of all sort such as academic institution as well as profitable organization. For this research, the researcher would limit the scope to one of the leading brewing industry in this country, Nigerian Brewery Plc, Amaeke, Ngwo, Enugu, Enugu State.

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CHAPTER TWO

REVIEW OF RELATED LITERATURE

2.1 THEORETICAL FRAME WORK FOR THE STUDY

Business organizations generally are association of human beings working co-operatively towards common objective under authority and leadership (Onwuchekwa 1995) organization are designed and organized at a particular point in time to pursue certain goals and objective as defined by their founders. It is on the basis of these goals, it becomes a function performance for sciences where organizations are located. These diverse aspects of goal attainment performances in real world situations are aspects of need satisfaction for diverse societies. Hence, sciences including Nigeria satisfy their need problems through the functioning of organization.

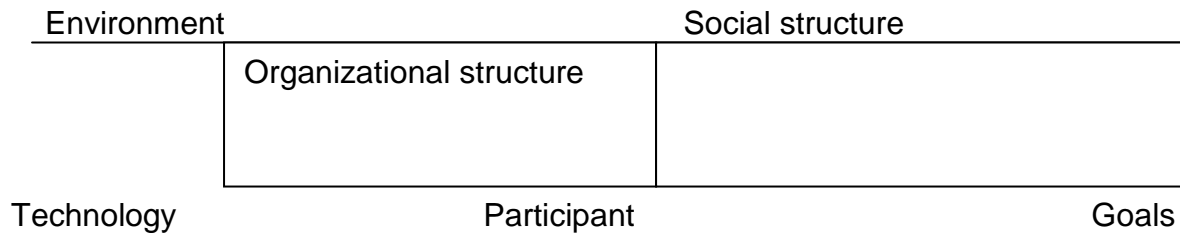
So goals attainment is a great importance to both focal organizations and societies of their locations at large and, over the year's communication has been a veritable means for judiciously achieving the objective goals of organization in particular and the society at large.

2.1.1 BASIC ELEMENTS OF AN ORGANIZATION

All formal organization both business and non business have six basic elements.

These are technology, goals, structure, participants, environments, and organizational structure.

Figure 1.1 below give an illustration for the basic element on an organization.



Sources: Onwuchekwa: (1995)

Figure 1.1: Element of an organization

SOCIAL STRUCTURE

This is patterned and regularized relationship among the people in the organisation.

According to the view of Scott (1984) there are two major components of the social structure of organizations. These are the normative and the behavioural structures. In the real world situation the behavioural structure is the actual structural grouping of the organizational workers.

The normative structure is oriented towards their beliefs and the role expectations, norms, ethics etc. so the normative structure is a constrain on the actions of the behavioural structure in the study of organizational behaviour, interest will be centered on understanding the social structure and the ways we can introduce changes.

Technology is viewed as the state of arts in a society or the cause effect beliefs in the transformation process. Technology exerts influence on the organizational structure and constraints the activates of organizational participants.

This will depend on the type of technology is prevalent.

PARTICIPANTS

Organizational participants are workers in the organization. It is their patterned and regularized relationship that forms the social structure of organization. Understanding the beliefs and orientations of the participants is essential for directing their actions towards organizational goals.

Formal organizations have common goals, which they pursue and these become measure of organizational effectiveness or performance. Organization as sub systems perform for the society. They are finalistic ie when organizations, achieve their goals, then they are content as there is virtually nothing more to worry about.

ENVIRONMENT

These entities, customers, institutions, competitors etc which formal organization deals with but has no control over them are the environment.

There are two major dimensions of the environment, the task system environment are these competitors or those organizations who are in the same area of business with the focal organization in terms of whose activities have

direct influence on the focal organization in terms of differential advantage. Generally environment e.g government institution and regulation climate conditions have a general influence on all organizations.

However, one important factor that aid co-ordination of the different integrating element of an organization is communication. This point shall be buttressed on the course of this work.

MANAGEMENT IN ORGANIZATION

The subject of management as a science has long been the concern of social scientist. However, it was not until latter part of the 19th century that far-reaching attempts were made to investigate in a systematic manner, basic principle of management.

Management means different thing to different people. To some, it means the growing board, the top hierarchy of the organization. This conception is not acceptable because it gives the impression that subordinate officers are not involved in management. We do know that they are very much involved.

Regarding management as the total utilization of scarce resources in order to achieve predetermined organizational objectives. Resources are an umbrella term which comprises people, money, materials, machines, information, knowledge, time etc.

In the case of utilization of resource, a manager is involved in the basic function of planning, organizing, directing and controlling which will be latter.

Objectives refers to the aim of the organisation and these should be clearly stated, written down and easily understandable to the work force.

Akpala (1990:12) viewed management in two ways.

Firstly, management is looked at as getting things done through and with other people. This supports the conception above that subordinate officer are very much involved in management.

Secondly, we also defined it as a process of combining and utilizing organizations inputs of money, men and materials through planning, organizing, directing services desired by customers so as to achieve organizational goals. The above definition from all indication seems to agree with principle of management, which are planning, organizing, directing, controlling, staffing and budgeting.

Ever since people began forming group to accomplish goals they could not achieve as individuals, managing has been essential to assure the coordination of individual efforts. As society has come to rely increasingly on your efforts and as many organized groups have become large, the task of manager has risen in importance. Manager never operate in a vacuum or in a system unaffected by outside influence for him, whether managers head a government, a company or department or a section within an organization, manager must always take into account the many influences both inside and outside the organization which affect their task. For instance a sales manager cannot administer a group of sales people without taking into account such

internal factors as the company's engineering, manufacturing and advertising and such external influence as economic condition, the market and applicable government regulations.

Oshinebo B. O (1992-96) regarded the functions of management as planning, organizing, directing, controlling, shifting and budgeting.

Planning is the establishment of objectives, policy and standard methods to guide workers and developing programme to keep the work moving forward to the objective.

Organizing means assigning various tasks to different people and coordinating their efforts. As the organization expands, the process leads to department and division each of which has its particular mission

Leading to directory involves a manager behaving in man-to-man relationship with the subordinates in leading a manger strives to integrate of people with welfare as its organization.

Controlling measures the progress if he is to obtain his objectives and if operation are not going according to plan, he takes corrective measures or action to get back on course.

Directing refers to guiding subordinates in order to achieve the objectives on the organization. It entails communication, leadership and motivation.

Finally, controlling involves the manager ensuring that the set goals are actually being attained. Its steps include establishment of standard, measuring

performance, comparison of actual results to standard, taking corrective measures.

Management is defined as concerned with the direction and control of an enterprise and involves planning and direction of others, management has various branches of study. The most common among these is personal management and human resource management. Personal management refers to the conduct of affairs to human resource on the other hand was referred to as, the pool of manpower that undertakes both the formulation and execution of policy.

According to Eric (1974:84) human resource management is a series of activities in which the job, the individual and the organization all interact as each develops and changes.

It is concerned in other words, recruitment, selection and placement. He defined personnel management as being concerned with obtaining the best possible staff for an organization and having got them, looking after them so that they will want to stay and give their best to their jobs.

From this definition, it is known that the prime task of the personnel department is to recruit people of suitable caliber required to meet organization needs. Getting them would not be enough, conditions have to be created which would make them stay on the job, happy on the job and cope with the demand of the job.

Personal management on the other hand is the planning organizing, directing, and controlling if the procurement, development compensation, integration, maintenance and separation of human resource to the end that individual organization and societal objectives are accomplished.

From the above definition of managements and even its study, it is obvious that the key factor is the achievement of the objectives or goals of the organization. This can only be done through group effort, for individual to put in their best therefore they have to be motivated.

Critics of the earliest attempts to define the scope of management argued that the organization is a social system and that, instead of the focus on the work and work place technology, the human side of the enterprise should be emphasized. They therefore, concentrated on how to adopt organization structure and processors to the socio-psychological needs of human beings written each organization.

Elton Mayor, Chester Bernard, Chris Argyris, Douglass McGregor Abraham Maslow, Fredrick Hertzberg etc. are prominent in this human relation school. The work of these scholars emphasizes the need for enriching the job of the worker through challenging and stimulating responsibilities and with commensurate authority to enable him to perform. Elton Mayor, for instance, in his theory believed that informal or associations were allowed to spring up the formal organizations, workers are bound to put in their best in the organization.

Douglas McGregor propounded theories x and y. Theory x was based on the belief that the average human being does not dislike work that control and punishment should not be used to achieve organizational objectives because the individual would accept as well as seek responsibility.

McGregor is regarded theory x which he propounded for classicist Henry Fayol, whereas theory Y was his opinion for workers.

This would motivate workers to put in their best Maslow propounded the hierarchy of needs theory where he classified the needs of individual in order of urgency such as physiological needs, safety, social, esteem and self-actualization. Physiological needs have to do with need for food, shelter, clothing etc.

Safety needs is the protection in the workplace. Social needs is for prestige or respect for oneself, and actualization is the need to be recognized in the society. Maslow believed that the satisfaction of these needs in the order described by workers would definitely persuade them to work.

Fredrick Hertzberg propounded the theory known as the two-factor theory. They were the hygiene or maintenance factors and motivators.

Hygiene factors according to him, when present do not necessarily motivate workers, but when absent; it brings disorder to the organization. These factors include good working conditions, wages and salaries, company policies and administration.

Motivators on the otherhand, includes the high needs of Maslows theory and are self esteem, respect etc. with the knowledge of the above theories, managers now recognized the importance of work teams, informal groups, recognition, participatory decision making etc.

As major source of work satisfaction, it is believed that good communication is very important for any establishment where workers are not happy with the conditions of service; they can through dialogue communicate with the management of the company.

This action is borne to settle the matter rather than go on strike action. For this reason of communication managerial performance is improved. A key factor is successful communication is to talk at the level of employers understanding of the interest. For instance, employers will be all eyes and ears if the news is about pay or new bonus schemes.

A progressive company gets attention from all its employees on how the company is doing as a whole because ones pay and business depend on it. In this case, managers have to play an active role in decision concerning the firm, the need to improve cannot be over-emphasized.

The achievement of this desirable objective will depend on full realization and appreciation that managerial effectiveness is determined by two important and essential components of the managerial work environment. These are the tasks of hand and relationship with other people within the organization.

This view seems to agree with the statement that good state communication is vital to improve managerial performance.

2.2 HISTORICAL BACKGROUND

Nigerian Breweries Plc, the pioneer and largest brewery company in Nigeria was incorporated in 1946 as Nigeria Breweries Limited.

It commissioned its Aba Brewery in 1957, subsequently, the name of the company to Nigeria Breweries in 1963.

The Ibadan plant was established in 1982, while Enugu Plant was established in 1993: thus, the company has five breweries from which high quality products are distributed to all parts of the country.

The company went Public in 1996. it commenced production of season stout and Heineken. Other products include Gulder (1970), Maltina (1976), Legend Extra stout Drinks (bitter lemon, tonic, water, soda water in 1996) and crush in 1977.

Today the surviving brands includes Legend Extra Stout, Amstel Malta, Schweppes Bitter lemon, Schweppes Tonic Water/soda, Gulder, star.

Together, these brands have facilitated the strong leadership position in the total brewed product market in Nigeria.

The outstanding quality and customer franchise complement the company's values and capabilities to the Nigeria Breweries plc.

With about 1760 shareholders, the authorized share capital of Nigerian Breweries Plc is ₦457 million

Sixty five percent (65%) of the share held by Nigeria's amongst who are company employees of various grades. In 1996, the company paid a dividend of ₦1.00 per share which was ₦915 million. The company's turnover in 1996 was ₦2.256 million naira

The company has a well developed research and development centres established in 1981 enhance its research activities on all aspects of the brewery operation.

Nigerian Breweries Plc, encourages the establishment of auxiliary business such as manufacture of bottle, crown corks, labels, cartons, plastics, crates. The company established an educational and research facilities in higher institutions, all are aimed towards providing and encouraging academic excellence in Nigeria.

This is in addition to its secondary and university scholarship programmes of its employees. The company is a model of success in the private sector.

Its profile, profitability and successful operation can be traced to a good product qualities, efficient management of operations, strategic penetration into the market environment, proper understanding of consumer attitudes and habits and high social responsibility profile at national and zonal levels.

Mr Festus Odimegwu on 2nd April 2007 handed over to Mr Michael.

J. Herkemy (Dutch) as the managing director/CEO of Nigerian Breweries Plc.

2.3 CURRENT LITERATURE ON THEORIES POSTULATED

The term of communication has been variously defined discussed and articulated in many ways.

Traditionally communication is defined as the transfer of thoughts and feelings from one person to another in modern usage. It is considered as a process by which information is exchanged between individual through a common system of symbols, sign, or behaviour.

Taylor (1947:32) believes accurate and up to date information is the basis of all management is unable for forecast plane control. Therefore communication as a management activity is an extremely important skill to be mastered by the supervisors in order to provide information and human understanding necessary for group effort. It is believed that communication consists of all the processes by which information is transmitted and received. The subject matter may include facts intensive attitude etc. and the chief purpose of communication is to make the receiver of the sender.

Therefore, communication is incomplete unless it is received and understood. It is also viewed as a unifying means by which organization members were linked together to achieve a common purpose. Communication can also be seen as a means by which people are linked together in an organization to achieve a common purpose.

Koontz and O'Donnel (1976:247) proved that the effectiveness with which communication techniques are used also influence the span of management while supervision ability to communicate plans and instructions clearly and concisely tends to increase the managers span. The above clearly explains that the more a manager is effective with the use of communication techniques (other words passing information to a large number of people in the organization). The larger the number of subordinates he is able to control.

Ejiofor (2984:172) stated that the biggest threat to corporation is fears melt in the face of knowledge, knowledge comes with communication. An effective communication system is a pre requisite for employee participation in decision that affects them. Participation values such as the feeling of ownership, improved productivity and increased morale will never be realized if there is a deficiency in the communication process. Communication is derived from the latin word "communis" which means common.

Communication can therefore largely be regarded as the process of establishing commonness of thought between a sender and a receiver

OSIEGBU in his article of the journal management in Nigeria (1983:40) see communication as the process which links all the managerial function. He also defines communication as a process of transmitting information and understanding from one person to another. Effective communication means that there is a successful transfer of information, manning and understanding from a sender to receiver.

Put in another way, communication is the process of importing ideas and making oneself understood by others. It is also defined as a perception. Infact the information passed on the workers is perceived by management concerning aspect of their jobs and which affect their will to work and which might motivate them to maximize productivity.

Communication is one of the most important administration functions. Communication means interaction through the message (information) are conveyed between person. When we speak of administration communication, we are referring to the process of achievement of result.

Communication therefore provides the little among all other function and sub system.

Ogu (1992, 76) believe that the essence of communicating is the act of relayed information or giving instruction, complete information is a necessary ingredient in the decision making process.

2.3.1 COMMUNICATION PROCESS

Communication process is a two way process in which one is both an originator and a receiver f information. Communication is defined as the process by which a sender reaches a receiver with a message.

One person sends a message is received understood by the intended receiver in terms of the receiver's view of reality. In turn, this message is received and understood by the intended receiver in terms of the receivers view

of reality. The methods by which information by the sender reaches the receiver are of various types as seen by different authors.

Communication model: a model of the communication process would enable the reader understand clearly how information from the sender gets to the receiver. Basically a generally accepted model of communication process is known as SMCR model and this include such element as the sender, message, channel and the receiver.

Authors like Fernando agree with the above model. Fernando (1980:46) examined and identified four major elements of the communication process. These are : sender which is the individual or group of individuals who transmit the message. Receiver which is the person who receives and understands the message, channel which is the network through which message travels from the sender to the receiver and message which are in form of symbols sent through the medium of written statement, bulletin, reports, notes and letter

Koontz and O'Donnel examines three specific steps in the communication process.

Koontz and O'Donnel (1982:690) identified such steps as sender of message, transmission of messages and receiver of the message.

These are under the originators of the communication and he has a thought or an idea. This thought or idea is encoded in a way that can be understood by the receiver.

The media used may be oral or written form as discussed earlier, the receiver of the messages has to be ready for the message so that it can be decoded into thought.

The above process was illustrated by Koontz and O'Donnel in the model diagram below:

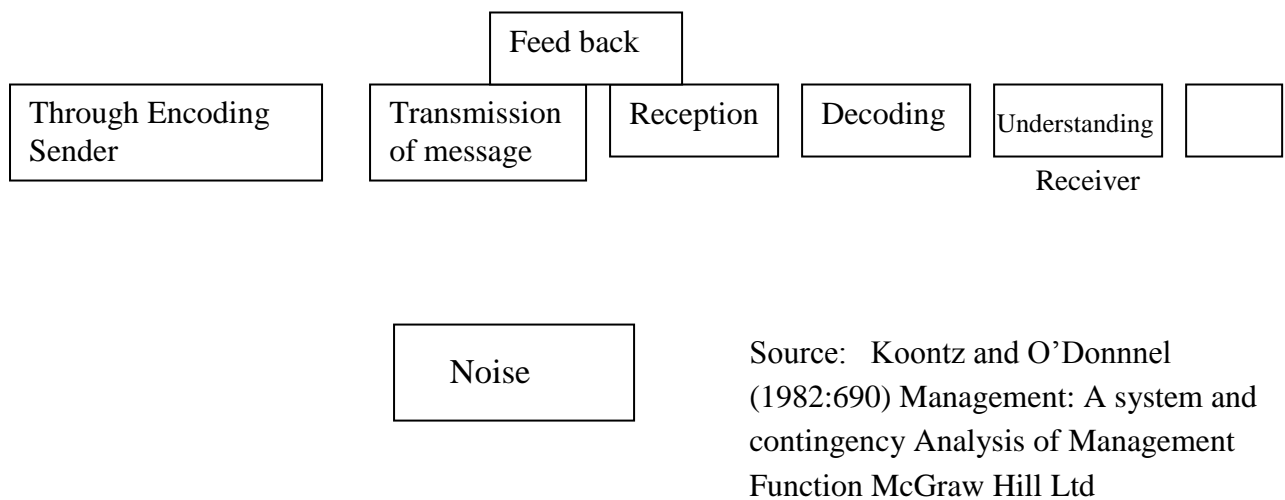


Fig 1.2 A communication process model unlike all the other writers who examined four elements in the communication process, Koontz and O'Donnel examined just three, in his case both the message and the channel were combined as one step called "transmission of message".

Communication channel: the methods of communication discussed earlier are described in terms of technique or channels. These are patterns or direction through which information in form of words, numbers and pictures flow between the sender and the receiver

These channels are identified in different ways by various cultures. These are upward, downward and across channels in patterns.

This type allows employee to aid their views to the management. They can offer useful ideas, criticisms and suggestions. This pattern is democratic in nature because management recognizes views of employees. Also it is regards those managers who tend to consider communication a one way process. In the case of downward communication information emanating from officers of the top of worker in the lower levels. It involves passing orders policies and plans across the organization structure for implementation

Communication is classified according to their direction. Their direction according to him are downwards which is from a higher level in the organization to a lower one, internal or sideways which is from one level to another of approximately the same level to a higher one most formal communication are downwards while informal communication are mostly upwards and lateral

Koontz and O' Donnell (1982:694) similarly classified the channel as downward communications flow from people at higher level of those at lower level in the organization hierarchy.

This kind of communication according to him can be found especially in organization with authoritarian atmosphere they include instructions, speeches, meetings, the use of telephone loudspeaker and written method like handbooks, pamphlets and periodicals.

Upward communication travels from subordinates to superior and continues up to organizational hierarchy. Unfortunately that flow is often hindered by managers in the communication link who filter the message and do not transmit all the information especially unfavourable news to their bosses. Examples of information, passed upward include appeal and grievance procedures complaint system, counseling session and ombudsman crosswise communication includes horizontal flow of information with people on the same or similar organizational levels and diagonal flow with person at different levels who have no direct reporting relationships. This kind of communication is to speed information flows to improve understanding and coordinate efforts for the achievement of organization objective by managers was vertical while two thirds was cross wise i.e horizontal or diagonal.

Another important factor is determining what subjects are actually communicated can be at a different tasks. Classical managers concentrated on orders necessary to accomplish specific goals. However, with the advent of the human relation movement and the rise of the behavioural school of management other subjects were added.

Human relation research underscored the need for subordinate to be heard and understood by their supervisors whereas research by behavioural screen tests demonstrated the motivational aspect of communication. Some of these items, which are included to be communicated; are priority items such as

pending takeover and what it will mean for their jobs introduction of new products, process and promises.

2.3.2: Important of Communication

Over the years the important of communication is organized effort has been recognized by many authors for instance. Koontz and O'Donnel (1982:699) are of the opinion that the important of communication lies on the fact that it influence action towards the welfare of the enterprise. Business, for instance requires information about price competition, technology, and finance, as well as information about the business cycle and government activity. This knowledge is the basis for decision effecting product lines, production ratios, quality marketing strategy, the mix of productive factors, and internal information flow. Communication is also important for both internal functioning of the enterprise, it helps establish disseminate goals of the enterprise, helps to develop plan for their achievement to organize human and other resource in the most effective and efficient way to lead, direct and motivate people and to control performance. The importance of communication in an organization discipline is acquainting employees with the rules and regulation of the enterprises.

Cole (1991:400) believes that in recruitment, communication is essential in persuading potential employees of the merits of working for the enterprise. It is important to inform prospective recruits about the firm in general, its location,

size, product line competition and financial standing so that a favourable image will be generable. In orientation, communication is important to provide the employee with a sense of familiarity and security in his job in coming out day-to-day operations. It is through communication that supervisors will pass on directives to their employees.

Osiogbu (1983:40) is of the view that employees cannot be expected to comply with directives unless they understand the meaning of the directives. Employees also become aware of their contribution to the enterprises activities through information passed on them by superior managers.

This will in turn help to motivate their information on employee's safety on the job is provided through communication. This is necessary in order to keep down costs of accidents and also decreases recruitment and training costs. For an enterprise external environment, communication is very important especially that from the various media.

Koontz and O'Donnel (1982:689) for instance believes that it is only through communication or information exchange that managers become aware of the needs of customers, the availability of supplies, the claim of stock holders, the regulation of government and the concern of the community. Community is very vital for an efficient managerial performance because though people's opinions especially employees, the managers becomes aware of how his organization is facing both internally and externally, and also whether the society rates the organization high or not. The manager can only get this

information through disclosure by subordinates using the upward communication channel. Subordinates on the other hand, might feel if they disclose a negative aspect of the organization they are bound to be paralyzed. Managers should therefore give subordinates freedom in saying anything they feel about the organization, one of the main reasons for the lack disclosure is that many organizations place a high reward value on rational technical aspects of behavior and discouragement or penalize emotionally based behavior.

Graham (1982, 92) is the opinion that an organization may consist of management, employees, promises, equipments, and materials but it will not come to life unless communication effectively line all these parts together and coordinate their estimates. The decision of management must be made known to employees ward some kind of control system arranged to ensure that these decision, are acted on. The form, which a communication takes, can profoundly affect the attitudes of the employees and the degree to which they understand and support management policies.

Generally, many industrial disputes originated from a failure of communication. A misunderstanding by the employees of their intentions of management, or mis interpretation of company policy.

Osiegbu (1983, 40) also believes that because many words and information flow through and around managers, it becomes necessary and absolutely important that supervisors have the ability to communicate in order to train a group of employees direct them and coordinate their activities so that

the goals, which have been established can be attained. Most managers therefore do not acquire desired result because they are not good communicators.

If we agreed to all that have been written on communication, it then follows that for our organization not to fail, it should then be cautious of them in order to achieve organization goals.

2.3.3 Barriers to Effective Communication

It is a well known fact that much unhappiness and even conflict exist between person and persons and organization and organizations is caused by a failure to communicate, to converse or to talk to our fellow human being. In any type of communication, there are inherent difficulties associated with the different perception, values, experiences, standards, and biases of the sender and receiver of the message involved. In organization these physical distance, emotional distance resulting from status different between higher and lower levels, fear and anxieties relates to boss subordinate roles, may evoke different responses to people, such statement therefore disrupt effective communication.

Akpala (1990, 93) identified some barriers to effective communication “By passing: for instance “by passing” was implied as a barrier to effective communication. It normally occurs when person engaged in communication have dissimilar background experience with the particular symbols being used.

Stereotyping is another barrier identified by Akpala. It implies the use of lots of “class word” in the language we use.

This cause a lot of misunderstanding; for example, a house could mean a mud, hut or castle. When words are not specific, the receiver might misunderstand the communication.

2.3.4 Communication and Improved Managerial Performance

In today's enterprise, information must flow faster than ever before. Even a short down time on a fast moving production line can be very costly in lot output. It is therefore essential action. Another important element is the amount.

Koontz and O'Donnel (1982, 702) identified a good number of barriers to effective communication. Some of which are lack of planning to communicate. Too often, people start talking and writing without prior thinking, planning and stating the purpose of the message. This hinders effective communication a great deal. Badly express message, no matter how clear the idea in the mind of the sender of communication, it may still be managed by poorly chosen words, omissions, lack of coherence, poor organization of ideas and awkward sentence structure loss by transmission and poor retention from one person to the next is another big problem encountered in communicating.

This is because the message becomes less and accurate unclarified assumption by a superior officer especially in giving directives to his subordinates. He might assume that the subordinate knows all what to do and the task assigned to him. This may not be right, and failure of the superior to give specific orders to the subordinates leads to inefficiency.

Koontz and O'Donnel statement "like we sell for less in advertisements by the organization and very ambiguous and Cole (1991, 397) see these methods as oral method or electric method. The written methods are best presented in booklets, for instance, employee booklet or student handbook.

Oral method is the use of spoken words whereas electronic method includes equipment like microcomputer, satellite communication and other aspect of new technology. Communication can also be classified into two namely, formal and informal, as pattern to an organization. This formal method includes written instruction and announcements by notice on boards, broadcasts messages over a public address system and large meeting of employees addressed by a senior manager.

Informal method on the other hand includes manual casual conversation, which occurs between employees of all levels. A private network of telephone is another conventional method of communication using telephone is the simplest, most economical method available in terms of accuracy and guarantee of notification. It is viewed that the phone and video tapes as means of communication are less available and perhaps less practical than radio. It is suggested that communication is most effective when it's two-way in addition to communication from the source. Feedback is channeled back to the source.

Communication can be identified in various ways in which every organization must freely understand and utilize for effective supervision of workers. Some of them include verbal form of communication, behavior as a

form of communication and written policies and procedures as other forms of communication. The verbal form is normally carried out in words. For instance a manager's address to workers in a meeting or assembly.

In this case, they express complex ideas comprehensively and within a degree of precision.

Behavior can be fully understood as a form of communication by the manager and when this is done, it will help in many ways to solve organizational problems such as inaccurate reports, gossips and personal conflicts of information which has greatly increased over the years frequently causing an information but relevant information.

It is therefore necessary to determine what kind of information the manager needs to have for effective decision making. All these information are gotten through communication.

Koontz and O'Donnel (1982, 693) is of the opinion that for a manager to be effective, the needs information necessary to carryout management function and activities for instance as earlier mentioned, Koontz and O'Donnel is of the view that it is only through information exchange that managers become aware of the needs of customers, availability of supplier regulation of government and concern of community.

With this knowledge, the manager can avoid wastage because he then produces only what customer desire and leave the rest. Also for manufacturing

enterprises, the manager with the knowledge of the culture of the society and regulation of government does not produce such items that are abhorred.

This way, he maintains a good standard for the organization and managerial performance is improved.

Organization in my view should start to judge their managers on their employee opinion. Every two years, organizations should conduct confidential attained studies. The survey should include question on how employee think they are being managed on whether they are clear about their managers expectations from them, and if they feel that, they (management) listen and also do something about the problem they employees) raise.

Improving Effective Communication

1. As a sender use the language, empathize, improve perception use the right communication channel, readiness to give and receive positive as well as negative feedback.
2. As a receiver listening with empathy, avoiding prejudgment, asking the right question, giving constructive feedback, thinking creativity and remaining open but critical.

However, effective communication can be obstacles (perception status, defensiveness, negativity, assumptions, languages, poor listening skill and wrong environment) and organizational obstacles (hierarchy, managerial authority and specialization).

How can you Improve Employee Performance?

There are four main reasons why people don't perform:

1. They just can't do what you want them to do, they are not capable, you simply have the wrong person in the job. If this is the case, you need to look at why did you select this person to do this job? And you go out and have a replacement, check out your selection practice to ensure that you are living people who are capable of doing the job you require.
2. They don't know that to do; if you have people who are capable of doing the job, do they know what is expected of them? Yes many managers have told employees what to do, but that does not mean that their understanding of what to do is the same as what is in your head.

Have you given them a clear picture of what you want to accomplish and what the finished job will look like? Have you agreed on when it will look like? Have you agreed on when it will be completed? And has the employee confirmed that they have a clear picture by describing what you expect in their own words? Two-way communication is essential here, otherwise how could we have been understood? Too often managers believe that it is solely the employee's responsibility to make sure that their communication are understood, only through effective two-way communication can that happen.

3. They don't know how to do it: If the employee is capable of the job to be done, we still need to develop their knowledge and skills so they can

actually accomplish it. Training or learning is the solution here. That does not necessarily mean formal training on-the-job mentoring by effective and cost – efficient.

4. They don't want to do it: If the employees can do it; knows what to do and how to do them; it comes down to a motivation issue, they don't want to perform at that level. So when people don't want to perform, you can be sure that their needs as they receive them are not satisfied and secondly they don't believe that the primary reason is that managers believe that employees are motivated only by money. There are other needs people have that are actually more important than money and there are many research studies to demonstrate this but those needs vary from employee to employee, and even from one time to another. One way you can find out what people's need are is to ask them. There are however two basic needs, that are common to all human beings which one can capitalize on, to greatly increase performance his book reality therapy he says that all and to feel that they are worthwhile to themselves and to other.

In other words, people have a need to do the right thing and to make a difference when they come to work. All their managers and supervisors need to do is to ensure that they satisfy the other's need, respect them for who they are. Taking rocket science here, we are taking basic human decency, just treat

someone like a person rather than as a thing called an employee. All you need to do is to create an environment where people want to perform at their best, figure out how you would like to be treated if you were in their position.

It has well being documented that associate (employee) performance is directly and positively related to supervisory and managerial performance. In fact managers and supervisors often have more impact on associate job performance than they realize. This suggests that of is not performing up to expected the responsibility likely belongs to the management team.

Therefore an important key to improving associate job performance involves improvement in managerial supervisory human resources, management skills and practice. More specifically on important managerial performance area that greatly impacts associate job performance levels involves.

1. The three basic and alternative type of feedback that managers can provide to their associates.
2. Precisely what each type of feedback communicates.
3. The associate performance responses that are most likely to result from each type of feedback.

The managerial feedback alternative are negative, none and positive. An examination of each alternative indicates what each communicates and what worker performance changes are most likely to occur when managers use each type of feedback.

Negative feedback: Negative feedback obviously communicates manager's dissatisfaction with associate performance; the performance change that is almost likely to occur may not be as obvious. What managers and supervisors tell the authors is that (assuming the workers wants to retain his job) performance will likely be minimum satisfactory level; furthermore, it will quite likely be temporary.

That is, after a short time the worker often reverts to – the previous unsatisfactory performance level that encouraged the negative feedback. This result is the manager having to again step in with more negative feedback.

It is also suggested that the reprimanded associate may look for opportunities to get even with management and the organization.

NO FEEDBACK: Providing no feedback may possibly be the worst course of feedback action, for managers have a tendency to ignore their good performance. It may be related to the marginal attitude that “I should not have to praise them for what I hire and pay them to do. Without feedback associate make assumption about their job performance and these assumptions may not be consistent with the management performance perceptions.

Some potential worker intervention of no feedback may include performance is okay, my performance must be important or the manager would say something about my performance. No feedback therefore does communicate something to associates. The problem is that a manager cannot be certain how his associates perceive the lack of communication. Furthermore, it seems likely

that performance will remain the same, or decreases if there is no feedback from the manager.

POSITIVE FEEDBACK: Positive feedback obviously communicates managerial satisfaction. Under this circumstance the worst result will generally be no change in performance. It is anticipated that positive recognition for good performance will result in performance improvement to a higher productivity level. These often occur because research (Spitzer, 1995) indicated the following:

1. In a nation wide survey it was indicated that receiving praise and recognition from their bosses was more motivating than money.
2. Four out of five workers said recognition and or praise motivates them to do a better job.
3. Many managers have a tendency to ignore the good and satisfactory performance of their workers.

Positive feedback process has been suggested that given the three managerial feedback alternative, positive feedback is the only one that will consistently result in the type of performance that managers and organization want. It is the type of feedback that will generate and maintain performance above the minimum acceptable level.

Furthermore, based upon worker feedback, it is recognized that most managers and supervisors do not provide enough positive feedback.

There is managerial tendency to ignore significant amount of good worker performance. Managers who are committed to both increasing their levels of positive feedback and not ignoring good performance, have a need to understand the basic positive feedback.

Eleven of these rules can be identified.

EARNED: Positive feedback must be earned by the associate, providing positive feedback for unsatisfactory performance will destroy managerial credibility.

IMMEDIATE: Positive feedback should be provided immediately after during a good performance, the longer the time period between the performance and the recognition, the less effective the feedback will be.

PERSONAL: Be personal when providing feedback, that is, use the personal pronoun “I” rather than the more impersonal expression, of “We” the company etc which will help positive feedback be preserved as sincere.

IMPROVEMENT: Managers should not wait for perfection to provide positive feedback. In fact anything a manager sees improvement, the improvement should be recognized. Otherwise, without feedback the improvement may disappear, it is the improvement that is being recognized, not the overall performance level, which may not yet be up to standard.

INDIVIDUALIZED: Individual one-on-one positive feedback is more powerful than group or team feedback, this does not mean that managers should not

recognize the group or team accomplishments. It only suggests that individual positive feedback should be included in the feedback process.

OFTEN: Some research (Letting 1992) has suggested that to create optimal work environment, manager should be providing a positive to negative feedback ratio of 4 to 1 (4:1) what is your feedback ratio? Most managers fall considerably below this ratio and furthermore much of the positive feedback they do provide is not heard by their associates.

TASK SPECIFIC: Make positive feedback very task specific that is good. The “good job” syndrome because it is too general, lack specificity and can more easily be interpreted as lacking in sincerity. By recognizing specific task that are being performed satisfactorily, managers, have the opportunity to achieve the 4:1 positive or negative feedback ratio. Furthermore, when the team good job is used in the recognition process, associates are more likely to assume that all of their job activities are being performed with excellence.

PURE: When providing positive feedback, keep it pure, do not mix positive with negative feedback.

VARY TIMING: Do not allocate a specific time or day to provide positive feedback. To do so is a violation and is likely to be associated with the lack of managerial verbally, look for alternative ways to deliver the “good” news. Example includes letters, memos, telephone, fax, e-mail etc.

SINCERE: Associate has a knack for recognizing when their manager is just going through the motions when he is not being sincere. Therefore, for

managers to be able to harvest the rewards of providing positive feedback, it is important that they are genuine and truly believed in the process.

HOW MANAGERS CAN MAKE SUCCESSFUL COMMUNICATION

Successful long distance collaboration measures effective management. Employees need their supervisors help in prioritizing work and in locating the resources they need to do their jobs well.

Managers should bring the virtual work process by outlining standard communication practices for the team. These guidelines should include:

1. Which communication channel to use, email, phone, written reports etc and when to use them.
2. How to use each channel such as when to include all team members on message, or how to signal that message does or does not require a reply.
3. What are acceptable and unacceptable uses for each channel for example, don't use virtual bulletin boards to post jokes of the day.

Manager and their team will need to find the right balance between keeping each other updated and not becoming a communication burden. Leaders should outline their expectation for how often they will receive work update from their teams and how detailed those updates should be. Today, technology tools make working as a virtual team almost the same as being in the same office. Every so often, however manager should meet in person with staff

member to re-affirm relationship face-to-face meeting let employees know that they are important to the business.

That can further cement solid, productive working relationships.

Finally, the essential function of communication is to build constructive relationship between persons. In other word, communication has become the most powerful tool to build any relationship between persons. Effective communication has become the ideal of all people who attempt to communicate with each other.

Communication will become effective when the following three conditions have been met.

1. The message is received and understood precisely as meant by the sender.
2. The message has been approved by the receiver and followed up by action desired by the sender.
3. There are no obstacles to do whatever has to be done to follow up on the message sent.

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CHAPTER THREE

RESEARCH DESIGN AND METHODOLOGY

This chapter focuses on the design and methodology administered for the research.

The chapter describes the research design, population, sample size determination, sources of data, questionnaire design, distribution and interview structure and analytical techniques used.

3.1 RESEARCH DESIGN

The study under reference has a descriptive survey research.

In a survey, a sample is selected from the research population for the purpose of generating information that will be used in making generalization on the subject matter.

3.2 SOURCES OF DATA

Every research work has a framework for collecting data. Its function is to ensure that the required data are collected accurately and economically.

The researcher utilized both primary and secondary method of data collection.

3.2.1 Primary Sources of Data Collection

The primary data consists of a number of items in structured questionnaire that was administered to the respondents.

The decision to structure the questionnaire is predicted on the need to reduce variability in the meaning possessed by the question as a way of ensuring comparability of responses.

Two methods used for securing information required through this source were oral interview and questionnaires. The questionnaires which consisted of many multiple choice question and some dichotomous questions were issued mainly to the junior officers, where as intention made up of mainly open ended question were conducted for top executives of the firm.

3.2.2 Secondary Sources of Data Collection

Secondary data were collected through texts books, journals, newspapers, magazines and other materials relevant to the research topic.

3.3 POPULATION OF THE STUDY

The population of this study comprises eight hundred and ninety nine employees of Nigerian Breweries Plc, Enugu population study is generally taken to be the totality of all the elements, subjects or numbers which possess a common and specific characteristics within a given geographical location.

The population of the company as at April 2013 stood at eight hundred and ninety nine employees.

3.4 SAMPLE DESIGN AND DETERMINATION OF SAMPLE SIZE

Since the population of Nigerian Breweries is large, it would not be easy to obtain data from the whole population, therefore, for ease of collecting and analyzing data, the researcher decided to select a sample from the population using Yaro Yamani formula for determining sample size as quoted in Nwanna E (1981:40).

$$n = \frac{N}{1 + N e^2}$$

Where: n = sample size

N = population

e = level of significance i.e 8% (0.08)

I = a constant

For the purpose of this study, the level of significance i.e (0.08) 8% confidence limit.

$$n = \frac{899}{1 + 899 (0.0064)}$$

$$n = \frac{899}{6.7538}$$

$$n = 133.11419$$

$$\approx \mathbf{133}$$

SAMPLE SIZE $n = 133$

To determine the minimum number of respondents from each department,

Bowley proportional allocation formula was applied

$$n_1 = \frac{n \cdot N_1}{N}$$

n = The sample size

n_1 = No of employees in each department.

N = Population

1. Head Brewer Department = $\frac{133(61)}{899} = 9.023$
2. Packaging Department = $\frac{133(288)}{899} = 42.607$
3. Engineering Department = $\frac{133(78)}{899} = 11.539$
4. Technological Controller Department = $\frac{133(21)}{899} = 3.107$
5. T.C.M Coordinator Department = $\frac{133(2)}{899} = 0.296$
6. B.M Secretary Department = $\frac{133(1)}{899} = 0.148$
7. Brewery Controller Department = $\frac{133(2)}{899} = 0.296$
8. Regional Finance Department = $\frac{133(20)}{899} = 2.959$
9. Brewery Security Department = $\frac{133(1)}{899} = 0.148$

10.	Brewery Medical Department	=	$\frac{133(2)}{899} = 0.296$
11.	Human Resource Department	=	$\frac{133(293)}{899} = 43.347$
12.	Regional Logistics Department	=	$\frac{133(129)}{899} = 19.085$
13.	External Communication Department	=	$\frac{133(1)}{899} = 0.148$
			<u>133</u>

3.5 METHOD OF DATA COLLECTION

The research instrument that will be used by the researcher in collecting useful information on this topic is questionnaire.

3.5.1 Questionnaire Design, Distribution and Collection

A total of one hundred and thirty three (133) questionnaires were printed and distributed to the respondents.

A total of 86 questionnaires out of 133 distributed were returned while a total of 47 questionnaires were not returned.

3.5.2 Secondary Method of Data Collection

The researcher used textbooks, journals, newspapers, in the collection of the secondary data.

The researcher equally visited different libraries and made use of the internet facilities in the collection of the secondary data.

3.6 METHOD OF DATA PRESENTATION AND ANALYSIS

The variables for this study were analyzed using contingency table, and sample percentage.

The sample percentage is expressed mathematically as

$$\frac{\text{Response in each option}}{\text{Total option}} \times 100$$

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CHAPTER FOUR

DATA PRESENTATION AND ANALYSIS

4.1 DATA PRESENTATION

This chapter deals with the presentation and analysis of the data generated during the empirical study of the organization under study.

Data presentation will be done using simple percentage as a statistical tool.

4.1.1 Demographic Characteristics

Table 1: Age Distribution of Respondents

Table 4:1.1

Item	No of Responses	Percentage
Below 18-25 years	32	37.21
Below 25 – 35 years	42	48.84
Below 35 – above 50 years	12	14.00
Total	86	100.05

Source: Field Survey 2013

Findings: The analysis of the table 4.1.1 reveals that the age below 25-35 years have 48.84% and the majority below 18-25 years have 37.21% while below 35-50 years have 14% of the total respondents.

Table 4:1.2 Gender Distribution

Item	No of Responses	Percentage
Male	56	65.11
Female	30	34.89
Total	86	100.00

Source: Field Survey 2013

The analysis of 4.1.2 reveals that 65.11 percent of the respondents are male while 34.89% of the respondents are female.

4.1.2 Distribution of respondents of Marital Status

Table 4.1.3

Item	No of Responses	Percentage
Yes	58	67.44
No	28	32.56
Total	86	100.00

Source: Field Survey 2013

The analysis of table 4.1.3 reveals that 67.44% of the respondents are married while 32.56% are single.

4.1.2 Presentation According to Key Research Question

Research Question One (1)

Do you know, the objectives of your organization, if yes, where were they made known to you?

Table 4.2.1

Item	No of Respondents	Percentage
Policy manual	54	62.79
Hear say	12	13.95
Orientation course	20	23.26
Total	86	100.00

Source: Field Survey 2013

The analysis of table 4.2.1 indicates that majority of the respondents 62.7% know the objectives of their organization through policy manual.

13.95% of the respondents claim that they know about the objectives from hear say while 23.26% of the respondents said they knew about it from orientation class.

Research Question Two (2)

Does knowledge of objective affect your attitude at work?

Table 4.2.2

Item	No of Responses	Percentage
Yes	67	77.91
No	19	22.09
Total	86	100.00

Source: Field Survey 2013

The analysis of table 4.2.2 shows that majority of the respondents representing 77.91% admitted that the objective of the organization affect their attitude to work while 22.09% of the respondents disagreed.

Research Question 3

Who communicates managerial decisions in your organization?

Table 4.2.3

Item	No of Respondents	Percentage
Top level management	52	60.47
Middle level management	23	26.74
Fore men	11	12.79
Total	86	100.00

Source: Field Survey 2013

The analysis of table 4.2.3 indicates that 60.47% of the respondents agreed that the Top level management communicate decisions to them, 26.74% of the respondents said that they receive decisions from middle level management while 12.79% of the respondents agreed that they receive communication from their fore man.

Research Question Four (4)

Which medium of communication do you prefer?

Table 4.2.4

Item	No of Respondents	Percentage
English	40	46.51
Vernacular	10	11.68
Both	36	41.86
Total	86	100.00

Source: Field Survey 2013

Analysis from table 4.2.4 indicates that 46.51% of the respondents said that they are communicated through the use of English, 11.63% of the respondents said that they are communicated through vernacular while 41.86% agreed that they are communicated through both English and Vernacular.

Research Question Five (5)

To what extent do cordial relationships affect the effective communication?

Table 4.2.5

Item	No of Respondents	Percentage
Very high	60	66.77
High	20	23.26
Very low	06	6.98
Total	86	100.00

Source: Field Survey 2013

Analysis of table 4.2.5 indicates that 69.79% of the respondents are of the opinion that cordial relationship affects effective communication very high, 23.26% said that cordial relationship respondents opted for 6.98%.

Research Question Six (6)

In your opinion do you think that interpersonal relationship with colleagues affect effectiveness of communication in your organization?

Table 4.2.6

Item	No of Respondents	Percentage
Yes	62	72.09
No	24	27.11
Total	86	100.00

Source: Field Survey 2013

Analysis of table 4.2.6 indicates that 72.09% of the respondents agreed that interpersonal relationship with colleagues affect effectiveness of communication in their organization while 27.91% disagreed.

Research Question Seven (7)

How long have you spent in this organization?

Table 4.2.7

Item	No of Respondents	Percentage
Below 5 years	20	23.26
Below 5-10 years	40	46.51
Above 10 years	26	30.23
Total	86	100.00

Source: Field Survey 2013

Analysis of table 4.2.7 shows that 23.26% of the respondents have spent below 5 years in the organization 46.25% of the respondents have spent below 5-10 years in the company while 30.23% of the respondents have spent above 10 years in the company.

Research Question Eight (8)

Do you think that communication in your organization is effective?

Table 4.2.8

Item	No of Respondents	Percentage
Yes	65	75.58
No	21	24.42
Total	86	100.00

Source: Field Survey 2013

Analysis of the table 4.2.8 that 75.58% of the respondents agreed that communication is effective in their organization while 24.23% disagreed.

Research Question Nine (9)

If yes, do you think it improves managerial performance?

Table 4.2.9

Item	No of Respondents	Percentage
Yes	65	75.58
No	21	30.23
Total	86	100.00

Source: Field Survey 2013

Analysis of table 4.2.9 indicates that 75.58% of the respondents were of the opinion that effective communication improves managerial performance while 30.23% of the respondents disagreed.

Research Question Ten (10)

Does knowledge of company's objective affect your attitude to work?

Table 4.2.10

Item	No of Respondents	Percentage
Yes	68	79.07
No	18	20.93
Total	86	100.00

Source: Field Survey 2013

Analysis of table 4.2.10 indicates that 79.07% of the respondents were of the opinion that knowledge of company's affects their attitude to work while 20.93% of the respondents said no.

CHAPTER FIVE

SUMMARY OF FINDINGS, CONCLUSION AND RECOMMENDATIONS

5.1 FINDINGS

From the analysis made so far it had become evident that communication breakdown has effect in the management of an organization.

Communication as a catalyst for establishment and accomplishment of an organizations goal cannot be overstressed. The object of emphasis in this research work dwells on effective communication system both the executive leaders make sure they are informed as those in the lower cadre. This is necessary because any breakdown in communication would be a catastrophic to the life of the organization.

Communication in an organization helps in the flow of information, motivation of workers and enhancing industrial harmony in the organization among others. It is important to note that communication is indispensable in the survival of any organization. It integrates various departments together and they work harmoniously to achieve the organizational goals and objectives.

For management, communication helps to ensure compliance to rules and regulations, policies and as a medium to ensure effective control of staff activities and behavior.

The employees will get informed and abreast with the activities of the organization. This in turn increase productivity level because it is only then workers feel accepted and well integrated into the organization.

Good communication system in a company enhances good public relation between the employers, customers, share holders and government.

Finally, effective communication can be viewed as a tool for effective management, defining responsibilities of subordinates and setting standard for performances

5.2 CONCLUSION

It is clearly evident from the findings of this study that communication is an important tool for management. Effective communication leads to organizational effectiveness. This is reasonable evidence that if an organization is effective in its communication, it will be effective overall.

Any organization without a well established communication system no matter its personnel policies may be bound to operate in uncertainties and risk. Communication is not an independent activity of management but an essential part of what every worker in Nigerian Breweries Plc, the situation showed that there is a proper and effective communication system in the company. The workers are happily working co-operatively and that helped in enhancing their productivity. The company operates both upward and downward communication channel as opened by the personnel manager.

5.3 RECOMMENDATIONS

Based on the findings from the study on the effective communication system and in light of data collected by personal observation and though the questionnaire conducted in the organization; it is necessary to offer the following recommendations.

1. Management should introduce training, programmes in the organization whereby junior workers would be taught how to communicate effectively. This is necessary because poor academic background of these workers constitute problems to effective communication in the organization.
2. Management should continue to keep in touch with the workers on new development in the company. This would enable workers to know what is going on in the organization and this sustains their interest in working assiduously.
3. Management should not relent in encouraging free flow of information in the organization, as this would motivate workers and encourage them to achieve the goals of the organization.
4. Workers in Nigerian Breweries Plc should always seek for clarity in matter which is not clear to them from the management.
5. Management of Nigerian Breweries Plc should also continue encouraging workers participation in decision making.

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APPENDIX I

INTRODUCTORY LETTER

Department of Business Administration
Caritas University
Amorji-Nike
Enugu
Enugu State.
July 20 2013.

Dear Sir/Madam,

I am a final year student of Business Administration, Caritas University Amorji-Nike, Enugu.

I am carrying out a research project in partial fulfillment for the award of Bachelor of Science Degree (B.Sc) in Business Administration.

Please, kindly give the answers to the following questions given below.

Your responses will be treated with utmost confidence.

Thank you.

Yours faithfully

Ifeanacho Chinenye C.

SECTION A

Please mark in the appropriate box

1. Sex: Male Female
2. Status: Single Married Separated Divorced
3. Year of experience: (a) 1-5 year (b) 6-10 years
(c) 11 – 20 years

SECTION B QUESTIONS

1. How do you get information regarding management decision?
(a) Oral (b) Written (c) Visual (d) all of the above
2. Do you agree that barriers lead to communication breakdown in your organization? (a) Yes (b) No
3. Do you agree that communication in your organization is affected by noise?
(a) Yes (b) No
4. Which of the following common barrier to effective communication is most often experienced in your organization?
(a) Communication over load (b) Choice of word
(c) Lack of word (d) Timing
(e) All of the above (f) None of the above
5. Generally what will you say if the cause of the communication breakdown in your organization?
(a) Gossip (b) Lack of job security
(c) Mutual distrust (d) All of the above
(e) None of the above

6. Do workers of your organization perceive effective communication as necessary for increased productivity?
- (a) Yes (b) No
7. Does your organization encourage communication by members on the same level in different departments?
- (a) Yes (b) No
8. How would you rate communication in your organization?
- (a) Effective (b) Ineffective
(c) Very effective (d) Very ineffective
9. How do you think the problem of ineffective communication in the organization will be solved?
- (a) Encourage face to face communication
(b) Encourage feed back mechanism
(c) Choosing an appropriate channel
(d) All of the above