

**COMMUNICATION AS A TOOL FOR ENHANCING ORGANIZATIONAL
PERFORMANCE
(A STUDY OF NIGERIAN BREWERIES PLC, 9TH MILE ENUGU)**

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ENUGU STATE**

AUGUST, 2014

TITLE PAGE

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**RESEARCH PROJECT SUBMITTED IN PARTIAL FULFILMENT OF THE
AWARD OF BACHELOR OF SCIENCE (B.sc) DEGREE IN
MASSCOMMUNICATION. MASS COMMUNICATION DEPARTMENT,
FACULTY OF MANAGEMENT AND SOCIAL SCIENCES, CARITAS
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AUGUST, 2014

Declaration

I, Okeke, Tina with registration No MC/DE/2011/527 hereby declare that this research work was written by me and has been submitted or received for the purpose of acquiring a degree in Mass Communication.

Okeke Tina

Date

Certification

This is to certify that this project was carried out by Okeke Tina Ijeoma with registration No. MC/DE/2011/527 was approved by the undersigned on behalf of the Department of Mass Communication as having met the requirement for the award of Bachelor of Science (B.Sc.) Degree in mass communication, Faculty of Management and Social Sciences, Caritas University, Amorji – Nike, Enugu.

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Dedication

This work is dedicated to Almighty God, who has been my source of strength and provider throughout my stay in Caritas University.

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I am most grateful to the Almighty God for His protection and divine provision for the success of this work. I sincerely appreciate the efforts of my wonderful supervisor Dr. Benson – Eluwa Virginia for her disciplined supervision which made this work a huge success. My gratitude goes to my lecturers, H.O.D. D.U. Agboeze, Tina Obi, Dr. Ferdinand Obasi, Godwin Okoye, Clifford Nwonu, Fleix Ugwuanyi, Jude Edeh, and my and all those whose names were not mentioned for their contributions.

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Abstract

The title of this project is communication as a tool for enhancing organizational performance. The aim of this study was to investigate the communication techniques used by the Nigerian Bottling Company and the effectiveness of such techniques. In carrying out this research, the primary and secondary data were used by the researcher. The survey method was used also. Questionnaires and Personal Interview were used as instruments for data collection. For the purpose of clarity and understanding of results data was analyzed in simple tables and percentages as chi-square (X^2) was used as statistical measuring instrument for the study. Results of study provided precise information to ascertain positive impact of communication on organization performance. From the findings one of the recommendations made was that managers of an organization should also see a communication feedback as effective tools to an employee's productivity.

CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

Communication is an important element in Human society in particular and living things in general. Society's survival and growth demand among other things in a system of communication. According to Albert Silversteined (1974), communication is that process that has allowed man to survive in his current form despite his being singularly unsuited to survive in nay particular environment.

In the words of Schramm (1971), "communication is the great relating tool. It relates individuals to each other making it possible for groups to function and for societies to live together harmoniously."

Communication can be defined as the process or the act of exchanging information between one person and other persons. It is also the process of making information available to others. The process of communication is the process by which messages are formulated or amended and transmitted from the source or communication through a channel or medium to a receiver or an audience.

Communication can be a tricky concept to master within an organization, particularly one with multiple issues. When all parts of your organization communicate smoothly, it can improve workflow and overall productivity. By making an effort to improve your communication process, you can build a stronger company that will have staying power in the market.

Clear open communication can create a sense of transparency in your organization, which builds trust between the levels of the employees, as keeping

employees in the dark can result in resentments, tension and a feeling of low job security. Strong communication can help them feel valued and trusted. Open communication can reduce feelings of uncertainty and cluelessness about the state of the company, which makes for a more-positive work environment and staff who feel secure and safe.

Communication is also, essential to building relationship between staff members and between levels of employees both on a professional and social level. In an organization, one can only imagine what would happen if communication does not exist. Employees would not be able to express their ideas; as a result staff(s) will combine experience in coming up with innovative solutions. Communication will prevent employees from feeling isolated, build teamwork and creates a more collegial atmosphere in the office.

When relationships are strong, employees are better able to trust one another and work together more effectively. The study will therefore examine the contributions of effective communication for enhancing the organizational performance of Nigeria breweries 9th mile corner, Enugu.

Brief History of The Nigerian Breweries Plc (Enugu)

Nigeria Breweries plc, incorporated in 1946, is the pioneer and largest brewing company in Nigerian. Its first bottle of beer Star lager, rolled off the butting lines of its Lagos brewery in June 1949.

In September 2003, the company acquired its fifth brewery in Enugu State, and in October 2013, its sixth brewery, sited at Ama in Enugu Ama Brewery is the

largest brewery in Nigeria and one of the most modern world wide. Situated at Amaeke Ngwo, P.M.B 01781, 9th Mile, Enugu East, Enugu Nigeria.

Email: Martinmusag@heineken.HI,

Website: <http://www.nbplc.com>.

The company has a portfolio of high quality brands and alcohol-free drinks.

Martina in three varsities namely, Maltin classic, Maltina strawberry, and malting pineapple: Maltina Sprit in Tetrapak Amstel Malta, fayrouz in pear and pineapple climax energy drink as Malta gold became part of the NB family in October 2011.

1.2 Statement of the Problem

Research has proved that effective communication is a key to a successful organizational performance. This is so because it permits workflow and overall productivity. Today, with modernized or latest communication gadgets, many organizations are looking up to a positive performance.

However, it is certain that Nigeria breweries 9th mile corner, Enugu lacks effective communication.

The researcher therefore investigated the organization and the relevant of communication as a tool for enhancing organizational performance.

1.3 Objectives of the Study

The objectives of this study include:

1. To find out the communication techniques and system used by Nigeria Breweries company.
2. To find the extent communication system can be applied in this company.
3. To find out the effectiveness of such techniques
4. To find out the challenges of communication in the company.

1.4 Research Questions

The research finds the following research questions relevant to the study.

1. What are the communication techniques used by Nigeria Bottling Company?
2. To what extent does Nigeria Bottling Company apply communication system?
3. How effective are these techniques?
4. What are the challenges to communication in the company?

1.5 Research Hypotheses

The following research hypothesis was relevant to this study.

H1: Nigeria Bottling Company uses communication system

Ho: Nigeria Bottling Company does not use communication system.

H1: Nigeria Bottling Company applies Communication system.

Ho: Nigeria Bottling Company do not apply Communication system

1.6 Scope of Study

This study is limited to Nigeria breweries Plc 9th mile corner Enugu.

1.7 Significance of the Study

This study will be specifically of great importance to Nigeria bottling company, their customers and the academic institutions. It will benefit the company by helping them to know the best media to use. It will also expose their customers to the importance of communication in business organization and to increase the store of knowledge to the academic world.

1.8 Operational Definitions of Terms

Communication:

This is the process of transmitting information, ideas through, telnets etc and attitudes from one person to another.

Enhancing:

Increasing or further improving the good quality value or status of something.

Organization:

An organization refers to a group of people how a business forms together in order to achieve a particular aim.

Performance:

This refers to how well or badly something is done.

1.9 Limitation of the study

The research work focuses particularly on Communication as a tool for enhancing organizational performance, but given the particular circumstances the research have compelled the researcher to confine the study to only one branch, Nigeria breweries Plc 9th mile corner Enugu.

CHAPTER TWO

LITERATURE REVIEW

The development in business organizations in recent time has been tremendous and has its credit to the advent of communication. The role of communication in developing business is dated to the nineteenth century when communication models were, developed and utilized. Communication, through the use of radio message, gramophone and other gadget has helped to developed business and made business to have a new face. This also serves a foundation on which the theoretical framework for the study is based.

2.1 Review of Concepts and Related Literature

The following concepts were reviewed.

- Concept of Communication
- Concept of organizational performance

2.1.1 Concept of Communications

Communication is the exchange and flow of information and ideas from one person to another it involves a sender transmitting an idea, information or feeling to a receiver. (U.S. Army). A Communication takes place when one individual, a sender, displays, transmits or otherwise directs a set of symbols to another individual, a receiver with the aim of changing something, either something the receiver is doing (or not doing) or changing his or her world view. This set of symbols is typically described as a message - (William Rice – Johnson).

Types of Communication

There are four major settings or levels in which communication occurs. These settings, which can also be described as the types of communication are, intrapersonal, interpersonal, group and mass communication.

(a) Intrapersonal Communication

This functions as our thought processes – communicating with oneself. The sender and receiver is on and the same person. The message here is personalized and the feedback is immediate. This is also called soliloquy when the thoughts are spoken aloud when alone.

(b) Interpersonal Communication

This is face-to-face communication, between one person and at least one other person. It can be DYADIC. (between two people) Or TRADIC (between three people). The Sender is one person while the receiver can be one or more. The message is usually personalized and the feedback is immediate. Interpersonal communication is the essence of most discussion groups.

(c) Group Communication

Group communication is divided into two categories small group and public speaking.

Small Group is when 3 -15. People formalize their relationships by meeting (or by appointment) to combine talents to achieve a purpose, solve a problem or make a decision; e.g. various task forces and committees of a university or of the federal government. The sender, at a time, is one and the receivers can

be up to fourteen. The message is personalized to the group and the feedback is immediate.

Public speaking is one to many using the power of speech to inform, persuade and act as a catalyst for change. The sender is one person, the receiver now changes to many, which is referred to as an audience: a large, diversified heterogeneous and faceless audience. The message is personalized while the feedback can be immediate or delayed. The public address system can be used to enhance the speaker's voice. For most people, public speaking is more difficult than interpersonal, small – group or mass communication.

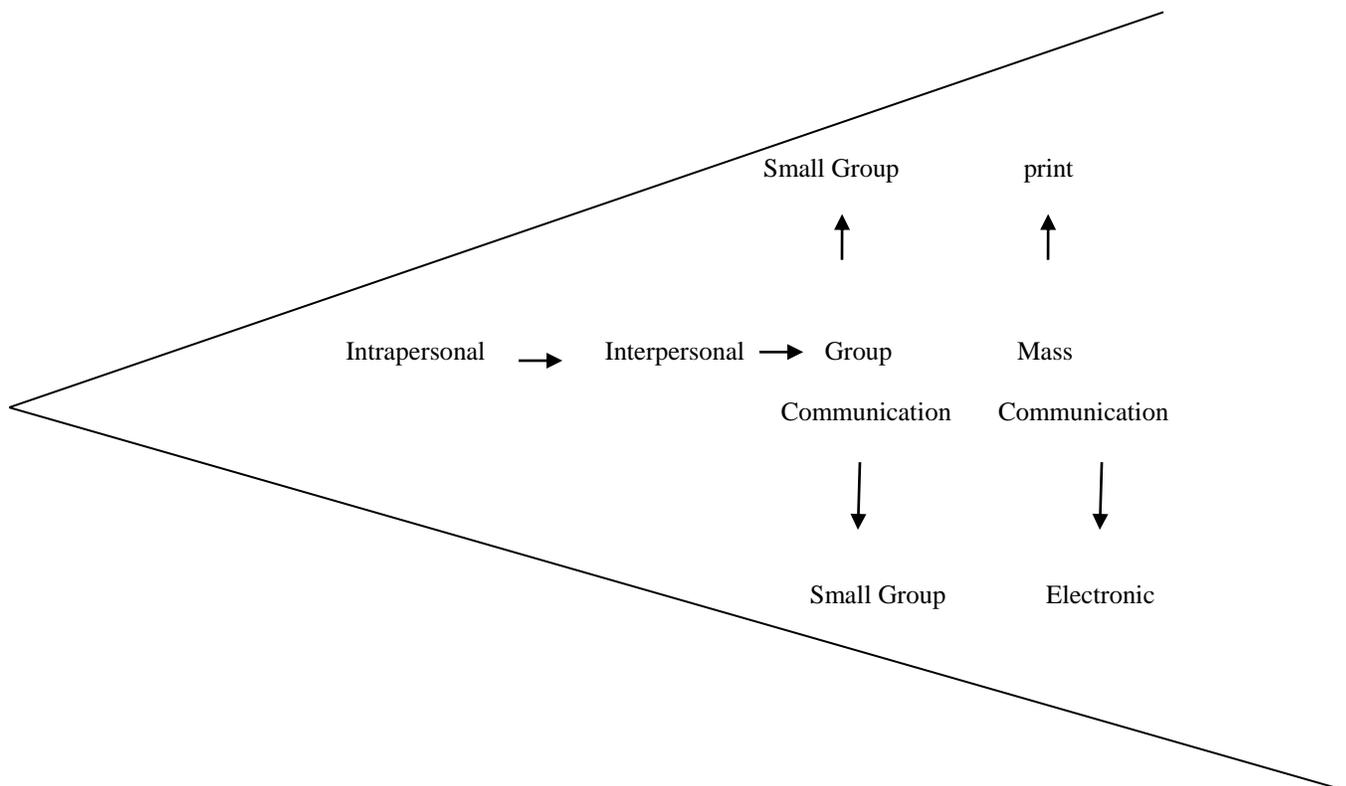
(d) Mass Communication

In this setting, standardized messages are transmitted to a mass audience through the mass media. The sender here becomes a Sources a conglomeration of professionals that includes writers, cameramen, reporters, audio and video technicians, directors, floor managers, editors etc. who prepare and send messages through a mess medium to a huge audience. The receivers become an audience. The message becomes depersonalized and standardized. The feedback changes from immediate to delayed and quantified.

The audience quantifiers their feedback to the media institutions by switching off channels and dials that no longer hold their interest or stops buying their newspapers or magazines.

To summarize five major changes take – place as we go from the intrapersonal to the mass.

- i. The sender changes from one person to a sources
- ii. The receiver changes from one person to an audience.
- iii. The message goes from personalized to depersonalized
- iv. The feedback goes from immediate to delayed
- v. Finally, there is the application of a technological medium.



2.1.2 Concept of Organizational Performance

Organizational performance comprises the actual output or results of an organization as measured against its intended outputs (or goals and objectives).

According to Richard et al (2009) organizational performance compasses three specific areas of firm outcomes: (a) financial performance (Profits, return on

assets, return on investment) etc; (b) product market performance (Sales, market share etc; and (c) share holder return (total shareholder return, economic value added etc) The term organizational effectiveness is broader. Specialists in many fields are concerned with organizational performance including strategic planners, operations, finance, legal and organization development.

In recent years, many organizations have attempted to manage organizational performance using the balanced scorecard methodology where performance is tracked and measured in multiple dimensions such as:

- Financial performance (e.g. shareholder return)
- Customer service
- Social responsibility (e.g. corporate citizenship. community outreach).
- Employee stewardship

2.1.3 Organizational Structure

An organizational structure activities such as task allocation, coordination and supervision, which are directed towards the achievement of organizational aims.

It can also be considered at the viewing glass or perspective through which individuals see their organization and its environment.

Organizations are a variant of clustered entities. An organization can be structured in many different ways, depending on their objectives. The structure of an organization will determine the modes in which it operates and performs.

Organizational structure allows the expressed allocation of responsibilities for different functions and processes to different entities such as the branch,

department, workgroup and individual. Organizational structure affects organization action in two big ways.

First, it provides the foundation on which standard operating procedures and routines rest. Second, it determines which individuals get to participate in which decision – making processes and thus to what extent their views shape the organization's actions.

2.1.4 Operational Organizations and Informal Organizations

The set or organizational structure may not conceive with facts, evolving in operational action. Such divergence decreases performance, when growing e.g. a wrong organizational structure may hamper cooperating and thus hinder the completing of orders in due time and within limits of resources and budgets. Organizational structures shall be adaptive to process requirements aiming to optimize the ratio to effort and input to output.

2.1.5 Organizational Structure Types

Pre – bureaucratic Structures

Pre – bureaucratic (entrepreneurial) structures lack standardization of tasks. The structure is most common in smaller organizations and is best used to solve simple tasks.

The structure is totally centralized. The strategic leader makes all key decisions and most communication is done by one on one conversations. It is particularly useful for new (entrepreneurial) as it enables the founder to control

growth and development. They are usually based on traditional domination or charismatic domination in the sense of Max Weber's tripartite classification of authority.

Bureaucratic Structures

Weber (1948, P. 214) gives the analogy that the fully developed bureaucratic mechanism compares with other organizations exactly as does the machine compares with non-mechanical modes of production. Precision, speed, unambiguity.....strict subordination, reduction of friction and of material and personal costs, these are raised to the optimum point in the strictly bureaucratic administration. Bureaucratic structures have a certain degree of standardization. They are better suited for more complex or larger scale organizations, usually adopting a tall structure. The tension between bureaucratic structures and non-bureaucratic is echoed in Burns and Stalker's distinction between mechanistic and organic structures.

Post-Bureaucratic

The term of post bureaucratic is used in two senses in the organizational literature: one generic and one much more specific. In the generic sense the term post bureaucratic is often used to describe a range of ideas developed since the 1980s that specifically contrast themselves with Weber's Ideal type bureaucracy. This may include total quality management, culture management and matrix management, amongst others. None of these however has left behind the core tenets of Bureaucracy. Hierarchies still exist, authority is still Weber's rational, legal type,

and the organization is still rule bound. Heckscher, arguing along these lines, describes them as cleaned up bureaucracies rather than a fundamental shift away from bureaucracy. Gideon Kunda, in his classic study of culture management at 'Tech' argued that 'the essence of bureaucratic control – the formalization, codification and enforcement of rules and regulation, does not change in principle --- ---it shifts focus from organizational structure to the organization's culture. Another small group of theorists have developed the theory of the post – Bureaucratic organization provides a detailed discussion which attempts to describe an organization that is fundamentally not bureaucratic. Heckscher has developed on ideal type, the post – bureaucratic organization in which decisions are based on dialogue and consensus rather than authority and command, the organization is a network, rather than a hierarchy, open at the boundaries (in direct contrast to culture management). There is an emphasis on meta – decision making rules rather than decision making rules.

Functional Structure

A functional organizational structure is a structure that consists of activities such as coordination, supervision and task allocation. The organizational structure determines how the organization. Performs or operates. The term organizational structure refers to how the people in an organization are grouped and to whom they report. One traditional way of organizing people is by function. Some common functions within an organization include production, marketing, human resources, and accounting.

This organizing of specialization leads to operational efficiencies where employees become specialists within their own realm of expertise. The most typical problem with a functional organizational structure is however that communication within, the company can be rather rigid, making the organization slow and inflexible. Therefore, lateral communication between functions becomes very important, so that information is disseminated not only vertically, but also horizontally within the organization.

As a whole, a functional organization is best suited as a producer of standardized goods and services at large volume and low cost. Coordination and specialization of tasks are centralized in a functional structure, which makes producing a limited amount of products or services efficient and predictable.

Divisional Structure

The Divisional structure or product structure is a configuration of an organization, which breaks down the company into divisions that are self-contained. A division is self – contained and consists of a collections or functions which work to produce a product. It also utilizes a plan to compete and operate as a separate business or profit center. According to Zainbooks.com, divisional structure in America is seen as the second most common structure for organization today. Employees, who are responsible for certain market services of types of products, are placed in divisional structure in order to increase their flexibility. The process can be further broken down into geographic (for example a U.S. Division and an EU division), and product services for different consumers; companies or households).

Another example of divisional structure would be an automobile company which utilizes a divisional structure. The company would have one division for trucks, another for SUVs, and another for cars. The divisions may also have their own departments such as marketing, sales and engineering.

The advantage of divisional structure is that it uses delegated authority so the performance can be directly measure with each group. This results in managers performing better and high employee morale.

Matrix Structure

The matrix structure groups employees by both function and product. This structure can combine the best of both separate structures. A matrix organization frequently uses teams of employees to accomplish work, in order to take advantage of the strengths, as well as make up for the weaknesses of functional and decentralized firms. An examples would be a company that produces two products, “product a” and “Product b”. Using the matrix structure, this company would organize functions within the company as follows. “Product a” sales department, “product a” customer service department, “product a” accounting, “product b” sales department, “product b” accounting department. Matrix structure is amongst the purest of organizational structures, a simple lattice emulating, order and regularity demonstrated in nature.

Team

One of the newest organizational structures developed in the 20th century is team. In small business, the team structure can define the entire organization.

Teams can be both horizontal and vertical. While an organization is constituted as set of people who synergize individual competencies to achieve newer dimension, the quality of organization structure revolves around the competencies of teams in totality. For example, everyone of the whole food market store, the largest natural – foods grocer in the us developing a focused strategy, is an autonomous profit centre composed of an average of 10 self-man aged teams, while leaders in each store and each region are also a team. Larger bureaucratic organizations can benefit from the flexibility of teams as well. Xero x, Motorola and Daimler Chrysler are all among the companies that actively use teams to perform task.

Network

Another modern structure is network. While business giants risk becoming too clumsy to proact (such as), act and react efficiently, the new network organizations contract out any business function; that can be done better or more cheaply. In essence, manager in network structures spend most of their time co-ordinating and controlling external relations, usually by electronic means. The potential management opportunities offered by recent advances in complex networking theory have been demonstrated including applications to produce design and development and innovation problem in markets and industries.

Virtual

Virtual organization is defined as being closely coupled upstream with its suppliers and downstream with its customers such that where on begins and the other ends means little to those who manage the business processes within the entire organization. Special form of boundary less organization is virtual. Hedberg,

Dahlgren, Hansson, and Olive (1999) consider virtual organization as not physically existing as such, but enabled by software to exist. The virtual organization exists within a network of alliances, using the internet. This means while the core of organization can be small but still the company can operate globally be a market leader in its niche.

2.2 Empirical Studies

Two key studies related to the present study were reviewed.

2.2.1 John J. Rodwell, Rene Kienzle, Mark A Shadur (1999)

The relationship among work – related perceptions, employee attitudes and employee performance: The integral role of communications.

The researchers in their work, explores the nature of organization communication in the human resources management context. An analysis of survey data collected from employees of an Australia Information Technology Company found that employee perceptions of teamwork, commitment and stress significantly predicted self-rated performance.

Findings showed that communication was found to be negatively related to performance. Analysis of the pattern of relationship between communication and performance is negative, the role of communication is one of enhancing team work, job satisfaction, and commitment.

The study relates the findings to the “communication metamyth” which assumes that more communication is necessarily good.

This research and the current study are related in the sense that both studies are focused on communication as a role of enhancing teamwork.

The scope is from employees of an Australia information Technology Company while the present study is limited to (NBC 9th mile Enugu) to exhaustively execute the research and generate data.

2.2.2 Robin Teigland, Molly Mclure Wasko (2003) Integrating knowledge through Information Trading:

Examining the relationship between boundary spanning communication and individual performance.

Another study that underscores communication as a tool for enhancing organization performance was conducted by Robin Teigland, Molly Mclure Wasko published online in 2003. The study was conducted to find out how firms manage employees knowledge sourcing activities when they span both intra – organization and extra – organizational boundaries. And to find out the relationship between different knowledge sourcing activities and individual performance. These questions were investigated using data from Europe’s largest Information Technology (IT) services and management consulting company.

The findings of the study provide evidence that organizations should support boundary spanning and knowledge sourcing from both internal and external resources. Results suggest a positive relationship between boundary spanning communication and creativity and general performance. It also suggests a negative relationship between a reliance on collocated co-workers as knowledge sources and creativity.

The scope of the reviewed study is too wide and not effectively executed while the present study is limited to a particular location (NBC 9th mile Enugu).

2.2.3 Definition of Communication

Communication is the transmission of common understanding through the use of symbols. The term communication is derived from the Latin word “Communis” meaning “Common”. In other words, unless a common understanding results from the transmission of symbols (verbal or non verbal), there is not communication. It can also be defined as the transfer of information, ideas, emotional feelings or views from one person to another in understandable way, through the use of meaningful words, signs, letters and symbols for the purpose of entertainment or influencing the behaviour of another person. Furthermore, it can be defined as the exchange of understanding and passing of information from one person to another.

2.2.4 Elements of Communication/Communication Process.

The basic elements of communication are the communicator, encoding, the message, the medium, decoding, the receiver, feedback noise. In a nutshell, an individual or group (the communicator) has an idea message, or understanding to transmit the idea, the communicator must translate the idea into meaningful form (encoding) and send the message by verbal, non-verbal, or written means (the medium). The message is received through the sense of the receiver, and translated into form meaningful to the receiver (decoded).

With the nod of head, a facial expression, or some action, the receiver acknowledges whether understanding has been achieved (feedback). Finally, the

intended message can be distorted by presence of distractions in each element (noise).

The communication process can be summarized as who (communicator)? Says what (message)? In what way (medium)? To whom (receiver)? With what effect (feedback)? In an organizational setting.

Communicator

Communicator, in an organization can be managers, non managers, departments or the organization itself manager communicates with other managers, subordinates, supervisor, clients, customers and parties. Outside the organization. Communications within the organization are important means for coordinating the work of separate departments and more and more organizations communicate with employees, unions, the public and government. Each of these communicators has a message, an idea, or information to transmit to someone or some group.

Encoding Process

Within the communicator, an encoding process must take place, which translates the communicator's ideas into a systematic set of symbols – into a language expressing the communicator's purpose.

The major form of encoding is language for example accounting information, sales reports, and computer data are translated into message.

The Message

The resulting of the encoding process is the message. The purpose of the communicator is expressed in the form of the message – either verbal or non-verbal. Managers have numerous purposes for communicating, such as to have others understand their views, to understand the ideas of others, to gain acceptance of themselves or their ideas, and to produce action. The message then is what the individual hopes to communicate. The exact form that the message takes depends to a great extent on the medium used to carry it.

The Medium

The medium is the carrier of the message. Organization provides information to their members by a variety of means, including face-to-face communication, telephone, group meetings, computers, memos, policy statements, reward systems, and sales forecasts. Finally, such non-verbal media as facial expressions, tone of voice and body movement also communicate.

Decoding Process

For the process of communication to be completed, the message must be decoded in terms relevant or meaningful to the receiver. This decoding involves interpretation. Receivers interpret (decode), the message in light of their own previous experience and frames of reference. The closer the decoded message is to the intent desired by the communicator, the more effective is the communication.

The Receiver

Before communication could take place, there must be a communicator and a receiver. The foregoing discussion of decoding difficulties underlines the importance into account when a communicator attempts to transmit information.

Feed back.

It is desirable to make provisions for feedback in the communication process. Feedback decreases the potential for distortion between the intended message and the received message. A feedback loop provides a channel for receiver response, enabling the communicator to determine whether the message has been received and has produced the intended response.

Noise

In the framework of communications, noise refers to those factors, which if present can distort the intended message. A can also be referred to as distracters. For instance, it will not be possible to communicate to a person in a machine room because of noise.

2.2.5 Communication Channels in formal organizations

The design of formal organizations should provide for communication in four distinct direction; downward, upward, horizontal, and diagonal. These four channels establish the framework within which communication takes place in an organization.

Downward Communication Flow

Downward communication flows from individuals at higher levels of the organizational hierarchy to those at lower levels i.e from supervisors to subordinates. In many organizations downward communication often is both inadequate and inaccurate as reflected in often heard statement among organization members that “we have absolutely no idea about what is happening”. Such complaints are indicative of inadequate downward communication and the need individuals have for information relevant to their jobs.

Upward Communication Flow

A good and productive organization needs effective upward communication as much as effective downward communication. As the name suggests it is communication that flows upward from subordinates to superiors. Effective upward communication is difficult to achieve, especially, in large organization. However, effective upward communication often is necessary for sound decision making.

Horizontal/ Lateral Communication Flow

Often overlooked in design of most organizations is the provision of the horizontal flow of communication. When the supervisor of the accounting department communicates with the director of marketing concerning advertising budget expenditure, the flow of communication is horizontal. Hence this types of communication flow exists when two department leads of equal ranks are communicating.

Diagonal/Mixed Communication is important in situation which members cannot communicate effectively through other channels.

2.2.6 Barriers to effective Communication

A number of barriers can retard or distort effective communication.

Filtering

Filtering refers to a sender's purposely manipulating information so it will be seen more favorably by the receiver. The major determinant of filtering is the number of levels in an organization's structure. The more vertical levels in there organization's hierarchy the more opportunities there are for filtering. Factors such as fear of conveying bad news and the desire to please one's boss, often lead employees to tell their supervisor what they think those supervisors want to hear, thus distorting upward communications.

Information Overload

Individuals, have a finite capacity for processing data, when the information over lead. And with e-mails, Im, phone calls, faxes, meetings and the need to keep current in one's field, the potential for today's managers and professionals to suffer from information overload is high. When this happens, they tend to select, ignore, Passover or forget information. This results to lost information and less effective communication.

Emotion

How the receiver feels at the time of reception of a communication influences how he or she interprets it. Extreme emotion such as jubilation or depression is most likely to hinder effective communication. In such instances, we are most prone to disregard our rational and objective thinking processes and substitute emotional judgments.

Language

Even when we are communicating in the same language, words mean different things to different people. Age and context are two of the biggest factors that influence the language a person uses and the definition he or she gives to words. The problem is that members in an organization usually don't know how those with whom they interact have modified the language. Senders tend to assume that the words and terms they use mean the same to the receiver as they do to them. This assumption is often incorrect.

Communication Apprehension

Another major barrier to effective communication is that some people – an estimated 5 to 20 percent of the population suffer from debilitating communication apprehension or anxiety. Most of people dread speaking in front of a group, but communication apprehension is a more serious problem because it affects a whole category of communication techniques. People who suffer from it experience undue tension and anxiety in oral communication, written communication or both. So there

is need to be aware that there is a set of people in the organizations who severely limit their oral communication and rationalize this practice by telling themselves that more communication isn't necessary for them to do their job effectively.

Gender Differences

Gender differences are sometimes a barrier to effective communication. Deborah Tannen's research shows that men tend to use talk to emphasize status, where as women tend to use it to create connections. These tendencies, of course, don't apply to every man and every woman. As Tannen puts it, her generalization means "a larger percentage of women or men as a group talk in particular way, or individual women and men are more likely to talk one way or the other. She has found that women speak and hear a language of connections and intimacy men speak and hear a language of connections and intimacy men speak and hear a language of status, power and independence. So, for many men, conversations are primarily a means to preserve independence and maintain status in a hierarchical social order. For many women, conversations are negotiations for closeness in which people try to seek and give confirmation and support. When men hear a problem, they frequently assert their desire for independence and control by offering solution.

Many women on the other hand, view telling a problem as a means to promote closeness. The women present the problem to gain support and connection, not to get advice. Mutual understanding is symmetrical. But giving advice is asymmetrical it sets up the advance given as more knowledgeable more reasonable more in control. This contributes to distancing men and women in their efforts to communicate.

2.3 Theoretical Framework

According to Defleur et al (1997:196), “a theory is a set of interrelated generations, combined in such a way that they form a logical system of explanation in which one generalization does not contradict another”.

Based on the above clarifications, the theory has been outlined to guide the study.

2.3.1 The Diffusion of innovation Theory

This theory as cited by Daramola (2003) and Apochi (2007) was propounded by Ryand and Gross in (1943).

This theory deals with the importance of communication of new ideas to the developing and effect output of any organization or country.

The main proposition of this theory is that communication has been held to be very important in spreading new ideas or passing new innovations to the people.

In line with this study, the theory becomes very relevant in the sense that diffusion of innovation theory deals with the propagation of new ideas aimed at enhancing and improving human activities and subsequent output which is just what communications are meant to achieve for a people or organization.

2.4 Summary

The impact of effective communication has improved organizational performance and also has filled the low quality forms of production and delivery in Nigeria.

In order to foster adequate understanding of this study, this chapter has reviewed the major concepts contained in this topic which include communication and organizational performance. It went further to review two related studies in order to place this study in the context of researches conducted by scholars in this field.

In the empirical review, the study of John J. Rodwell, Rene Kienzle, Mark .A Shadur (1999) were very useful. The relationship among work – related perception, employees attitude and employee performance: The integral role of communications and the study of Robin Teigland, Molly Mclure Wasko (2003) Integrating, knowledge through information Trading: Examining the relationship between boundary spanning communication and individual performance, has been reviewed.

The diffusion of innovation theory was used to guard this study because it deals with the impact of communication on our daily life's challenges and importance of communication on new ideas to developing the output of any organization.

Data for the study was obtained primarily and secondarily in texts and journals taking into keynotes evolution of organization and communication and its sub- headings.

CHAPTER THREE

RESEARCH METHODOLOGY

This research is focused on examining communication as a tool for enhancing organizational performance, with particular reference to Nigeria Breweries Plc, 9th mile corner, Enugu. In this chapter, the researcher looked at the methods and procedures employed in carrying out the study.

3.1 Research Design

The research work adopted survey method for the study. Since the study is an empirical one, the bulk of the data was collected from primary and secondary sources which include, administering of questionnaire. The method provided room for an in-depth study of the organization which the research carried out. Therefore, the researcher sees the method as the most appropriate for the study.

3.2 Population of the Study

The population of study for this research work is the staff of Nigeria Bottling Company (NBC), 9th Mile Corner, Enugu. These were made up of both male and female staff numbering eight hundred and fifty (850) according to the register/administration officer 2014 as follows:

Administration Department	-	75
Accounting Department	-	60
Marketing Department	-	180
Management Department	-	95

Production Department	-	410
Others	-	<u>30</u>
		<u>850</u>

3.3 Sample Technique/Sample Size

In view of Ujo (2003, P.141), Sampling technique is specifying how elements will be drawn from the population. From the entire population of 850, the researcher was able to determine the number of respondents and find out the sample size (n) through Taro Yamani formula stated thus:

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

Where n = Sample size
N = The entire population
E = Level of significance
1 = Unit (constant)

Based in this, the established data (n) were computed thus.

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

$$\text{Where } n = \frac{N}{1+N(0.05)^2}$$

$$\frac{850}{1+850(0.05)^2}$$

$$\begin{aligned}
&= \frac{850}{1+850(0.0025)} \\
&= \frac{850}{1+2.125} \\
&= \frac{850}{3.125} \\
&= 272
\end{aligned}$$

Therefore, the sample size to be used is 272

3.4 Description of Research Questionnaire

The main instruments used for data collection were questionnaire and personal interview. The questionnaire for this study had 19 Close ended items which were relevant to the study.

3.5 Validity and Reliability of Gathering Instruments

To enter validity of the research instrument, pretest copy of the questionnaire were produced and giving to the researcher's supervisor for input and also to ensure that the study does not deviate from the scope.

3.6 Method of Data Collection

Data were collected through the use of personal interview and questionnaire given to the respondents who are staff of Nigeria Breweries Plc, 9th Mile Corner, Enugu. It was administered by the researcher personally.

3.7. Method of Data Analysis

For the purpose of clarity and understanding of results, the researcher's data were collected, decoded, computed arranged in tables and in simple percentages. The researcher used chi-square to test the hypotheses. The formula for calculating chi-square (X^2) is given as;

$$x^2 = \frac{\sum (o-e)^2}{e}$$

Where X^2 = Chi square

O = Observed frequency

E = Expected frequency

\sum = Summation

Expected frequency = $\frac{\text{row total} * \text{column total}}{\text{Grand total}}$

Degree of freedom = (df) = (r-c)

Where r = row

c = column

Level of significance = 0.05

Decision rule: Where the calculated value is greater than the statistical table reject the (Null) H_0 hypotheses and accept the (alternative) H_1 hypotheses.

CHAPTER FOUR

DATA PRESENTATION AND ANALYSIS

In this section of the research, a close study was made from the returned questionnaire and the data collected were presented in simple percentages and tables. Analysis and interpretation were equally carried out. A total number of two hundred and seventy two (272) questionnaire were administered out of which two hundred and fifty (250) (91.9%) were returned. This was due to the fact that twenty-two (22) (8.1%) respondents misplaced their copies of the questionnaire. Out of the 250 copies that were returned, (20) representing (7.4%) were invalid and discarded due to incompleteness. Therefore, the total number of questionnaire presented and analyzed were 230 as shown at the distribution table below.

Table 1: Distribution table of the Questionnaire

<u>Questionnaire</u>	<u>Number</u>	<u>Percentage</u>
No. Distributed	272	100
No. Returned	250	91.9
No. Not returned	22	8.1
No. Invalid/discarded	20	7.4
<hr/>		
Total number for usage	= 230	100%

Demographic Characteristics

Table 2

Respondents Response on Sex Distribution

Sex	Frequency	Percentage
Male	140	60.9
Female	90	39.1
Total	230	100%

Source: Field survey 2014.

Table one shows that 140 respondents representing 60.9% were male and 90 respondents representing 39.1 were female.

Table 3

Age distribution of respondents

Age	Frequency	Percentage
20-25	45	19.6
26-30	50	21.7
31-40	130	56.5
41-50	5	2.2
Total	230	100%

Source: Field survey 2014.

Table two shows that 45 respondent representing 19.6% were within the age bracket of 20-25, 50 respondent representing 21.7% were within 26-30, another 130

respondents representing 56.5% were within 31-40 and 5 respondent representing 2.2% were within the age bracket of 41-50.

Table 4

Marital Status of Respondents

Marital Status	Frequency	Percentage
Marital	110	47.8
Single	118	51.3
Divorced	2	0.9
Total	230	100%

Source: Field survey 2014.

Table 3 above shows that 110 respondents with 47.8% were married, 118 respondents with 51.3% were single while 2 respondents with 0.9% were divorced.

Table 5

Educational Qualification of staffs

Educational Qualification	Frequency	Percentage
FLSC	20	8.7
SSCE/WACE	20	8.7
OND/NCE	86	37.4
HND/B.SC/MSC	100	43.5
PhD	4	1.7
Total	230	100%

Source: Field survey 2014.

Table five shows that 20 respondents with 8.7% were FSLC holder, another 20 respondents with another 8.7% were SSCE/WAEC holders, 86 respondents with 37.4% were OND/NCE holders, 100 respondents with 43.5% were HND/B.SC/MSC holders and 4 respondents with 1.7% were PhD holders.

Table 6

Departments of the Respondents

Departments	Frequency	Percentage
Administration	15	6.5
Account	15	6.5
Marketing	45	19.6
Management	30	13.0
Production	115	50
Others	10	4.3
Total	230	100%

Source: Field survey 2014.

The above table shows that 15 respondents with 6.5% were staffs of the admin dept, another 15 respondent with 6.5% were of acc dept, 45 respondents with 19.6% were of marketing dept, 30 respondents with 13.0% were of management dept, 115 reps with 5.0% were of production department and 100 respondents with 4.5% were of others.

Table 7

Years of Service of Respondent

Years of Service	Frequency	Percentage
Below 1. Year.	5	2.2
1-3 yrs	40	17.3
3-5 yrs	105	45.7
5 yrs and above	80	34.8
Total	230	100%

Source: Field survey 2014.

Tables 8: Response to if NBC uses Communication Techniques

Options	Frequency	Percentage
Strongly agree	82	35.7
Agree	60	26.1
No opinion	7	3.0
Don't agree	46	20
Strongly don't agree	35	15.2
Total	230	100

Source: Field survey 2014.

Table 8 shows that 82 respondent with 35.7% strongly agreed that NBC uses communication techniques system, 60 respondents with 26.1% agreed, 7 respondents with 3.0% had no opinion,46 respondents with 20% do not agree and 35 respondents with 15.2% strongly don't agree.

Tables 9: Response to if NBC applies communication system

Options	Frequency	Percentage
Strongly agree	80	34.8
Agree	60	26.1
No opinion	5	2.2
Don't agree	50	21.7
Strongly don't agree	35	15.2
Total	230	100

Source: Field survey 2014.

The above table indicated that 80 respondents with 34.8% strongly agreed that NBC applies communication system, 60 respondents with 26.1% agreed, 5 respondents with 2.2% had no opinion,50 respondents with 21.7% do not agree and 35 respondents with15.25% strongly do not agree.

Tables 10: Response to Methods Used To Transmit Information

Options	Frequency	Percentage
Written	135	58.7
Oral	90	39.1
Verbal	5	2.2
Non-verbal	-	-
Total	230	100

Source: Field survey 2014.

The table above shows that 135 respondents representing 58.7% said written method is used to transmit information in the company, 90 respondents, representing 39.1% said oral, 5 respondents representing 2.2% said verbal and no respondent went for non verbal.

Tables 11: Response To the extent of how communication system is used

Options	Frequency	Percentage
To a great extent	100	43.5
A little extent	40	17.4
No opinion	10	4.3
To no extent	20	8.7
To an extent	60	26.1
Total	230	100

Source: Field survey 2014.

Table 11 showed that 100 respondents with 43.5% said communication is used to a great extent, 40 respondents with 17.4% said to a little extent, 10 respondents with 4.3% had no opinion, 60 respondents with 26.1% said to an extent and 20 respondents with 8.7% said to no extent.

Tables 12: Response to Effectiveness of Communication Techniques

Options	Frequency	Percentage
Strongly agree	100	43.5
Agree	120	52.2
No opinion	-	-
Don't agree	10	4.3
Strongly don't agree	-	-
Total	230	100

Source: Field survey 2014.

The above table shows that 100 respondents with 43.5% strongly agreed that communication techniques is effective, 120 respondents representing 52.2% agreed and 10 respondents representing 4.3% do not agree.

Table 13: Response to if method of communication used in NBC is comfortable by the staffs

Options	Frequency	Percentage
Yes	220	95.7
No	10	4.5
Total	230	100

Table 13 shows that 220 respondents, representing 95.7% are comfortable by the method of communication used in NBC while 10 respondents, representing 4.3% are not comfortable with the method.

Table 14: Response to challenges as regard communication

Options	Frequency	Percentage
Filtering	40	17.4
Information overload	170	73.9
Emotion	10	4.3
Comm. Apprehension	5	2.2
Gender Difference	5	2.2
Total	230	100

Source: Field survey 2014.

From table 14 above 40 respondents representing 17.4% sees filtering as a challenge to communication , 170 respondents representing 73.9% sees challenges in information overload, 10 respondents representing 4.3 % sees emotion as a challenge, 5 respondents representing 2.2 % sees communication apprehension as a challenge and another 5 respondents representing another 2.2% sees gender differences as a challenge.

Table 15: Response to direction of communications.

Options	Frequency	Percentage
Downward	70	30.4
Upward	6	2.6
Diagonal	2	0.9
Horizontal	2	0.9
Downward- Upward	150	65.2
Total	230	100

Source: Field survey 2014.

Table 15 shows that 70 respondents with 30.4% said the direction of communication in NBC is downward, 6 respondents with 2.6% said it is upward, 2 respondents with 0.9% said it is diagonal and another 2 respondents with another

0.9% said it is horizontal and 150 respondents with 65.2 said it is downward upward.

Table 16: Response to how communication is handled in NBC

Options	Frequency	Percentage
At management level	60	26.1
Within each departments	100	43.5
No opinion	20	8.7
Among staffs	30	13.0
At top management level	20	8.7
Table	230	100

Source: Field survey 2014.

The table above shows that 60 respondent representing 26.1.0% said communication is handled at management Level, 100 respondent representing 43.5% said within each department, 20 respondent representing 8.7% had no opinion, 30 respondents representing 13.0% said among staffs and another 20% representing another 8.7% said at top management level.

Table 17: Response to how Staff values the role of communication in the company

Options	Frequency	Percentage
Very important	120	52.2
Important	73	31.7
No opinion	6	2.6
Least important	31	13.5
unimportant	-	-
Table	230	100

Source: Field survey 2014.

Table 17 shows that 120 respondent representing 52.2% said communication is very important, 73respondents representing 31.7% said it is important, 6 respondents representing 2.6% had no opinion and 31 respondent representing 13.5% said it as least important and no respondent considered it as unimportant.

Table 18: Response to general attitude to work as regards communication.

Options	Frequency	Percentage
Very good	75	32.6
Good	90	39.1
Moderately	65	28.3
Poor	-	-
Very poor	-	-
Table	230	100

From the table above, 75 respondent representing 32.6% said that general attitude to work as regards communication is very good, 90 respondent, representing 39.1% said it is good, 65 respondent, representing 28.3% said it is moderate, no respondent indicated poor and very poor.

Table 19: Response to how staffs channel grievances and suggestions

Options	Frequency	Percentage
Direct/personal report	40	17.4
Through union leader	120	52.2
Suggestion box	55	23.9
By written reports	15	6.5
All of the above	-	-
Table	230	100

Source: Field survey 2014.

The table above shows that 40 respondents with 17.4% channel grievances and suggestions through direct/personal report, 120 respondents with 52.2% channel through union leaders, 55 respondents with 23.9% channel through suggestion box and 15 respondents with 6.5% channel through written reports.

Table 20: Response to if communication has impact on productivity

Options	Frequency	Percentage
Yes	209	90.9
No	21	9.1
Table	230	100

Source: Field survey 2014.

From the table above, 209 respondent representing 90.9% said communication has impact on productivity, while 21 respondent representing 9.1% said communication has no impact on productivity.

4.2 HYPOTHESES TESTING

In hypotheses testing, the data already presented and analysis in the one of this chapter will be used in testing the hypotheses.

HYPOTHESIS ONE

H1: Nigeria Bottling Company uses communication techniques system.

Ho: Nigeria Bottling Company do not use communication techniques system,

Using table 8: Degree of agreement state that NBC uses communication technique system

Options	Frequency	Percentage
Strongly agree	82	35.7
Agree	60	26.1
No opinion	7	3.0
Don't agree	46	20
Strongly don't agree	35	15.2
Total	230	100

Source: Field survey 2014.

$$= \frac{230}{5} = 46$$

Option	O	E	O	(O-E) ²	$\frac{(O-E)^2}{E}$
Strongly agree	82	46	36	1296	28.2
Agree	60	46	14	196	4.3
No opinion	7	46	-39	-1521	33.1
Don't agree	46	46	0	0	0
Strongly don't agree	35	46	-11	-121	2.63
Total					68.23

$$X^2 = 68.23$$

$$\text{Level of significance} = 0.05$$

$$\text{Degree of freedom} = 4$$

$$\text{Table value } x^2 U = 9.488$$

Decision Rule

Since the calculated value is greater than the statistical figure table 68.23 > 9.488, we reject the null hypothesis Ho and accept the alternative H1, which confirm that NBC uses communication system.

HYPOTHESIS TWO

Hi: Nigeria Bottling Company applies Communication system

Ho: Nigeria Bottling Company do not apply Communication system

Using Table 8: Degree of freedom state that NBC applies communication system.

Options	Frequency	Percentage
Strongly agree	80	34.8
Agree	60	26.1
No opinion	5	2.2
Don't agree	50	21.7
Strongly don't agree	35	15.2
Table	230	100

Source: Field survey 2014.

$$= \frac{230}{5} = 46$$

5

Option	O	E	O	(O-E)²	(O-E/E)²
Strongly agree	80	46	34	1156	25.1
Agree	60	46	14	196	4.3
No opinion	5	46	-41	1681	36.5
Don't agree	50	46	4	16	0.35
Strongly don't agree	35	46	-11	121	2.6
Total					68.85

$$X^2 = 68.85$$

$$\text{Level of significance} = 0.05$$

$$\text{Degree of freedom} = 4$$

$$\text{Table value } x^2 U = 9.488$$

Decision Rule

Since the calculated value is greater than the statistical figure table $68.85 > 9.488$, we reject the null hypothesis H_0 and accept the alternative H_1 , which confirm that NBC applies communication system.

4.3 Discussion of Findings

In the course of this study, the researcher was exposed to a lot of information that call for further discussion. The data presentation and analysis above shows that two hypotheses which were tested were all accepted because they all received greater statistical support. Based on this, the following findings were made:

First of all, hypothesis H1 shows that 82 respondent representing 35.7% strongly agreed that the Nigeria Bottling Company uses communication technique system.

Hypothesis two shows that 80 respondents representing 34.8% strongly agreed that Nigeria Bottling Company applies communication system.

Research Question 1

What are the communication techniques used by Nigeria Bottling Company?

The aim of this research question was to find out the communication techniques use to disseminate information in the company.

The data on table 10 and 15 were used to answer this research question.

The data on table 10 shows that 135 respondents (58.7%) said written techniques is used, 90 respondents (39.1%) said oral technique is used while 5 respondents (2.2%) said verbal. Table 15 showed 70 respondents (30.4%) said downward method is used to direct communication, 6 respondents (2.6%) said upward, 2 respondents (0.9) said horizontal, 150 respondents (65.2) said downward-upward and another 2 respondents (0.9) said diagonal method is used.

From the above findings, it is obvious that written communication system is used in N.B.C Plc. and the Downward – upward method is used for the direction of communication in the company.

Research Question 2:

To what extent does Nigeria Bottling Company apply communication system?

The aim of this research question was to find out the limit of communication in the company.

The data on table 11 and 16 answered this research question. The data on table 11 showed that 100 respondents (43.5%) said communication is used to a great extent and 40 respondents (17.4%) said to a little extent, 10 respondents (4.3%) had no opinion, 60 respondents (26.1%) said to an extent and 20 respondents (8.7%) said to no extent. Table 16 indicated that 30 respondents (13.0%) said communication is handled at management level, 100 respondents (43.5%) said within each department, 20 respondents (8.7%) said among staffs, 60 respondents (26.1%) had no opinion while another 20 respondents (8.7%) said at top management level.

Research Question 3:

How effective are these communication techniques?

The aim of this research question is to find out the effectiveness of such communication techniques.

The data on table 12, 18, 19 and 20 answered this research question.

The data on table 12 shows that 100 respondents (43.5%) agreed that the communication system is effective, 120 respondents (52.2%) strongly agreed, while 10 respondents (4.3%) do not agree that communication is effective. Table 18 shows that 75 respondent (32.6%) said the general attitude to work as regards communication is very good 90 respondents (39.1%) said it is good, 65 respondents (28.3%) said it is moderate and no respondent considered it to be poor and very poor.

Data on table 19 showed that 40 respondents (17.4%) channel grievance and suggestion through direct/personal report, 120 respondents (52.2%) channel through union leader, 55 respondents channel through suggestion box and 15 respondents (6.5%) channel through written report. Table 20 showed that 209 respondents (90.9%) said communication has impact on productivity and 21 respondents (9.1%) said communication has no impact on productivity.

From the above findings it is clear that communication is effective in NBC.

Research Question 4:

What are the challenges to communication in the company?

The aim of this research question is to find out the challenges in NBC and to find out measures that could be taken to improve effective communication.

Data on table 13 and 14 answered this research question. Data on table 13 indicated that a majority number of 220 respondents (95.7%) are comfortable by the method of communication used in NBC.

Data on table 14 showed that 40 respondents (17.4%) see challenges as regards communication in filtering, 170 respondents (73.9%) see challenges in information overload, 10 respondents (4.3%) see challenges in emotion, 5 respondents (2.2%) see challenges in communication apprehension, and another 5 respondents (2.2%) see challenges in gender differences.

Form the above findings it is clear that setting out a suitable and comfortable communication system helped to improve effective communication in NBC.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATIONS

This chapter focuses on the summary of what was done from chapter One to five also offers recommendations and findings as well as provision of the conclusion.

5.1 Summary of Findings

Communication cannot be over emphasized on effective performance of an organization. It is a known fact that communication is so essential to human existence so much that little or nothing can be achieved without communication.

The study centered on communication as a tool for enhancing organizational performance using NBC for the study.

To carryout this researcher effectively, the survey research design was adopted. And to further make it easier, the researcher employed the questionnaire as instrument for the gathering of data.

From the findings, the Nigeria Bottling Company uses written communication technique system.

They use downward-upward (two ways) in channeling their information to the employees. And channel their grievances and suggestions through the union leader (s). This is also, an evidence of good communication. It was also, gathered that there were other barriers that hampers the effectiveness of the system in

achieving the organizational performance. Such barriers were information overload, communication apprehension and filtering.

5.2 Conclusions

This study has demonstrated that Nigeria Bottling Company used written communication technique system. There are ideal communication systems.

They use downward-upward direction of communication in channeling their information. This is also an evidence of good communication in an organization. It enhances an effective performance and also, has great impact in productivity.

The study observed that there were other barriers that hamper the effectiveness of organizational performance in the company such as information overload, communication apprehension and filtering. When this is the case, employees tend to select, ignore, Passover or forget information. Though an organizational may have effective communication system, but these barriers may hinder effective performances in the company.

5.3 Recommendations

Having gone through the study successfully and based on the findings, the researcher here by makes the following recommendations.

1. The company should map out the standard method of communication between superiors and subordinate. In view of this, the management should adopt a system that would help the employees to communicate freely the information they want to transmit.

2. Managers should be willing to listen patiently to subordinates without premature evaluation and judgment.
3. Management should ensure that communication system is in line with organizational structure of the company which will involve different departments.
4. As it was also discovered that there were barriers that hamper the effectiveness of organizational performance. Such barriers can be corrected if the management should examine critically the necessary information at the right time.
5. Finally, manager of an organization should also, see a communication feedback as effective tool to an employee's productivity.

5.4 For further Studies

It is hoped that further researcher will improve on this study if further research is carried out using more refined tools. A similar study should be carried out again in the areas not previously investigated and should be encouraged to increase their sample size for easy generalization of the result.

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Appendix A

Department of Mass Communication
Faculty of Management & Social
Caritas University
Amorji – Nike , Enugu
Enugu State.
10th February, 2014.

Dear Respondent,

I am a final year student from Mass Communication Department, Caritas University Amorji – Nike . I am conducting a study on communication as a tool for enhancing organizational performance with particular reference to Nigeria Breweries Company (NBC) 9th Mile Enugu.

Please, kindly give your response to the questions attached. This is for academic purposes only as it is for partial fulfillment of the award of Bachelor of Science (B.Sc.) Degree in Mass Communication. I promise to treat all information given as confidential.

Thanks for your co-operation

Yours faithfully,

Okeke Tina

Appendix B

Please tick (✓) as appropriate answer in the space.

1. What is your gender?

Male

Female

2. What is your age bracket?

20-25

26-30

31-40

41-50

3. What is your Martial Status?

Married

Single

Divorced

4. What is your educational qualification?

FSLC

SSCE/WAEC

OND/NCE

HND/B.SC/MSC

PhD

5. Which of these departments do you belong?

Administration

Accounting

- Marketing
- Management
- Production
- Others

6. How many years have you been in service?

- Below one year
- 1-3 yrs
- 3-5 yrs
- 5 yrs and above

7. Do you agree that NBC uses communication technique system?

- Strongly agree
- Agree
- No opinion
- Don't agree
- Strongly don't agree

8. Do you agree that NBC applies communication system?

- Strongly agree
- Agree
- No opinion
- Don't agree
- Strongly don't agree

9. What is the method of transmitting information in the company?

Written

Oral

Verbal

Non verbal

10. To what extent is the use of communication system in the
Company?

To great extent

To a little extent

No opinion

To an extent

To no extent

11. Do you agree that this communication technique is effective?

Strongly agree

Agree

No opinion

Don't agree

Strongly don't agree

12. Are you conformable with the method of communication system?

Yes

No

13. In which of the under listed barriers do you find challenges to communication in the company?

- Filtering
- Information overload
- Emotion
- Communication apprehension
- Gender differences

14. What method of direction of communication is used in NBC?

- Downward
- Upward
- Horizontal
- Downward – upward
- Diagonal

15. How is communication handled in the company?

- At management
- Within each department
- Among staffs
- No option
- At top management level

16. How do you evaluate the role of communication in the company?

- Very important
- Important
- No opinion

Unimportant

Least important

17 What is the general attitude to work as regards communication in the company?

Very good

Good

Moderate

Poor

Very poor

18. How do you channel grievances and suggestions in the company?

Direct/personal report

Through union leader

Suggestion box

By written report

All of the above

19. Does communication have impact on productivity?

Yes

No