EFFECTS OF EFFECTIVE COMMUNICATION ON EMPLOYEE'S PERFORMANCE (A STUDY OF NIGERIAN LAW SCHOOL VICTORIA ISLAND, LAGOS STATE.)

BY

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18020201004

A PROJECT SUBMITTED

TO

THE DEPARTMENT OF BUSINESSADMINISTRATION

COLLEGE OF HUMANITIES AND MANAGEMENT SCIENCES.

MOUNTAIN TOP UNIVERSITY, OGUN STATE.

IN PARTIAL FULFILMENT OF THE REQUIREMENTS

FOR THE AWARD OF BACHELOR OF SCIENCE (B.Sc.)

DEGREE IN BUSINESS ADMINISTRATION.

AUGUST 2022

CERTIFICATION

I certify that this research work was carried out by DUYILE OLUWADEMILADE ESTHER at the department of Business Administration, Mountain Top University, Ogun state, Nigeria. Under my supervision.

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DEDICATION

This research project is humbly dedicated to the Almighty GOD for his unending support, love and mercies for the completion of the journey so far. In addition, I hereby dedicate this project to my lovely parents for their support, care, love and provisions and also to my Project supervisor Dr OJO OLANIPEKUN for his fatherly love all through the completion of the project work and to the entire department of Business Administration in Mountain Top University for their support.

ACKNOWLEDGEMENTS

My utmost gratitude goes to my HEAVENLY FATHER who has been by my side throughout the completion of this project work, words cannot depict as to what extent I will show my gratitude because through his support was this project accomplished.

I also acknowledge my humble self DUYILE OLUWADEMILADE ESTHER for this great effort and persistence towards the completion of the project work.

My great appreciation goes to my project supervisor, Dr OJO OLANIPEKUN who is also the HEAD OF DEPARTMENT who has acted as a father towards the department, who ensured that I played my part well and played his part beautifully well, and acted as a Father to me. I pray for God's reward over your life and your family.

In addition, my appreciation goes to other lecturers in my department Dr Ajibola Patience Fehintola, Dr Erigbe Patience, Dr Ogundele Johnson, Dr Majekodunmi Samuel, Dr Oni Babatunde who are all sources of remarkable transformation in my life and I am very grateful for all they have instilled in me during my four years in this institution. God bless you all immensely.

I acknowledge the efforts of my parents Mr DUYILE OLUWADMILOLA ROTIMI and Mrs DUYILE KEHINDE KATHERINE for their support, love, prayers, I pray that GOD ALMIGHTY continue to bless you and reward all your efforts and also you shall reap all your rewards in Jesus name, Amen. I also want to appreciate two major sponsors towards my education MRS ASAOLU TAIWO and AKOSILE HELEN your pockets shall not run dry in Jesus name, Amen.

To my wonderful siblings, DAMILOLA, DAMILARE AND DARAPUPO i commend you all for your supports and I pray that you all shall reach Greater

heights in Jesus Name.

I also acknowledge the beautiful friends MTU gave me God bless you all, Greater heights in Jesus name.

Finally, the members of staff of Mountain Top University, Ogun State, Nigeria, are worthy of appreciation, for all their positive parts played towards making my undergraduate journey a success

And to all those who contributed directly or indirectly to the accomplishment of this work, I say thank you for your contributions God bless you all.

TABLE OF CONTENTS

ABSTRACT

The purpose of the study was basically to establish the Effect of Effective Communication on employee's performance in Nigerian Law School (NLU).

The specific objectives were to determine the effect of organizational communication on worker's performance, examine how communication influences workers' performance, determine the extent to which communication affects the level of worker's commitment.To achieve the objectives of this research, the instrument of data collection used was the structured questionnaire, distributed to a sample size of 80 out of 100 staffs. The data gathered was thereafter analyzed, presented and interpreted using descriptive statistics and correlation analysis and then presented in tables. From the findings of the study it can be considered that Effective communication plays a key role in supporting the success of the organization. The value of effective communication is in enabling staff to understand the organization's goals and how- they are involved in delivering them. The recommendations indicated that the development of a more effective communication system at the foundation heavily depends on the efforts of the management. In this, I propose possible ways in which the organization can improve the communication system to a more effective one. The recommendations also indicated that the organization should introduce a feedback mechanism because it is the only way to measure the success of effective communication system. Without a feedback mechanism, employees feel they are being communicated at and it only breeds discontent. If the organization highlights each individual's capability and contribution, provides opportunities for them to participate in decision making, and encourages them to be more involved in the organizational operations, then the employees tend to commit at higher levels to the organization because they want to or ought to do so. Because of the limitations in time

and finance, the study was only focused on the impact of effective communication on the organizational performance in the Nigerian Law School (NLU).

CHAPTER ONE

INTRODUCTION

1.1 BACKGROUND TO THE STUDY

Communication in any business organization is as important as the organization itself. First you need to know what communication is. Communication in any business organization is as important as the organization itself. First you need to know what communication is. Latin is where communication first began, (Communis), meaning "to share"(Ezezue, 2008) . So, this means that sharing is a social activity as it allows for participation and collaboration.Further, Tubbs (2012), believe there is a connection between the quality of interaction between the employees and the organization's commitment.

Communication is concerned with all forms of human activity in that the way we speak, our gestures, our emotions, and our reactions are how we communicate with each other.

The most crucial instrument for achieving the desired outcome is effective communication. We require everyday verbal and non-verbal communication to express our ideas, thoughts, feelings, etc. at every stage of our lives, no matter where we are.

The individual as well as an organization cannot survive without good communication skills. It informs or better still disseminate information/message to engage the audience. Some sociologists have defined it as the act of sending and receiving messages.

Communicating effectively is crucial for company executives, business managers, team members, and even job applications for them to know how to utilize communication tools and techniques to serve their purpose and reach their goals. Whether at the interpersonal, intra-group, or exterior levels, effective communication is a critical element for the success of any business, only five out of every 100 interviews, according to a recent newspaper article, were deemed employable due to poor communication skills. Communication is the expression of thoughts feelings, ideas, observation, etc.

It is also the process of feeling a sense of belonging, getting what you want, giving what you want and giving what you have, and maintaining a balanced awareness and progressive thinking in the society. Communication is used to communicate to an audience information about an organizations' mission and vision, policies, and procedures, tasks and responsibilities, and various activities within the enterprise (Farmer, (1998)).

Puth (2002) argued in his research that the most valuable resource in units is people, and that the effectiveness of these units can be improved by sharing policy development information. Therefore, managers are responsible for managing the flow of information to improve the organizational productivity and employee productivity. This unifies most of the managerial tasks and makes communication very important to everyone involved.

Communication can only be said if it reflects in the mind of the decision maker the true picture of the idea conveyed by the sender and elicits the desired response. These modern management practices focus primarily on using communication opportunities to improve employee productivity (Erogler, 2011). The beginning of the universe was the beginning of communications. There is no beginning that was devoid of

communication. Therefore, communication contributes to the change of human society. In systems theory, the whole determines the properties and functions of its components (Waweru, 2002). A manager's capacity for effective communication determines the degree to which he or she achieves organizational goals (Herich, 2008).

It is true that many leaders do not yet understand what communication is and how it plays a role in corporate success. (Nnamseh, 2009). Because it has an impact on both businesses and employee experience, effective management communication has been a topic of discussion in the literature. Communication is a "core function of every manager" (Greenberg, 2010, p. 22) managers spend 80% of their day-to-day work communicating with others to ensure organizational success.

Organizational communication takes place upward, downward, and horizontally. Top management communicates downward (the highest position within the organization) through formal channels, such as policy documents, rules, regulations, etc., to people or groups lower down the hierarchy. A proper communication model is critical to the effective behaviour of an organization. In organizations - use open communication between leaders and members to increase engagement (Hsiung, 2012). Good business communication enables business units to improve organizational governance, increase employee engagement, improve profitability, and, consequently, improve the overall performance of the organization. Therefore, some studies look at effective communication in the work environment and its effect on the workforce, as job satisfaction and lack of participation can affect employees' intention to retire. This has been shown to be necessary (Aburge, 2011; Fragouli & Ibidapo, 2015; Hsiung, 2012; Sanchez, 2006). A good communication plan is vital for a firm. Decision-makers and all staff are connected through communication.

Basic abilities in business communication are acquired or developed by observing other competent individuals and, consequently, modelling behaviour based on the observations of other professionals. Effective communication helps build teamwork within an organization and increase employee productivity. It also helps reduce duplicate turnover in your organization.

As a result of inadequate business communications within an organization, it affects the overall trust of employees in both employee productivity and business unit effectiveness. Studies have shown that communication improves employee performance (Goris, 2007) and poor communication reduces the participation of employees in the organization. One researcher suggests that gossip serves to strengthen relationships between employees (Sostek 2006 by Tubbs and Moss 2008, 494). In particular, it stimulates productivity and helps organizations understand how well other groups within them are performing (Sostek 2006, Tubbs D1 and\).

Organizational goals and objectives sometimes fail when communication is ineffective. Lack of effective communication is one of the main reasons that can lead to confusion and poor planning in many organizations.

1.2 STATEMENT OF THE PROBLEM

Lack of communication has caused several harms to the employees' performance in the organization, in terms where the employees or the employers are dissatisfied with each other's attitude, actions, or work given to them by the employer, if there's no room for communication one cannot receive feedback to ascertain the cause and this will lead to dissatisfaction. These issues affect the commitment of employees in the organization.

Kuria (2008) discovered that lack of proper communication is a challenge to organizational performance in a case study conducted on the National Hospital Insurance Fund in Nairobi to determine effective communication on organizational performance.Ineffectiveness in terms of communication has been a major barrier which has resulted in;

- Uncertainty.

- poor relationship amongst Workers.

- increase in the rate of conflict.

- poor Coordination of activities.

To address these issues, the company should set up a framework for communication that will promote effective internal communication, create positive, non-confrontational interpersonal relationships, and be based on achieving shared objectives.

These objectives include raising skill levels, mobilizing employees toward changing goals, and utilizing their workforce to the fullest extent possible as production methods evolve. In order to handle issues and maintain quality, managers must assist and empower their staff (Fletcher, 1999). They are important for distributing tasks and preventing unneeded confrontations (Agrawal, 2012).

Speaking, listening, and having the ability to effectively or efficiently understand both verbal and non-verbal meanings are among the most important skills that managers must possess to support or maintain effective communication in organizations which is a prerequisite for both improved performance and business growth.

1.3 OBJECTIVES OF THE STUDY

The general objective of the study is to ascertain effect of effective communication on employee performance in Nigerian law school.

The specific objectives are to;

i.   Determine the effect of organizational communication on worker's performance

ii. Examine how communication influences workers' performance.

iii. Determine the extent to which communication affects the level of worker's commitment.

1.4 RESEARCH QUESTIONS

i.   What is the effect of organizational communication on worker's performance?

ii. How does communication influences workers' performance?

iii. In what way does communication affect the level of worker's commitment.

1.5 HYPOTHESIS OF THE STUDY

The following hypothesis will be tested;

Hypothesis 1

Hi; There is a significant relationship between organizational communication and worker's performances.

Ho; There is no significant relationship between organizational communication and worker's performances.

Hypothesis 2

Hi; Communication has significant influence on worker's performance.

Ho; Communication has no significant influence on worker's performance.

Hypothesis 3

Hi; There is a significant relationship between communication and workers commitment.

Ho; There is no significant relationship between Communication and workers commitment.

1.6 SIGNIFICANCE OF THE STUDY

This study intends to find out the effect effective communication has on the performance of employees in Nigerian law study and how their performance can affect the organization's productivity.

This study will help in;

i. Stimulating the knowledge of the employers and employees of the organization towards the proper process and importance of communication to increase its productivity.

ii. This study will help the entire organization to know the different types and processes of communication. To enable them to select the one that will be easier for their workers.

iii. To determine the connection between employee communication and performance among workers in Nigerian law school.

1.7 SCOPE OF THE STUDY

The research work attempts to cover the flow and concept of communication system how it has been or/and should be applied to and how it should affect the employee's performance. The study's scope is constrained by the researcher to The Nigerian law school, their staff, the communication channels, and in gathering the relevant data needed for the study to be accurate, direct, and reliable.

1.8 LIMITATION OF THE STUDY

In research the main purpose is to find facts, a research project of this nature is never conducted without some inherent factors that may make the findings difficult. And a few of those limitations are;

i. Time factor, not all respondents have enough time to fill out the questionnaires, in the area where the questionnaires contain a lot of question and they have limited time to fill it as regarding their busy schedule.

ii. Lack of cooperation from the respondents.

iii. Financial constraints (in terms of getting to the place the research is to be conducted, the printing of questionnaires, etc.).

iv. The issue of secrecy on the part of organizations, when they withhold information that they believe is sensitive to their operation and out of possible fear of competitors, is also a restriction.

1.9 OPERATIONAL DEFINITION OF TERMS

i. **Communication**: This is an act of conveying information from the sender to the recipient to get a response or feedback in return.

ii. **Employees Performance**: This refers to when a member of an organization(staff) fulfils the duties of their role, completes required tasks, and behaves in their workplace.

iii. **Horizontal Communication**: It is the flow of information in the formal communication network, it flows from one department to another, either laterally or diagonally

iv. **Downward Communication**: Here information flows directly from the highest position in the organization to an individual or group or a lower level in the hierarchy.

v. **Upward Communication:** Information flows directly from positions lower to a receiver higher in the hierarchy.

1.10 COMPANY'S BACKGROUND

In 1962, the federal government established the Nigerian Law School. The institution's goals included meeting local demands and offering training to people desiring to work as attorneys in Nigeria.

The Lagos campus was established and then relocated to its present site in 1969. In 1997, the administrative centre was moved to Abuja. Over 70000 students have graduated from the university, many of them are now thriving attorneys, citizens, and judges.

CHAPTER TWO

LITERATURE REVIEW

2.0   INTRODUCTION

This chapter explains the importance, objectives, patterns, categories of communication, and also on employee performance and effective communication in an organization. This study contains Conceptual review, empirical review, and also the theoretical review of the different constructs of communication as well as their impact on employee performance.

2.1 CONCEPTUAL REVIEW

2.1.1 Concept of communication

A method or process of transferring information (facts) between one or more persons in order to affect behaviour is known as communication. Communication is the exchange of information from one person to another with the goal of receiving a reaction or reply. Richard (2000).

Communication, as defined by Ince and Gül (2001), is the interchange of thoughts, feelings, and opinions between two or more individuals using words, letters, and symbols. In his opinion, this qualifies as a technical fact. Leading, organizing, staffing, managing, and talking with top management are the six fundamental management tasks that make up communication. Communication is defined as an action or process of expressing ideas and thoughts in the Oxford Advanced Learner's Dictionary (2004). Communication is the process by which at least two people get together to share ideas and understandings.

Communication must seek answers and feedback on meaning and information. Otherwise, the information sent to the recipient will be ambiguous. According to the online business dictionary, communication is a two-way process in which parties get to a mutual understanding that goes beyond only coding and decoding of information, news, ideas, and emotions.

Communication means talking face-to-face with others near or far, through speech, body language, telephone, sign language, and so on. The study of communication focuses on the ways in which individuals interpret communications in order to construct meanings inside and across a variety of settings, cultures, mediums, and channels. The locale encourages the use of ethical and effective communication techniques.

Communication meets most of our needs: physical, identity, and social. Communication helps people define who they are. In other words, the way we communicate with others helps us to formulate the parameters of our identity. Sociologists define communication in terms of social planning and interaction as the social lubricants and mechanisms by which relationships are formed, exist, and develop. This definition emphasizes how an individual conveys what he or she expects from others, and how he or she finds out what others expect from him or her.

2.1.2 seven c's of effective communication

International Journal of Management Technology listed the following seven C's of communication. (Temitayo. A. Onifade., 2019).

There are seven Cs of Effective Communication that apply to both written and verbal communication. These are:

Completeness: Completeness is required in the message. It ought to provide the audience with all the information they need. The message must be delivered taking

into account the recipient's mindset. Complete communication helps an organization grow and improve its reputation. Additionally, they save money since if the communication is full, no important details are left out, and no additional expenses are required for sending new messages.

Conciseness: Conciseness and wordiness are the same thing; you should communicate your ideas in the fewest words possible without losing the other Cs of communication. It takes only a few words to communicate something effectively. Concise communication has the advantages of saving time and money. It underlines and accentuates the primary information in order to avoid utilizing too many words and superfluous phrases.

Clarity: Instead of attempting to accomplish several things at once, clarity implies focusing on one message or goal at a time. The acceptance of the text depends on how clear it is. The precise, fitting, and concrete wording conveys the clear point.

Courtesy: In order for a message to be understood, the recipient must sense some level of respect on the part of the sender. As such, when sending a message, the sender should be really polite, wise, thoughtful, and enthusiastic, and he should take the recipient's feelings or emotions into account. A polite message emphasizes the audience and the positive.

Concreteness: Instead of being hazy, palpable, or colourful, concrete communication involves being precise and unambiguous. It is backed up with precise data and facts, lowers the possibility of misinterpretation, fosters trust, use straightforward language that enhances reputation, and facilitates communication.

Correctness: This assumes that the information sent does not contain any grammatical errors. The right message creates trust. It creates space for clarity and has a greater impact on listeners/leaders. Check the accuracy and accuracy of the facts and

numbers used in the information sent. The words are written correctly and in the appropriate language.

Consideration: Consideration means "following the footsteps of others". The viewer's perspective, background, mindset, and level of education need to be taken into account. Make sure your audience's self-esteem is maintained and their emotions are not compromised. The message is complete and must be conveyed to meet the needs of the audience. It emphasizes the "you" approach. Empathize with and show interest in the audience. This will elicit a positive reaction from the audience. Shows an optimistic view of the viewer.

2.1.3 Importance of communication

The keys to effective communication are respect, empowerment, education, and understanding. The information people need to become educated and enlightened is made available to them through effective communication. People are inspired to perform at their peak level of productivity and performance when they are in the know and feel respected and empowered.

Every organization's success depends on effective communication, which is its "lifeblood" and a key tool. It is the method by which a company reaches its objectives. Salako (2016). Successful business, thriving relationships, and the capacity to fully and properly convey thoughts, feelings, and ideas are all advantages of excellent communication.

The cornerstone of every successful action is effective communication. Effective communication is organizing your ideas, making them clear and understandable, and expressing them in a way that will grab the listener's attention. (Geoffrey Beattie, 2014) All business rises or falls on the effectiveness of its

communication. The under listed are some importance of communication. Every company has access to communication, which must be used to achieve the stated goals, which are of paramount importance. This asset is viewed as a combination of goods, services, brands, and performance, all of which contribute to upholding the organization's goals, and on the other hand, even as personality. Any relationship you have with your customers, suppliers, competitors, employees, or other audiences-which cannot exist without a communicative potential-must be in constant contact with the expanding organization. (Slåtten, 2011). It leads to greater effectiveness, It keeps people in the picture.

2.1.4 Barriers to effective communication

Every organization encounters a number of communication barriers. While it is true that communication is generally seen as being relatively simple and quick to do, barriers make the process difficult, time-consuming, and complicated. Barriers are what make communication challenging. The following are typical barriers to communication within a company.(Zainab, 2010).

i. **Perceptual Barriers:** These are the obstacles that arise when two persons hold opposing viewpoints. Since viewpoint discrepancies can be a substantial barrier, effective communication is required to get through them. Any form of conflict between two individuals is detrimental to the smooth operation of the company.

ii. **Emotional Barriers -** It occasionally occurs that people lose interest in interacting with their co-workers as a result of sentiments of fear, mistrust, wrath, or frustration that may arise in their brains. These feelings are referred to as emotional barriers.

iii. **Language Barriers** - Language is regarded as the most efficient means of communicating with people. The language allows others to comprehend the

material that an individual want to express or communicate with them.The communication process is more successful when two individuals or groups of individuals use a language that all participants can comprehend in order to interact with one another. It is essential to establish a common language within a business in order to communicate efficiently.

iv. **Cultural Barriers -** Within an organization, people of many races, ethnicities, regions, cultures, faiths, castes, and social classes work together. These people occasionally familiarize themselves with the cultures and backgrounds of other people, but other times they are not even aware of it.

v. **Physical Barriers -** It is critical in an organizational structure to have team spirit. Individuals should cooperate with one another and work in cooperation with one another. Within an organization, formal and informal communication channels exist.

2.1.5 Remedies for communication barriers

i. Adequate preparation by senders will help in determining the purpose of the message.

ii. The parties involved (both sender and receiver) should use similar and familiar symbols and language to achieve effective communication.

iii. The organization should manage the amount of information that will reach one person at a time.

iv. There must be adequate training for employees to acquire effective business communication skills.

v. An appropriate channel should be used to convey messages.

2.1.6 The communication processes

 The process of transferring knowledge and creating common ground between people is referred to as communication. (Keyton J., 2011) The definition and key components of the communication process are depicted in the image below (Cheney, 2011)
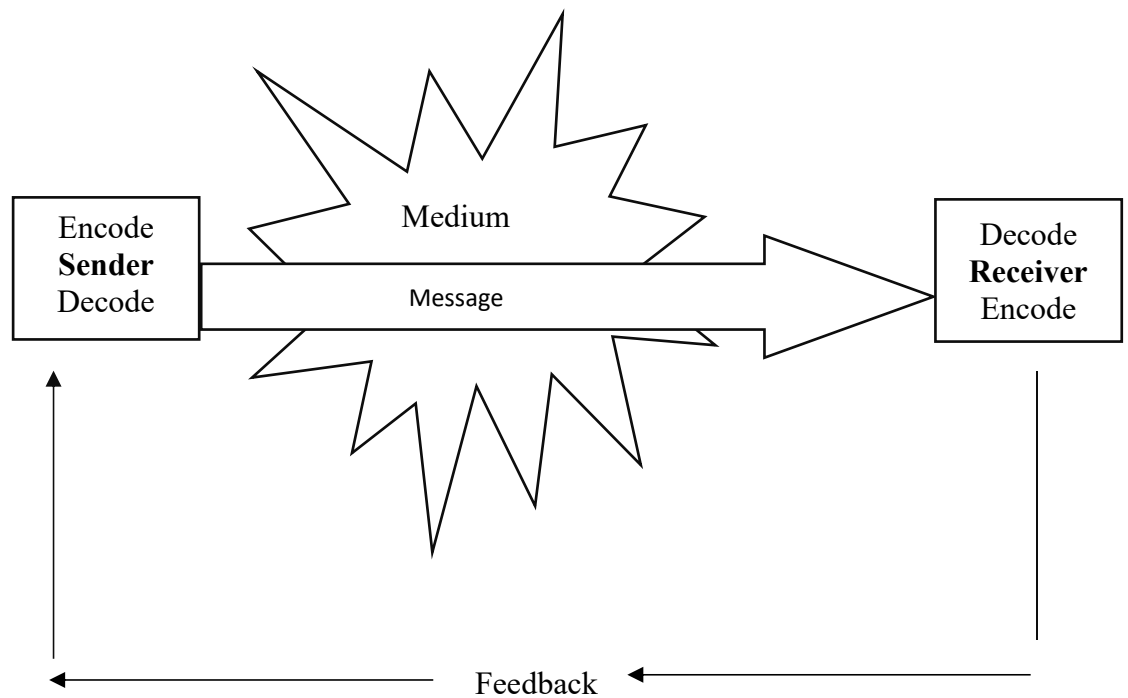
Figure 1. The communication process.

The **sender** makes the first move .Communication is started by the sender, the sender is someone who feels the need or desire to explain a topic or idea to others. He chooses how to deliver the message.

As a result, the **recipient**, listener, or reader will understand it and react to it. The person to whom the communication is sent is referred to as the recipient. Based on his past knowledge, the receiver **decodes** and translates.. Attitudes, talents, beliefs,

communication abilities, cultural background, and other factors influence or interfere with the message's interpretation. By deciding whatever words, symbols, or gestures to use to create a message, the sender **encodes** the notion. The result of the encoding, which can be expressed through spoken, non-verbal, or written language, is the **message**. The recipient is expected to interpret this content. A medium or channel serves as the communication's carrier while the message is transmitted through it.

This describes the method through which a communication is delivered orally or through a written channel using words or graphic symbols on paper. The communication can take place in person, over the phone, via email, or in a written report. The communication is decoded by the receiver into useful information. Anything that skews the message is considered noise. many interpretations of the message and language.

Noise includes things like obstacles in the way, interruptions, attitudes, and emotions. When the recipient responds to the sender's message and sends it back to the sender, this is the last instance of **feedback**. The receiver's comprehension of the message can be ascertained by the sender using feedback. Communication quality is determined by the process's various components.

Any of these issues could lessen the effectiveness of communication. (Keyton J. , 2011). Information, for instance, needs to be encoded so that it can be read as the sender intended. Because there are many options, choosing the right one to convey the message can be crucial.

Information that complies with an individual's own beliefs, values, and needs is more likely to be viewed favourably by that individual.((Keyton & Shockley-Zalabak,

2010). The communication process is referred to as one-way communication when feedback is absent. Feedback facilitates two-way communication, which is preferred.

2.1.7 Forms of Communication

   i.   Formal communication

   ii.   Informal communication

Formal communication: Formal communication occurs in an organization in a formal way through the chain of command or the scalar chain. The formal communication pattern, according to Richmond (2005), is dictated by the organizational structure or the chain of authority. It adheres to the officially set up channels of communication.

This type of communication has the following variations:

   (i) Vertical communication (downward and upward communication).

   (ii) Horizontal communication

Downward communication: Communication that flows from superiors to their subordinates. Downward communication is associated with messages being transmitted right from superiors to the different subordinates in the organization. (Rukmana, 2018). Osborne & Hammoud (Osborne, 2017)indicate that interacting and sharing ideas with the most experienced and qualified managers or superiors motivate employees to perform better in an organization.

Upward communication: The flow of information from subordinates to superiors is known as the scalar chain.

In an organization, communication moves up the scalar chain from lower-level management to middle and upper levels of management. Upward communication, as defined by the majority of business experts, is the process by which employees in a

company transfer information to their managers or superiors. As of 2016, Al-Tokhais (Wang, 2011). According to research, different actions made by an organization's top leadership or management can be influenced via upward communication.

Upward communication may take the following forms;

i. Information about subordinates to superiors based on work performance, grievances, problems, or difficulties forwarded to superiors, at appropriate levels.

ii. Information about other subordinates and their problems.

iii. Suggestions and ideas of subordinates to upper management, for kind consideration and appropriate implementation.

iv. Reports on what has been done.

v. Feedback about the subordinates may include some of the issues listed above. Orders and instructions will be issued by superiors.

Horizontal communication: This is referred to as lateral communication. This form of communication occurs between people of the same level in the organization. (Otoo, 2016) indicates that with horizontal business communication, the message is effectively transmitted along a specific or defined level in an organization hence may not move beyond that particular level. This enhances the overall performance and productivity of the entire staff group in an organization over the long term (Osborne, 2017).

Informal communication: This is accomplished through unofficial organizations, whether they are found inside or outside of the conventional organizational framework. There is no official channel for this communication. Following the grapevine is a kind of informal communication (Richmond, 2005). The informal

communication style amongst co-workers is said to be built on friendship, relationships, closeness, and shared interests, according to Subramanian (as cited in Ergen, 2010). Some aspect of informal communication include grapevine and rumours.

Grapevine &rumours: The grapevine is a major route for informal communication. This refers to an unofficial communication system that has been constructed informally and which is constantly changing, it is an important source of information in an organization that managers cannot ignore in the daily administration of organizations. The Grapevine, according to Morgan Mishara (as cited in (Chan Chun Ming, 2010)), arise out of social interaction. Rumours are known as the basis of grapevine and they both exist side by side. Rumours have emerged as a response to situations that are important to employees.

2.1.8 Methods of Communication

   i.   Verbal communication (oral and written communication).

  ii.   Non-verbal communication

      Verbal communication: It is communication with words, as the name suggests. Speaking, language, and sound are all included in this. Speaking is a powerful method of communication that can be divided into two categories: interpersonal communication and public speaking. (Aarti, 2012)

      This type of communication involves the use of words. This is the ability to express ideas, thoughts, and emotions between individuals and groups of people using verbal or audible language. Therefore, verbal communication can be divided into oral and written.

      Oral Communication: The first form of verbal communication was oral, and all social strata still utilize it extensively today. (R. Prabavathi*, 2018) defines oral

communication as the exchange of information between a sender and a receiver using both verbal and visual cues. Presentations, speeches, dialogues, and other oral communications are examples. Even if the content is communicated through words, oral communication is frequently carried out efficiently through the use of non-verbal cues like body language and tone variations. Visual aids are occasionally used in conjunction with oral communication to aid in the establishment of a clear message.

Written Communication: Written communication is a record of the future and requires skills. Written communication can be investigated, reflected, or recorded at the recipient's own pace and is easily accessible for reference purposes. (Gareth R. Jones, 1998), this includes memos, policy manuals employee handbooks, bulletin boards, letters, and fliers. Many of these artworks are plainly pictogram image texts. Historically, written communication began with the usage of pictogram on stone. (Yule, 2010) Written words can sometimes have more authority. You can write, rewrite, or edit words until the communication is clear, accurate, and considered ready to be sent to the recipient. Written communication includes letters, notes, emails, minutes, reports, circulations, publications, charts, and other visual aids.

Non-verbal Communication: The process of communicating meaning using non-verbal signals is known as non-verbal communication. It includes all information, messages, and concepts that we express through non-verbal means such as body language, touch, smell, and voice intonation. The arts of music, dance, painting, drama, and sculpture all involve non-verbal communication. Additionally, signs and symbols are used.

(Daniel, 2011) Communication is in some ways like a dance, each partner plays off the other, basing his or her steps on the other person's while simultaneously maintaining a certain amount of individuality Richard (2000)

2.1.9 Employee Performance and Effective Communication

Effective communication in any organization is essential regardless of the type of organization it is. One of the best ways to ensure effective communication is to provide opportunities for employees to develop their communication skills.

Organizations should try to incorporate effective communication strategies that will help enhance organizational performance. 3 keys are essential for communication skills which are listening skills, presentation skills, and non-verbal communication skills (Gomez, 2002). Performance,Therefore, performance can be defined as a stakeholder assessment that seeks to use efficiency, effectiveness, or social reference criteria to assess a company's ability and ability to meet stakeholder aspirations. We live in a performance-based culture whether in our personal or professional lives.

To achieve improvement in any given performance however, one must ?rst know what defines a quality performance. In the opinion of several researchers, it was discovered that what employees need is oral literacy, the ability to communicate, to work in teams, and to shift rapidly as the work changes.

According to Fuertes (2020), an employer's or organization's performance is based on how well each employee performs in relation to the many requirements, standards, or expectations set by the latter. Jiang (2020) asserts that the character of employee performance reflects the skills and aptitudes of each individual employee in a business.

According to Fuertes (2020), high-quality employee performance is necessary for the development of high-quality services for clients and increased organizational profitability. These advantages of increased employee performance often result in long-term sustainable competitive advantage.

2.1.9.1 measurement of employee performance

The following measurement of employee performance was cited by (Temitayo. A. Onifade., 2019) .

Quality of work: :A crucial factor in evaluating employee performance is the timely execution of projects to the appropriate standard. Is the work being done good or outstanding? Do they give projects their best effort? Does their disposition impair their capacity to perform to your standards? Are they aware of their performance goals? You can identify the underlying reasons of any issues by using the responses to those questions.

Observe personal habits: The performance of an employee may suffer from persistent bad behaviors. This might involve engaging in unapproved breaks, acting disruptively, engaging in office gossip, and using the computer for personal use (such as social media, and online shopping). You must be clear about what is acceptable in your organization and offer an appropriate behavioral code to stop these practices from getting ingrained in their coworkers.

Check their attitude: A bad attitude will often manifest itself in insubordinate behavior. Again, this shows people who are unlikely to reach their performance goals. Generally, these employees do not follow company policy and may be rude to the company and its colleagues.

Personal Presentation Review: Most companies have a professional dress code suitable for their job or culture. Employees who ignore your expectations and show a clumsy or carefree look are less likely to be reflected in your image. Your performance probably won't live up to your expectations.

Conducting Customer Surveys: The consequences of poor employee performance will ultimately appear in customer service. Customer surveys can quickly identify personal issues.

Performing a random check: Depending on the nature of your business, you should perform a random check against quality standards. This may include phone confirmation and record confirmation. Even if employees are aware of this policy, the random nature of reviews motivates them to provide consistent performance.

2.2 CONCEPTUAL FRAMEWORK
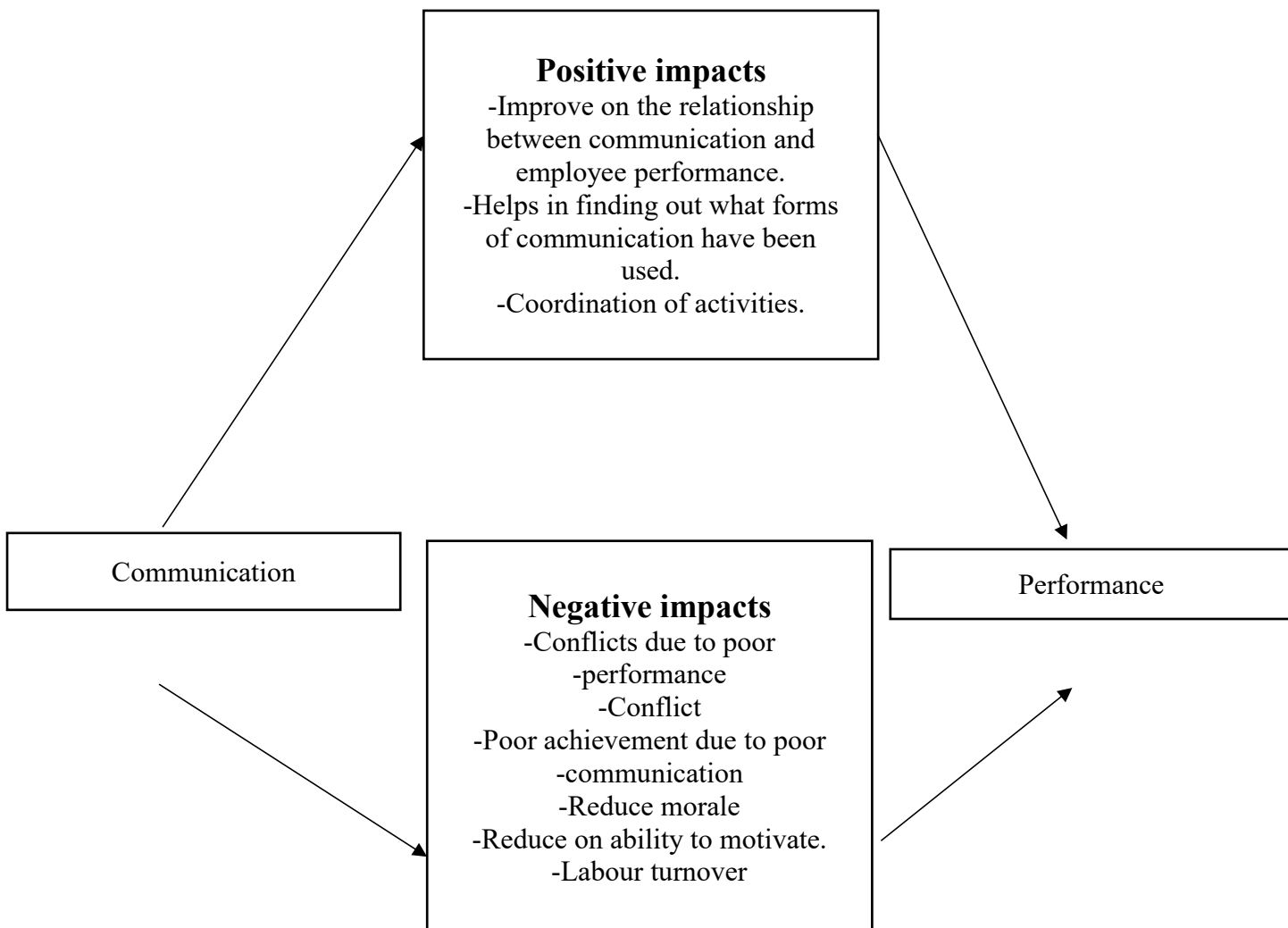
Source: Gerald Greenberg & Robert B (Baron, 1997)

2.3 THEORETICAL REVIEW

2.3.1 Communication accommodation theory

It is a communication theory put forth by Howard Giles, a professor of communication at the University of California. Giles claims that people attempt to accentuate or downplay the social differences between those they contact with while using language. It highlights the adjustments people make when communicating, whether those adjustments be made verbally or by gestures. In applying this theory to the subject of the study it is evident that effective organizational communication on worker's performance in Nigerian law school is not dependent on the communication flow in the various departments in Nigerian law school. In recent decades with the increasing number of migration and inter-cultural contact studies on communication accommodation theory (CAT), convergence, and divergence, and also reasons people use these strategies to facilitate or put emphasis on their communication in different situations have become a focal centre of interest among researchers.

Giles has adopted a broader viewpoint and contends that CAT is a crucial theory of communication because it integrates intergroup and interpersonal contact and concentrates on both types of interactions. We believe that CAT is a theory of interpersonal and intergroup communication, emphasizing the complementary roles that each play in anticipating and comprehending intergroup interactions (see Gallois& Giles, 1998). Four communication accommodation concepts have been taken into consideration in a related study of CAT.

Gasiorek and Giles elaborate on these four principles as follows: first, when they attempt to have a positive face and feeling or even when they search for a common social identity; second, when they seek the satisfaction and comprehension of the

interlocutor(s); consequently, in the first and second principles the third principle, in which the individuals strive to express their displeasure or disrespect toward the interlocutor(s), and the fourth one, in which the individuals try to express their bad intention toward the interlocutor(s), the individuals will not accommodate.

However, the latter is related to comprehension of the communication; which can be either positive to increase the similarities (convergence) or negative to increase the dissimilarities (divergence) Likewise, Giles pointed out that accommodation is a means for comprehension between intergroup and out group. Slowing down or accelerating the speed of speaking is a good example of increasing or decreasing comprehension. A larger perspective shows that there are several accommodation mechanisms to satisfy emotive and cognitive tasks. First, when people concentrate on the productive language of interlocutors and adjust verbally and non-verbally to them in contrast; second, when people pay attention to the interlocutors' comprehensive ability; in this case, they speak more clearly and louder; third, when they choose topics that are pertinent to their needs and interests; and fourth, when they pay attention to the interlocutors' needs. Fifth, when others? feeling is important, to make the communication comfortable and secure, people use emotional expressions. Commenting on these five strategies, (Dragojevic, 2016). write that, speakers can use more than one strategy synchronously.

Convergence, Divergence, and Maintenance

In Communication Accommodation Theory (CAT) the main focus is based on three types of adjustments which are; convergence, divergence, and maintenance. Convergence is described as the attempt made by communicators to lessen differences at the linguistic and psychological levels in order to be more likeable to their discussion partner and to seek social acceptability and better understanding. Generally,

convergence provokes a positive response whereas, divergence provokes a negative response. In an earlier study investigating divergence adjustment, Street and Giles remind us that divergence does not always act as an obstacle, in some situations, it is a way to ease comprehension, the evidence of divergence as facilitating comprehension can be seen in the case of a bilingual who may act like she or he has problems over remembering or finding words to remind the interlocutor any malfunction in linguistic or cultural interaction is because of foreignness. Or even divergence can be a goal for the interlocutor to converge his or her speech pattern in a similar example, the bilingual pretending to have problems remembering words may motivate the interlocutor to converge his or her speech. d non-verbal differences with others, to appear more dissimilarity". In other words, Gasiorek & Giles suggest that maintenance is "the Absence of accommodation adjustment by individuals, that is, maintaining their „default way of communicating without taking into account the characteristics of their fellow interactants."

In the other words, the negative side of accommodation which is defined as "communicative behaviours that are inappropriately adjusted for the participants in an interaction" is called non-accommodation which is divided into two categories that both harm international communication and positive interaction, to wit, they hinder increasing social distance. Over-accommodation (over-adjustment) and under accommodation which Giles believes (over accommodation and under accommodation) are a form of divergence. When speakers for having a successful interaction exceed the level of needed adjustment in communication over-accommodation occurs. The behaviour of the younger generation toward elderlies is a good example to clarify the notion of over-accommodation. It's common for younger people to try to over-adjust while speaking to older people by using needless

repetition, exaggerated tone, being more courteous, or speaking louder. The term "under accommodation" refers to both failing to choose a topic that would allow both communicators to participate in a reciprocating conversation as well as not working hard enough to carry out a communication behavior that is required for the interlocutor. Commenting on non-accommodation, Gasiorek and Giles emphasize that non-accommodation is the result of a desire for increasing social distance or/and making comprehension difficult.

2.3.2 The systems theory

A system is a collection of pieces linked by regular interactions or interdependence. "A system can be natural (e.g., a lake) or man-made (e.g., the government), physical (e.g., a space shuttle) or conceptual (e.g., a plan), closed (e.g., immobile objects) or open (e.g., a tree), static (e.g., a bridge), static (e.g., a bridge), static (e.g., a bridge), static (e.g., human). The system contains 3 groups: components, which consist of individuals, procedures, and outputs; characteristics, which comprise each component's input, process, and output characteristics; and relationships, which consist of interactions between components and characteristics " (Tien and Berg, 2003, pp.23-24).

The smallest living thing is a single unicellular unit The universe represents the largest one. As previously stated, a system can be considered "open" if it can interchange energy, matter, and information with the surroundings.

We can find some common elements within systems. They are

- Input– Any type of input, whether in the form of data or manual effort, that is processed by the system to produce the required output.

- Throughput– The input will be processed to produce an output. A straightforward and reasonable explanation. The system's method of obtaining the desired output is referred to as throughput.

- The output - is the final product of the system's operations.

- Feedback– This is an assessment of the production process to see how effective it was and how well it may be improved with further suggestions.

- Control– This is the procedure for determining the efficiency of processes from input to output.

- The condition in which the entire process takes place is referred to as the environment.

Ludwig von Bertalanffy, a biologist, used system theory as the foundation for the field of study known as 'general system theory, a multidisciplinary topic' (1968). Some influences from the contingency technique can be found in system theory. The first concern derives from the problem of establishing boundaries: what is part of the system and what is not? What is outside the boundary of the system in question is labelled "environment." While the second concern derives, from interrelatedness, the problem of "hemostasis."

A system is comprised of four aspects. The first type is items, which are also the system's components, elements, or variables. Depending on the nature of the system, these can be physical, abstract, or both. Second, a system is made up of attributes, which are the characteristics or properties of the system and its objects. Third, a system's objects had internal relationships with one another. Fourth, systems exist in their surroundings. A system, then, is a collection of items that interact with one another in a given context to generate a bigger pattern that is distinct from any of

the pieces. The basic systems-interactive approach of the organizational analysis incorporates continuous stages of input, throughput (processing), and output, demonstrating the concept of openness/closeness. Wholeness refers to the interdependence of the various elements that constitute the system. This means that individual parts of a system contribute to the existence of the organization.

According to (Miller 2009), the concept of an organizational structure indicates that the relations within an organism are systematized by the order of hierarchical rules. (Miller 2009), feedback enables decision-makers in the organization to strategize to be on top of issues thereby building network relationships.

In the systems approach, the decision-maker, by analysing the structure of his system and the structure of super-systems, employs attenuating and amplifying actions of the kind needed for survival, thus modifying the borders between the system and the individual supra-systems (viability).

According to the viable system model (Christopher, 2007), competitive firm behaviour is strictly linked to the ability to identify and manage functions and relationships, thereby establishing communication channels, organizing information flow, and rationalizing and harmonizing a firm's development aligned with all external relationships. The governance of the viable organizations then has to address and direct the system towards a final goal by transforming static structural relationships into dynamic interactions with other viable systems.

According to the viable systems approach (Barile and Polese, 2010a), an organization has to be able to preserve its viability and stability, creating an internal environment that can respond effectively to external stimuli at all levels (viability).

This adaptive and proactive behaviour should be based upon systems theory conceptual pillars to promote sustainable and long-lasting performance.

2.4 EMPRICAL REVIEW

Rajhans (2012) wrote on "effective organizational communication: a key to employee motivation and performance" in his study. As modern organizations face the new reality of tighter staffing, more workloads, longer hours, and a higher emphasis on performance, risk-taking, and flexibility, corporate communication plays a crucial role in enhancing job satisfaction. The study was carried out by evaluating and critically analysing research and literature relevant to the study aims. The researcher, on the other hand, lists the findings of a study on organizational communication and motivating practices at Vanaz Engineers Ltd., a large manufacturing firm situated in Pune, India. Interviews with employees were employed as the methodology for this manufacturing company Vanaz Engineers Co. personnel, as well as communication efforts recording sheets provided to them. Ten percent of the company's population, chosen at random from each department's population base, completed the interviews and communication efforts sheets. According to the findings, Vanaz Engineers Limited employed a variety of successful organizational communication strategies that helped to excite employees and boost their performance and commitment to the company. Employee motivation was shown to be the mediating variable between organizational communication and performance in the study.

Another study done by Udegbe (2012) examined The Impact of Business Communication on Organizational Performance in Nigeriann Companies (manufacturing and service companies) using a contextualized and literature-based research instrument 56 to measure the application of the investigated "constructs". The variables that were considered are exchanging opinion, encouragement of two-way communication, providing feedback, consideration of medium of communication,

and amongst others, support effective business communication and contribute to improved job satisfaction, profitability and public credibility. They used survey method and data was collected from 100 small and large manufacturing and service companies operating in Lagos State of Nigerian. Data was analyzed using descriptive statistics, percentages and t-test analysis. According to the findings, business communication generally affects organizational performance to a reasonable extent in Nigerian companies.

Shonubi & Akintaro (2016) also studied the Impact of Effective Communication on Organizational Performance based on a series of empirical studies of communication and organizational performance. The findings validated the synergisms relationship between communication approaches and efficient organizational performance. Although, 57 the study was not empirical itself, but based on previous empirical studies, they had tried to consider the important aspects of organizational communication.

Nnamani & Ajagu (2014) examined the relationship between the employees and their work environment, to assess the extent of employee performance on productivity and to find out the extent environmental factor has enhanced to performance. The survey method and the research tool were questionnaire. The study had a population size of 1,152, out of which a sample size of 297. Two formulated hypotheses were tested using Pearson's correlation coefficients and test statistical tools. Study reveals that there was unsafe and unhealthy work place environment, poor motivation, lack of innovation, high cultural interference and allow organizational interpretation process caused low productivity in the company.

Adegbuyi, O. A, Adunola, O,Worlu, R. & Ajagbe, A. M. (2015) The study was able to ascertain from various literature reviewed that business strategies such as

(customer orientation, employee independence, communication, training and development, job satisfaction, corporate social responsibility, motivational factors) have major role to play in organizational performance. Recognizing the causes of organizational performance is important especially in the perspective of the current global crises because it helps an organization to identify those factors that should be given priority attention in order to improve the organizational performance. Hence, this study recommends that business organizations should adopt appropriate strategies that would enhance adequate organizational performance. Many authors have adequately addressed effective communication and performance on organization. However, they failed to address the effect of communication on attitude of lecturers to students and their work. New technology and innovations are welcomed development to the educational environment. But it is also important to address the negative effect and challenges that comes with "change"

(Kibe, 2014) investigated the effects of communication strategies on organizational performance. A descriptive research design was used in this study. 132 questionnaires were distributed to employees. The findings of this research showed the importance of both the theoretical level and practical level. It concluded that for any organizational performance to be effective, an open communication environment should be encouraged. Once members of the organization feel free to share feedback, ideas and even criticism at every level it increases performance.

Tumbare (2009) did a research on an internal communication assessment of the Lilongwe City Assembly. Her study assessed the organizational communication of the Assembly. Explicitly, the effect of internal communication at the Lilongwe City was measured. The methodological approach measured their current and ideal amounts of information within the organization. These are receiving information from

others, sending information to others, action on information sent, channels of communication, communication relationships, communication and work satisfaction, timeliness of information received from key sources and sources of information. Findings from a sample of 186 respondents of the Assembly indicated a great need to receive information and to interact with assembly management more frequently than what is happening currently. The communication between subordinates and co-workers seems to be satisfactory. Could this be the same case with MLHUD?

(Neves, 2012) reviewed that management communication was positively associated with a temporal change in POS, mediates the relationship between management communications and implications of practice. Specifically, it revealed that management communication affects performance mainly because it signals that the organization cares about the well-being and values the contributions of its employees. This study also adopted the use of the perceived organization support in terms of communication as indicators on the effect of communication on organization performance. Rhoades & Eisenberger (2002) assessed the impacts of organizational communication on the perception of red tape by comparing internal communication with external, especially client oriented, communication in both public and nonprofit organizations.

A study by (Nwosu , 2017) on principals' communication strategies and teachers' job performance in public secondary schools in Ikenne Local Government Area of Ogun State found that assessing teacher performance in an academic institution is as important as assessing learning in pupils and students; and that teachers' job performance to a large extent depends on factors like the principal communication strategies and resources. The population was the teachers in public secondary schools in Ikenne Local Government Area of Ogun State. A total number

of 200 respondents were used in the survey. The tool used for data collection was a questionnaire.

Rhoades & Eisenberger (2002) assessed the impacts of organizational communication on the perception of red tape by comparing internal communication with external, especially clientoriented, communication in both public and nonprofit organizations.

Communication plays an important role in organizational functioning and effective communication should be highly recommended to every organization in all the sectors of the economy. Any management both public establishment and private that is desirous of ensuring the success and efficiency of its workforce, should be conscious of implementing effective communication programmers. Indeed, many previous studies have attested that communication affects performance either at individual or organizational level but most of them have not attempted to investigate on the factors that may mediate with communication to influence performance. Also, most of the studies never put an emphasis on how organizational and job characteristics may too influence communication. Therefore, the current study is hoped to bridge this gap by examining the relationship between effective communication and employee performance, and how the different factors like organization and job characteristics may have an influence on communication and then performance.

Shafique, Ahmad, Abbas &Hussain (2015) In the presence of competition, the study identified the problem of improving organizational performance through customer relationship management capabilities (Customer interaction management Capability and Customer relationship upgrading Capability).

The findings indicate that customer relationship management capabilities and customer interaction management capabilities have a positive relationship with organizational performance.

CHAPTER THREE

RESEARCH METHODOLOGY

3.0 INTRODUCTION

This study shows the methods, designs, sources, data, schemes, algorithms, etc. that will be used in conducting this research. The approach to the current study will be presented, it will include detailed information on the samples, an explanation of the variables to be examined, an introduction of the measurement instruments, and the means of data collection and data analysis. There are two main popular research methodologies: quantitative, qualitative. The goal of this research is to provide a broad overview of the potentials and possibilities for quantitative research in organizational communication on employee performance at Nigerian Law School.The researcher simply believes that there should be greater recognition of the value of quantitative methods because it is based on human experience and perception. Quantitative researchers employ a variety of different methodologies. Some of the most popular are interviews, focus groups, and participant observation.

3.1 RESEARCH DESIGN

This study or blueprint specifies how data relating to the research will be collected and analyzed. This typically consists of an information-gathering process, schedules, and sample delivery process. This study will be focused on primary data, through collecting information by administering questionnaires.

The researcher used both qualitative and quantitative methods of data collection analysis.

Qualitative design was used to collect information from the respondents on the attitudes and opinions in relation to effects of communication on employee performance, whereas quantitative design was used to collect numerical data. These designs were adopted because they facilitated easy and quick data collection.

The research design that was used for the effective investigation of this study is a descriptive survey design. Oniye (1997) argues that descriptive review deals with systematic descriptions of events in a very realistic and accurate way.

Moreover, data will also be collected through a questionnaire. The questionnaire was designed to capture the study's primary objectives.

3.2 POPULATION OF THE STUDY

The population of a study is described as the point of focus from which a generalization is made regarding the research findings . The study is concentrated on Nigeriann Law school, Lagos, the number of employees and departments for the study s. According to silver throne, (1980:12) ―population is the totality of any group, person or objects which is defined by some unique attributes‖. This is to say that population is any group of being the researcher has focused attention on and chosen as approved topic of study. According to the annual report 2021, The total population of staffs in Nigerian law school as at 2019 is 100.

3.3 SAMPLE SIZE DETERMINATION

The population of Nigerian law school is 100 and the sample size is 80.

The sample for the research is respondent for the organization using Taro Yammane formula. Proportional stratification was adopted to yield a truly representative sample.

The Taro Yammane formula is $N = \dfrac{N}{1+ N(e)^2}$

Where n =signifies the sample size.

N =signifies the population under study.

e =signifies the margin error (0.05).

***N to be determined later.

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

n = sample size

N = Population size

e = Margin of error

$N= \dfrac{100}{1+100(0.05)^2}$

$N= \dfrac{100}{1+ 100(0.0025)}$

$N= \dfrac{100}{1+ 0.25} = \dfrac{100}{1.25}$

N= 80

3.4 SAMPLING TECHNIQUES

A proper sampling design and size helps the researcher to draw conclusions that would be generalized to the population of interest. This is the representation of every element in the total population of the study. In this study, the survey method

will require a sample to be drawn which will adequately represent the entire organization.

In this study, four different departments were chosen to be researched on. These are; Human Resource department, Finance & Accounts department, Clinic, Admissions and Personnel department. Because the researcher wants to generalize from the attributes, their distribution, and their interrelationships observed in this sample to the attributes of the population, the purpose of a sample is to obtain a scaled-down model of the total population. The respondents were randomly selected and categorized. They were comprised of both sexes but of different marital status and age groups. The study used 50 respondents who were staffs from Nigerian Law School. The study used simple random sampling and purposive sampling procedures. Purposive sampling was used to select different activities in the area of investigation in order to get first-hand information from the key informants. Simple random sampling was used because respondents had equal chances of being selected.

3.5 METHOD OF DATA ANALYSIS

Data collection was conducted by availing the survey questionnaire through an online data collection platform (Survey monkey) that involved engaging with the targeted sample size of participants. The questionnaire was completed by the respondents in a period of about 10 minutes. Statistical Package for Social Sciences (SPSS) software was used to analyze the data obtained. Regression analysis was also undertaken in order to determine the level to which the different forms of communication predict the level of employee performance in an organization. In this case a multiple regression model was of great importance in estimating different predictive values.

The technique for quantitative data analysis used by the researcher was descriptive statistics based on frequency distribution and percentages, which is used in determining the proportion or number of respondents choosing the various answers.

3.6 METHOD OF DATA COLLECTION

In this study, the source for data collection is the primary data. This source of data is better because it is less free unlike gathering data using secondary data. Questionnaires will be administered in this study to get data. Data can be collected in several ways including questionnaires, field study, focus groups discussion, observation, in-depth interview, and survey. Questionnaires are considered good if well designed and distributed (Cameron & Price, 2009).

The questionnaires that will be used for this research will be self-administered in Nigerian law school. The questionnaires were handed out by the human resources staff and all the respondents were asked to answer the questionnaire anonymously. The researcher designed several questions and statements for the gathering of information from the respondent. To get honest replies from the respondents, it was stated in a part of the questionnaire that it is voluntary and their responses will be kept confidential.

The questionnaire was preferred because they save time especially when the group is big and geographically scattered, they can be stored for future reference, they give straightforward answers, and therefore easy to evaluate.

3.7 RESEARCH INSTRUMENT

The research instrument used for collection of data is the administering of well-structured questionnaire. The questionnaire consists of two sections. Section A

consists of information relating to the socio-demographic characteristics of the respondent: sex, age, marital status etc. while section B contains questions on the respondent interpretation and perception of "The Effect of effective communication on employee's performance in NIGERIAN LAW SCHOOL". Thus, questions in section will be used to test the different proposed hypothesis in chapter one.

Also, the questionnaire was structured in a 5-point Likert scale rating as follows;

Strongly agree (SA)- 5point, agree (A)-4point, Neutral (N)3-point, Strongly Disagree (SD)-2point, Disagree(D)-1point. Each alternative was preceded by a box in which the respondent was expected to indicate his choice with either a tick or marking across.

3.8 SOURCES OF DATA

There are two ways in which data can be sourced which are; primary data and secondary data.

3.81 Primary Data.

Primary data is theoriginal data gathered expressly for a purpose at hand." It refers to materials developed by the investigator or researcher for the specific aim of the investigation. Primary data are data that have been collected specifically for a certain reason. One advantage is that the researcher provides correct information.

3.8.2 Secondary Data.

The term "secondary data" refers to information that already exists and may be pertinent to a particular survey objective. The main advantage of this data is that it might not work or be appropriate for some information. In this study, original data were essentially the only ones used.

3.9 VALIDITY AND REALIABILITY

3.9.1 Validity

The validity of research instruments refers to the degree to which the research instrument produced the same results. Experts empirically established the construct and criteria validity of the accounting information system and decision-making questionnaire, indicating that it was standardized. To check the authenticity of the data acquired, the researcher used SPSS.

The content validity index (CVI) was verified by presenting the researcher-created questionnaires on free expression and peace promotion to content specialists.

3.9.2 Reliability

The researcher employed the test-retest procedure to guarantee the instrument's reliability. The questionnaire was distributed to ten persons, then the same questionnaire was distributed to the same people two weeks later. Cronbach Alpha was calculated with SPSS, and the instrument was trustworthy because the computed alpha value was larger than 0.7, which was consistent with Arnin (2005), who stated that Alpha values for variables under research must be greater than 0.7 for reliability purposes.

3.10 ETHICAL CONSIDERATION

The researcher asked for approval in writing from the relevant Nigerian Law School officials to conduct the study, and in order to protect the confidentiality of the respondents, initials were used as codes rather than names to identify the respondents. All responses received fair treatment. When conducting the exercise, justice and a lack of discrimination were paramount. There was no prejudice against the respondent based on their sex, age, ethnicity, employment status, level of education, or any other factor. In order to obtain the most cooperation from responders, anonymity and confidentiality were maintained. For the opinions expressed, no respondent was held accountable. The interview process was given to respondents who believed their interests were at jeopardy and wanted to withdraw.

CHAPTER FOUR

Data Presentation, Analysis and Interpretation

4.0   INTRODUCTION

This chapter is dedicated primarily to the analysis and presentation of data obtained from the field using various statistical techniques as indicated in the methodology. All data collected were presented, analyzed and discussed. 80 copies of questionnaire were carefully administered to respondents. However, 2 of the questionnaires were not well administered and 3 were not retrieved. Hence, a total of 75 copies were correctly filled and returned at the stipulated time. This indicates a 93.75% response rate, which the researcher believed was enough to give unbiased data needed for this research. The 75 copies of questionnaire retrieved were presented and analyzed using Software Package for Social Science (SPSS).

TABLE 4.1 PRELIMINARY SURVEY DETAILS

Response Rate to Questionnaire Administered

S/No	Questionnaires	Frequency	Percentage
1.	Number of questionnaires administered	80	100%
2.	Questionnaires retrieved and used for the final analysis	75	93.75%
3.	Number of questionnaires not properly administered	2	2.50%
4	Number of questionnaires not retrieved	3	3.75%

Source: Field Survey 2022

Table 4.1 above provides the response rate to questionnaires administered. A total of 80 copies of questionnaire were administered to employees in Nigerian Law School, Victoria Island, Lagos according to the sample size determination. The total number of questionnaires retrieved after administration was 75 while 2 copies were not properly administered and 3 copies were not returned. This means 93.75% response rate was achieved.

TABLE 4.2. DEMOGRAPHIC DATA OF THE RESPONDENTS.

The following shows the presentation and analysis of demographic date of the respondents in terms of their Gender, Age, Marital Status, Educational Level, Years of Working Experience and Organizational Position.

Variable	Frequency	Percentage (%)
GENDER		
Male	57	76.0
Female	18	24.0
TOTAL	75	100.0
AGE		
29 years and below	4	5.3
30- 39 years	12	16.0
40 – 49 years	29	38.7
50 – 59 years	22	29.3
60 years and above	8	10.7
TOTAL	75	100.0
MARITAL STATUS		
Single	5	6.7

Married	50	66.7
Divorced	11	14.7
Widowed	5	6.7
Separated	4	5.3
TOTAL	75	100.0
EDUCATIONAL QUALIFICATION		
Certificate	0	0
Diploma	3	4.0
Bachelors' degree	6	8.0
Master's degree	16	21.3
Doctorate degree	31	41.3
Others	19	25.3
TOTAL	75	100.0

Demographic data of the Respondents (Cont'd)

YEARS OF EXPERIENCE		
Below 5 years	4	5.3
6 – 10 years	14	18.7
11 – 15 years	25	33.3
16 – 20 years	26	34.7
21 years and above	6	8.0
TOTAL	75	100.0
ORGANIZATIONAL POSITION		
Senior management	10	13.3
Middle management	28	37.3

Supervisory	7	9.3
General staff	26	34.7
Others	4	5.3
TOTAL	75	100.0

Source: Field Survey 2022

Table 4.2 presented the demographic information of the respondents. As shown from table 4.2, 57 of the respondents representing 76.0% were males; while 18 representing 24.0% were females. This simply indicates that majority of the employees in Nigerian Law School, Victoria Island, Lagos were males.

Also, results in the table 4.2 indicates that 4 representing 5.3% of the employees were 29 and below in age, 12 representing 16.0% of the employees were between 30 – 39 years, 29 representing 38.7% of the workers were between the ages of 40 – 49 years, 22 representing 29.3% of the employees were between the ages of 50 – 59 years as 10.7% of the workers were 60 years and above. This result reveals that majority of the employees were between the ages of 40 – 49 years indicating that workers in the study area were adults.

On the basis of marital status, table 4.2 indicated that 5 representing 6.7% of the respondents were single, 50 (66.7%) were married, 11 (14.7%) were divorced, 5 (6.7%) were widowed and 4 (5.3%) were separated. This indicate that majority of the employees that participated in this study were married.

Based on the Educational level, it was also revealed from table 4.2 that none had SSCE certificates, 3 (4.0%) had diploma, 6 (8.0%) had Bachelors' degree, 16 (21.3%) had Masters' degree, 16 (21.3%) had Doctorate degree and 25.3% had other qualification not stated in this study. This indicates that majority of the respondents that participated in the study are Doctorate degree holders.

On the basis of years of working experience, as shown in Table 4.2, 4 respondents representing 5.3% have below 5 years working experience, 14 (18.7%) have had 6 – 10 years of working experience, 25 (33.3%) have had 11 – 15 years of working experience, 26 (34.7%) have had 16 – 20 years of working experience and 6 (8.0%) have 20 years and above in years of working experience. The result indicates that the respondents are relatively experienced in their field and should be able to provide adequate responses.

According to respondent's position in the organization as indicated in table 4.2, 10 (13.3%) were senior management workers, 28 (37.3%) were middle management workers, 7 (9.3%) were supervisory workers, 26 (34.7%) were general staffs and 4 (5.3%) had other position not specified in this study. Having had 37% of the entire sample, the middle management staffs dominated this study.

4.3. WHAT IS THE EFFECT OF ORGANIZATIONAL COMMUNICATION ON WORKER'S PERFORMANCE?

This section presents the answer provided by the workers in response to research question one that seeks to evaluate whether organizational communication affects worker's performance.

Table 4.3.1. There is free flow of communication in the organization

Items	Frequency	Percentage (%)
Strongly Disagree	0	0
Disagree	3	4.0
Neutral	0	0
Agree	32	42.7
Strongly Agree	40	53.3
Total	75	100.0

Source: Field Survey 2022

Table 4.3.1 above presented the result of the frequency distribution of workers in response to whether there is free flow of communication in the organization. The table showed that majority of the respondents 53.3% strongly agreed, 42.7% agreed and 4.0% disagreed that there is free flow of communication in the organization. Hence, majority strongly agreed that there is free flow of communication in the organization.

Table 4.3.2: Employers allow employees to participate in decision making

Items	Frequency	Percentage (%)
Strongly Disagree	2	2.7
Disagree	2	2.7
Neutral	0	0
Agree	35	46.7
Strongly Agree	36	48.0
Total	75	100.0

Table 4.3.2 above presented the result of the frequency distribution of workers in response to if the statement employers allow employees to participate in decision making. The table showed that majority of the respondents (48.0%) strongly agreed, 46.7% agreed, 2.7% disagreed and a few of the respondents (2.7%) strongly disagreed. Hence, majority of the respondents strongly agreed that employers allow employees to participate in decision making.

Table 4.3.3: I actively get involved in projects so as to benefit my organization

Items	Frequency	Percentage (%)
Strongly Disagree	0	0
Disagree	3	4.0
Neutral	1	1.3
Agree	28	37.3
Strongly Agree	43	57.3
Total	75	100.0

Table 4.3.3 above presented the result of the frequency distribution of workers in response to if the statement I actively get involved in projects so as to benefit my organization. The table showed that majority of the respondents 57.3% strongly agreed, 1.3% were undecided, 37.3% disagreed and 4.0% disagreed that they actively get involved in projects so as to benefit their organization. Hence, majority strongly agreed that they actively get involved in projects so as to benefit their organization.

Table 4.3.4: I receive useful feedback from my superiors on my job

Items	Frequency	Percentage (%)
Strongly Disagree	0	0
Disagree	3	4.0
Neutral	1	1.3
Agree	26	34.7
Strongly Agree	45	60.0
Total	75	100.0

Source: Field Survey 2022

Table 4.3.4 above presented the result of the frequency distribution of staffs in response to the statement I receive useful feedback from my superiors on my job. The table showed that majority of the respondents 60.0% strongly agreed, 34.7% agreed and 4.0% disagreed that they receive useful feedback from their superiors on their job. Hence, majority strongly agreed that they receive useful feedback from their superiors on their job.

Table 4.3.5: Member of Staff are kept well informed on changes in organizational goals and objectives and how they are to be met

Items	Frequency	Percentage (%)
Strongly Disagree	3	4.0
Disagree	8	10.7
Neutral	9	12.0
Agree	22	29.3
Strongly Agree	33	44.0
Total	75	100.0

Source: Field Survey 2022

Table 4.3.5 above presented the result of the frequency distribution of staffs in response to the statement member of Staff are kept well informed on changes in organizational goals and objectives and how they are to be met. The table showed that majority of the respondents 44.0% agreed member of Staff are kept well informed on changes in organizational goals and objectives and how they are to be met. Also a larger percentage (29.3%) of the respondents agreed, 12.0% were undecided while a few (4.0%) of the respondents strongly disagreed. Hence, majority strongly agreed that member of staffs are kept well informed on changes in organizational goals and objectives and how they are to be met.

Table 4.3.6: Employers encourage employees to interact and be honest with each-other.

Items	Frequency	Percentage (%)
Strongly Disagree	2	2.7
Disagree	0	0
Neutral	3	4.0
Agree	14	18.7
Strongly Agree	56	74.7
Total	75	100.0

Source: Field Survey 2022

Table 4.3.6 above presented the result of the frequency distribution of staffs in response to the statement employers encourage employees to interact and be honest with each other. The table showed that majority of the respondents 74.7% strongly agreed and 18.7% agreed that employers encourage employees to interact and be honest with each other. Hence, majority strongly agreed that employers encourage employees to interact and be honest with each other.

4.4: How does communication influences workers' performance?

This section is intended to illustrate how communication influences workers' performance.

4.4.1: Barrier in communication has effect on worker's performance which limits the progress of the organization

Items	Frequency	Percentage (%)
Strongly Disagree	5	6.7
Disagree	0	0
Neutral	3	4.0

Agree	21	28.0
Strongly Agree	46	61.3
Total	**75**	**100.0**

Source: Field Survey 2022

Table 4.4.1 above presented the result of the frequency distribution of staffs in response to the statement barrier in communication has effect on worker's performance which limits the progress of the organization. The table showed that 61.3% strongly agreed, 28.0% agreed and 66.7% strongly disagreed. Hence, majority of the respondents strongly agreed that barrier in communication has effect on worker's performance which limits the progress of the organization.

4.4.2: Communication in the organization influences worker's performance either positively or negatively

Items	**Frequency**	**Percentage (%)**
Strongly Disagree	5	6.7
Disagree	0	0
Neutral	5	6.7
Agree	36	48.0
Strongly Agree	29	38.7
Total	**75**	**100.0**

Source: Field Survey 2022

Table 4.4.2 shows response on whether communication in the organization influences worker's performance either positively or negatively. The response reveals that 38.7% strongly agreed, 48.0% agreed, 6.7% neutral and 6.7% of the respondents strongly

disagreed. Hence, majority of the respondents agreed that communication in the organization influences worker's performance either positively or negatively.

4.4.3: Wrong choice of communication channel leads to low performance.

Items	Frequency	Percentage (%)
Strongly Disagree	5	6.7
Disagree	0	0
Neutral	3	4.0
Agree	38	50.7
Strongly Agree	29	38.7
Total	**75**	**100.0**

Source: Field Survey 2022

Table 4.4.3 presented the results of respondents on the statement wrong choice of communication channel leads to low performance. It was shown that 38.7% strongly agreed, 50.7% agreed, 4.0% neutral and 6.7% strongly disagreed that wrong choice of communication channel leads to low performance. Hence, majority of the respondents agreed that wrong choice of communication channel leads to low performance.

4.4.4: There is positive relationship between management and the channel of communication used.

Items	Frequency	Percentage (%)
Strongly Disagree	6	8.0
Disagree	4	5.3
Neutral	15	20.0

Agree	11	14.7
Strongly Agree	39	52.0
Total	75	100.0

Table 4.4.4 presented the results of respondents on the statement there is positive relationship between management and the channel of communication used. It was indicated that 52.0% strongly agreed, 14.7% agreed, 20.0% neutral, 5.3% disagree and 8.0% disagreed. Hence, majority of the respondents strongly agreed that there is positive relationship between management and the channel of communication used.

4.4.5: My superior always speaks politely and this motivates me to model him/her.

Items	**Frequency**	**Percentage (%)**
Strongly Disagree	3	4.0
Disagree	2	2.7
Neutral	4	5.3
Agree	17	22.7
Strongly Agree	49	65.3
Total	75	100.0

Table 4.4.5 above presented the result of the frequency distribution of staffs in response to whether respondent's superior always speaks politely and this motivates employees to model him/her. The response indicated that 65.3% which constitute the majority of the respondents strongly agreed, 22.7% agreed, 6.0% neutral, 2.7%

disagreed and 4.0% strongly disagreed. Hence, majority strongly agreed that superior always speaks politely and this motivates employees to model him/her.

4.4.6: I meet the formal performance requirements of the job.

Items	Frequency	Percentage (%)
Strongly Disagree	3	4.0
Disagree	4	5.3
Neutral	4	5.3
Agree	21	28.0
Strongly Agree	43	57.3
Total	75	100.0

Source: Field Survey 2022

Table 4.4.6 presented the results of respondents on the statement I meet the formal performance requirements of the job. It was indicated that 57.3% strongly agreed, 28.0% agreed and 4.0% disagreed that respondents meet the formal performance requirements of the job. Hence, majority of the respondents strongly agreed that respondents meet the formal performance requirements of the job.

4.5: IN WHAT WAY DOES COMMUNICATION AFFECT THE LEVEL OF WORKER'S COMMITMENT.

This section is intended to reveal the connection between communication and level of worker's commitment

4.5.1: The organization deserves employees Loyalty

Items	Frequency	Percentage (%)
Strongly Disagree	3	4.0

Disagree	2	2.7
Neutral	4	5.3
Agree	32	42.7
Strongly Agree	34	45.3
Total	**75**	**100.0**

Source: Field Survey 2022

Table 4.5.1 above presented the result of the frequency distribution of staffs in response to whether the organization deserves employee's loyalty. The response indicated that 45.3% which constitute the majority of the respondents strongly agreed and 42.7% also agreed; 5.3% were neutral, 2.7% disagreed and 4.0% strongly disagreed that the organization deserves employee's loyalty. Hence, majority strongly agreed that the organization deserves employee's loyalty.

4.5.2: Employees have much desire to continue working with organization

Items	**Frequency**	**Percentage (%)**
Strongly Disagree	3	4.0
Disagree	0	0
Neutral	3	4.0
Agree	26	34.7
Strongly Agree	43	57.3
Total	**75**	**100.0**

Source: Field Survey 2022

Table 4.5.2 presented the results of respondents on the statement employees have much desire to continue working with organization. It was shown that 57.3% strongly agreed, 34.7% agreed, 4.0% neutral and 4.0% disagreed that employees have much desire to continue working with organization. Hence, majority of the respondents

strongly agreed that employees have much desire to continue working with organization.

4.5.3: Employees communicate really well when they communicate with their employers about non-work-related topics

Items	Frequency	Percentage (%)
Strongly Disagree	20	26.7
Disagree	1	1.3
Neutral	9	12.0
Agree	22	29.3
Strongly Agree	23	30.7
Total	75	100.0

Source: Field Survey 2022

Table 4.5.3 presented the results of respondents on the statement employees communicate really well when they communicate with their Employers about non-work-related topics. It revealed that 30.7% strongly agreed, 29.3% agreed, 12.0% neutral and 26.7% strongly disagreed. Hence, majority of the respondents were undecided on the statement; employees communicate really well when they communicate with their Employers about non-work-related topics.

4.5.4 I do not feel a sense of belonging to my organization

Items	Frequency	Percentage (%)
Strongly Disagree	6	8.0
Disagree	0	0
Neutral	0	0
Agree	40	53.3
Strongly Agree	29	38.7
Total	75	100.0

Source: Field Survey 2022

Table 4.5.4 presented the results of respondents on the statement I do not feel a sense of belonging to my organization. It revealed that 38.7% strongly agreed, 53.3% agreed and 8.0% strongly disagreed. Hence, majority of the respondents agreed that they do not feel a sense of belonging to their organization.

4.5.5: I don't think I can easily become as attached to another organization as I am to this one

Items	Frequency	Percentage (%)
Strongly Disagree	4	5.3
Disagree	3	4.0
Neutral	0	0
Agree	40	53.3
Strongly Agree	28	37.3
Total	75	100.0

Source: Field Survey 2022

Table 4.5.5 presented the results of respondents on the statement I don't think I can easily become as attached to another organization as I am to this one. It revealed that

37.3% strongly agreed, 53.3% agreed, 4.0% disagreed and 5.3% strongly disagreed. Hence, majority of the respondents agreed that they don't think they can easily become as attached to another organization as they are to this one.

4.5.6: Employees owe a great deal to their organization

Items	Frequency	Percentage (%)
Strongly Disagree	3	4.0
Disagree	3	4.0
Neutral	4	5.3
Agree	38	50.7
Strongly Agree	27	36.0
Total	75	100.0

Source: Field Survey 2022

Table 4.5.6 presented the results of respondents on the statement employees owe a great deal to their organization. It was shown that majority of the respondents (50.7%) strongly agreed, 36.0% agreed, 5.3% neutral, 4.0% disagreed and 4.0% strongly disagreed that employees owe a great deal to their organization. Hence, majority of the respondents affirmed that employees owe a great deal to their organization.

4.6 HYPOTHESES TESTING

Table 4.6.1: Hypothesis One:

Ho1: There is no significant relationship between organizational communication and worker's performances

Ho₂: There is a significant relationship between organizational communication and worker's performances

Correlations

			organizational communication	worker's performances
Spearman's rho	organizational communication	Correlation coefficient	1.000	0.521**
		Sig (2-tailed)		.000
		N	75	75
	worker's performances	Correlation coefficient	0.521**	1.000
		Sig (2-tailed)	.000	
		N	75	75

Source: Field Survey 2022

The result above indicated that there is a moderate positive correlation between organizational communication and worker's performances with correlation coefficient "r" being 0.521. Therefore, the relationship or association between organizational communication and worker's performances. Also, the significant value (sig 2- tailed) "0.000" is lower than the p-value (p-value = 0.05). This implies that the moderate relationship observed between the two variables is significant. Hence, null hypothesis is rejected and the alternate hypotheses accepted. That is, there is significant relationship between organizational communication and worker's performances.

4.6.2: Hypothesis Two

Ho₁: Communication has no significant influence on worker's performance

Ho2: Communication has significant influence on worker's performance

Correlations

			Communication	worker's productivity
Spearman's rho	Communication	Correlation coefficient	1.000	0.714**
		Sig (2-tailed)		.000
		N	75	75
	worker's productivity	Correlation coefficient	0.714**	1.000
		Sig (2-tailed)	.000	
		N	75	75

Source: Field Survey 2022

The result above indicated that there is a strong positive correlation between communication and worker's performance with correlation coefficient "r" being 0.714. Therefore, the association between communication and worker's performance is strong. Also, the significant value (sig 2- tailed) "0.000" is lower than the p-value (p-value = 0.05) which indicated that the strong relationship observed between the two variables is significant. Hence, communication have high association and therefore high influence on worker's productivity. To this effect, null hypothesis is rejected and the alternate hypotheses accepted, which means, communication has no significant influence on worker's performance.

4.6.3: Hypothesis three:

Ho₃: There is no significant relationship between communication and worker's commitment

Ho₃: There is a significant relationship between communication and worker's commitment

Correlations

			communication	worker's commitment
Spearman's rho	communication	Correlation coefficient	1.000	0.813**
		Sig (2-tailed)		.010
		N	75	75
	worker's commitment	Correlation coefficient	0.813**	1.000
		Sig (2-tailed)	.010	
		N	75	75

Source: Field Survey 2022

The result above indicated that there is a strong positive correlation between communication and worker's commitment with correlation coefficient "r" being 0.813. This strongly suggested that when there is effective communication in an organization worker's commitment would be high. Also, the significant value (sig 2- tailed) 0.010 is lower than the p-value (p-value = 0.05) which indicated that the result is significant. This implies that the high positive relationship observed between the two variables is significant. Hence, the null hypothesis is rejected and the alternate hypotheses

accepted, meaning that there is no significant relationship between communication and worker's commitment.

DISCUSSION OF THE FINDINGS

In this section, the findings from the survey analysis of the Topic **"EFFECTS OF EFFECTIVE COMMUNICATION ON EMPLOYEES' PERFORMANCE: STUDY OF NIGERIAN LAW SCHOOL, VICTORIA ISLAND, LAGOS"** was discussed.

The general objective of this research is to examine the effect of effective communication on employees' performance in Nigerian Law School, Victoria Island, Lagos. The general objective is further sub-divided into three specific objectives. The specific objectives drawn from these general objectives are to: determine the effect of organizational communication on worker's performance, examine how communication influences workers' performance and determine the extent to which the research used a descriptive survey design to collect data from pre-selected respondents using a structured questionnaire on the topic of determining the impact of effective communication on employees' performance at the Nigerian Law School in Victoria Island, Lagos. Following the collection of data from 75 respondents, our conclusions were reached by descriptive statistics and correlation analysis. The following is a presentation of the study's findings: The study looked into the connection between employee performance and organizational communication. The findings showed that number of organizational communication has significant effect on worker's performances. The relationship between the two variables is moderate and significant. This finding is similar to the findings of Udegbe (2012) which examined the impact of business communication on organizational performance in

Nigerian Companies and found that business communication generally affects organizational performance to a reasonable extent in Nigerian companies.

Researcher also investigated the relationship between communication and worker's productivity. Findings showed that there is a positive and high relationship between communication and worker's performance. This implies that communication will have more impact on worker's performance. The findings also revealed that the positive strong correlation is significant. This finding corroborate the findings of Nnamani and Ajagu (2014) which revealed that there was unsafe and unhealthy work place environment, poor motivation, lack of innovation, high cultural interference and allow organizational interpretation process caused low productivity in the company.Lastly, the researcher ascertained the relationship between communication and worker's commitment. There was a significant and strong positive relationship observed between communication and worker's commitment. On this basis, null hypothesis was rejected. There exists a similarity in this finding and the findings of Shafique, Ahmad, Abbas and Hussain (2015) which determined the problem of enhancing the organizational performance through customer relationship management capabilities and found customer relationship management capabilities had positive relationship with organizational performance and customer interaction management capability had positive relationship with organizational performance.

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS.

5.0 INTRODUCTION

This chapter presents an overview of the study, summary of the major findings, conclusion, recommendations and suggestions for further study.

5.1 SUMMARY

The general objective of the study was to determine Effects of Effective Communication on Employee Performance in Nigerian law school.
The specific objectives are to;

1. Determine the effect of organizational communication on worker's performance

2. Examine how communication influences workers' performance.

3. Determine the extent to which communication affects the level of worker's commitment.

The study observed the Effect of Effective Communication on Employees Performance in Nigerian Law School. The literature review was concerned with the common ways in which communication can be hindered in the organization and also how focuses on the need to understand the factors affecting effect of effective communication on worker's performance and procedures so that appropriate actions may be instituted to make improvement in this area. Forms of communication, and the communication process in the organization were focused on.

Chapter three explains the procedures employed in carrying out the study, such as the research design, target population, the sample size and sampling

techniques. The study used a descriptive survey that aims at assessing the effect of effective communication on employees' performance 100 of Nigerian Law School.

The study based its findings on a review of the extensive literature on the concepts under communication which are communication accommodation theory(CAT) and the system theory. The study was at Nigerian Law School, questionnaires were self-administered to the respondents, and data collected were analysed using the SPSS .The findings from the study are presented as follows:

The researcher's findings on the first objective which was to determine the effect of organizational communication on worker's performance the findings showed that number of organizational communication has significant effect on worker's performances. The relationship between the two variables is moderate and significant. The second objective, the researcher's findings was to Examine how communication influences workers' performance the findings revealed that the positive strong correlation is significant. This finding corroborate the findings of Nnamani and Ajagu (2014) which revealed that there was unsafe and unhealthy work place environment, poor motivation, lack of innovation, high cultural interference and allowing organizational interpretation process caused low productivity in the company .The third objective was to determine the extent to which communication affects the level of worker's commitment There was a significant and strong positive relationship observed between communication and worker's commitment. On this basis, null hypothesis was rejected. There exists a similarity in this finding and the findings of Shafique, Ahmad, Abbas and Hussain (2015) which determined the problem of enhancing the organizational performance through customer relationship management capabilities and found customer relationship management capabilities had positive

relationship with organizational performance and customer interaction management capability had positive relationship with organizational performance.

The findings of the study are as presented in the last chapter and the summary of the finding is presented thus;

Ho2: There is a significant relationship between organizational communication and worker's performances (r =0.521, p-value = 0.05).

Ho2: Communication has significant influence on worker's productivity (r =0.714, p-value = 0.05).

Ho3: There is a significant relationship between communication and worker's commitment (r =0.813, p-value = 0.05).

5.2 CONCLUSION

From the findings of the study it can be considered that Effective communication plays a key role in supporting the success of the organization. The value of effective communication is in enabling staff to understand the organization's goals and how- they are involved in delivering them. The better the managers' communication, the more satisfied the employees were with all aspects of their work life. There is a need for a philosophy of communications backed with corporate policies. This would permit all managers in all companies to recognize their boundaries. They would know what, when, and how completely they may communicate with their subordinates. Good downward communications in any company does not just happen; it must be planned and based upon firm guidelines from the top of the organization. Without such guidelines, such necessary safeguards as "need to know" may have the effect of compartmentalizing communications or

restricting the flow of non-classified information. It is strongly suggested that all documents be labelled with communication instructions.

It is also important in enabling staff to put forward their views and ideas to the organization. Well- informed and involved staffs feel more valued by the organization and provide better value for service to customers but however it should also be noted that not all staff is involved in the decision making because naturally humans like hierarchies of power therefore decisions are taken at atop level by managers in most organizations.

5.3 RECOMMENDATIONS

The development of a more effective communication system at the foundation heavily depends on the efforts of the management. In this, the researcher proposes possible ways in which the organization can improve the communication system to a more effective one.

The system of allowing every employee to get involved in communication process is productive. It makes employees feel that they belong to the organization and are valued. The employees are therefore given to work harder ensuring the success of the organization. The organization should therefore keep it up.

The organization should introduce a feedback mechanism because it is the only way to measure the success of effective communication system. Without a feedback mechanism, employees feel they are being communicated at and it only breeds discontent.

A policy should be introduced where all written communication goes through the public relations department so that it is made understandable by all the employees.

Technical information is of no use to those who do not understand it before employees cannot respond to it.

A key ingredient to develop effective communications in any organization is each person taking responsibility to assert when they don't understand a communication, or to suggest when and how someone could communicate more effectively. When the organization works well and cares about employees' individual development, the employees' highest level of need - that for self-actualization - can be fulfilled; thereby they can contribute best to the organization. If the organization highlights each individual's capability and contribution, provides opportunities for them to participate in decision making, and encourages them to be more involved in the organizational operations, then the employees tend to commit at higher levels to the organization because they want to or ought to do so.

5.4 SUGGESTIONS FOR FUTHER RESEARCH

Because of the limitations in time and finance, the study was only focused on the effect of effective communication on the organizational performance in the Nigerian Law School (NLU). It is suggested that, further research should be done on:
• Need for a comparative study. More research should be done in other organizations so as to compare with the results got from the Nigerian Law School (NLU) and have a better ground for recommendation.
• More research study should be done on the possible methods used to bring about effective communication in organizations.

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APPENDIX

EFFECTS OF EFFECTIVE COMMUNICATION ON EMPLOYEES' PERFORMANCE. [STUDY

OF NIGERIAN LAW SCHOOL, VICTORIA ISLAND, LAGOS].

DEPARTMENT OF BUSINESS ADMINISTRATION

MOUNTAIN TOP UNIVERSITY

QUESTIONNAIRE

Dear Respondent,

I am DUYILE OLUWADEMILADE ESTHER a student of Mountain Top University, conducting a research study on Effects of Effective Communication on Employee's Performance as a requirement for the award of a Bachelor's Degree in Business Administration (BSc).

I kindly request you to spare some time and fill out this questionnaire. The information given will be used for academic purposes only and will be treated with the utmost confidentiality. Your cooperation will be highly appreciated.

Thank You.

Yours sincerely,

Duyile Oluwademilade

Kindly answer the following questions by ticking (✓) the option that best describes your agreement or filling the spaces provided.

SECTION 1

BACKGROUND/ PERSONAL INFORMATION

(Please tick in the most appropriate answers)

1. GENDER

Male ☐   Female ☐

2. Age range

Under 20 ☐   21-30 ☐   31-40 ☐   41-50 ☐

3. Marital status

Married ☐   Divorced ☐   Widowed ☐   Separated ☐

4. Highest educational qualification

O' level school certificate ☐   NCE/OND ☐   HND/B Sc ☐   Professional

certificate ☐   Post graduate degree ☐

5. Staff Category

Management ☐   Senior Staff ☐   Junior Staff ☐

6. Length of stay in Nigerian Law School

0-5Yrs ☐   6-10Yrs ☐   11-15Yrs ☐   16-20Yrs ☐   above 20Yrs ☐

SECTION 2

Using the scale below, please answer the statement below by ticking the option that best satisfies your response to the following statement.

Strongly Agree {SA}= 5; Agree {A}= 4 Undecided (UN) = 3; Disagree{D}= 2; Strongly Disagree {SD}= 1

ORGANIZATIONAL COMMUNICATION ON EMPLOYEE PERFORMANCE

S/N	STATEMENTS	SA (5)	A (4)	N (3)	D (2)	SD (1)
1	There is free flow of communication in the organization.					
2	Employer allows employees to participate in decision making.					
3	I actively get involved in projects so as to benefit my organization					
4	I receive useful feedback from my superiors on my job.					
5	Members of Staff are kept well informed on changes in organizational goals and objectives and how they met.					

6	Employers encourages employees to interact and be honest with each other					

INFLUENCE OF COMMUNICATION ON WORKER'S PERFORMANCE

S/N	STATEMENTS	SA (5)	A (4)	N (3)	D (2)	SD (1)
7	Barrier in communication has effect on worker's performance which limits the worker's progress of the organization.					
8	Communication in the organization influences worker's performance either positively or negatively.					
9	Wrong choice of communication channel leads to low performance.					
10	There is a positive relationship between management and the channel of communication used.					
11	My superiors always speaks politely and this motivates me to model him/her.					
12	I meet the formal performance requirements of the job.					

INFLUENCE OF COMMUNICATION ON THE LEVEL OF WORKER'S COMMITTMENT

S/N	STATEMENTS	SA (5)	A (4)	N (3)	D (2)	SA (1)
13	The organization deserves employees Loyalty.					
14	Employees have much desire to continue working with the organization.					
15	Employees communicate really well when they communicate with their Employers about non-work-related topics					
16	I do not feel a sense of belonging to my organization					
17	I don't think that I could easily become as attached to another organization as I am to this one					

18	Employees owe a great deal to their organization.					

Thank You