

**COMMUNICATION AS A TOOL FOR ADMINISTRATION IN  
ORGANIZATIONS: A CASE STUDY OF THE NIGERIAN BOTTLING  
COMPANY PLC (NBC), ABUJA**

**Chika Ebenezer Duru (PhD)<sup>1</sup>, Dominic Shiwamua (PhD)<sup>1</sup> and Chima Kate Obianuju<sup>2</sup>**

<sup>1</sup>Department of Entrepreneurial Studies, College of Management Sciences, Veritas University, Abuja, (The Catholic University of Nigeria)

<sup>2</sup>Department of Entrepreneurship Development, College of Management Science, Veritas University, Abuja, (The Catholic University of Nigeria)

---

**ABSTRACT:** *Every activity in an organization requires human beings to interact, exchange information and co-ordinate other peoples' efforts. Such information becomes the basis for decisions affecting product lines, operation planning, marketing strategy, etc. Thus, almost everything managers do to facilitate the attainment of organizational objectives which requires effective communication and without the means and capacity to communicate, every activity will not reach its maximum. The aim of this research project is to examine the effects of effective communication to organizational performance and to ascertain if organization environment affect communication. With this in mind, this research study focused on communication as an indispensable tool for organizational growth and development. To achieve this objective, they researchers developed and administered a questionnaire on sixty (60) employees of five department in Nigerian Bottling Company, Abuja for primary data collections. The primary data collected were analyzed using frequency counts and simple percentage on tables as well as secondary data collected were together analyzed and interpreted and presented for result interpretations. Among the findings were that significant relationship exists between effective communication, organizational operations and co-ordination of the various activities of people in order to achieve the objectives of an organization. The study concluded that effective organizational communication is necessary for managers and all members of an organization to increase efficiency, quality and innovation and gain competitive advantage. Based on the research findings, the researcher was able to identify some of the barriers to effective communication the researcher hereby hence the researcher further recommended the following measures for consideration by the appropriate authorities for necessary changes for efficient and effective organizational performance such as followings: The management staff should be sent on training in the area of communication for them to be aware of the effect of communication as well as the organizational system of communication should be studied in order to have a well-defined communication system.*

**KEYWORDS:** Communication, Administration, Organizations, Receiver, Communicator

---

## **INTRODUCTION**

Effective communication is very critical and central to the stability, wellbeing, peace, progress and performance of organizations. Organization and groups depend on effective communication to perform all their functions including planning, directing, controlling, decision making and the execution of decisions and goal thus, leaders, management, operations and performance cannot take place or be achieved without communication between persons and units. Most interactions, mutual understanding and interpersonal relations take place via

communication (Ajayi, 2001). The effectiveness, openness and level of communication determine largely the level of morale, job satisfaction and motivation of staff. Thus, the task of organizational coordination and operations would be made difficult without a system of effective communication.

This study is therefore conducted to examine communication as an indispensable tool for organizational growth and development. Afolabi (2004) defines Communication as the ongoing process by which people attempt to share meaning via transmission of messages. That communication provides a common thread for all management processes of planning, organizing, leading, controlling and proper coordination. The management of people through small groups and teams requires continuous communication. Sias & Cahill (1998) viewed communication as the process of creating, transmitting and interpreting ideas, facts, opinions and feelings. It is a sharing process, that is, a mutual interchange between two or more persons.

Daniel (2003) views communication as the means through which the task and the resources needed to carry out an assignment, the roles and duties and the expected results are made known to the subordinates. That communication is the transfer of a message from one person to another. Therefore effective communication is the transfer of message followed by feedback from receiver to the sender indicating understanding of the message.

### **The objectives of the study**

The main aim of the study is to examine the role of communication as a tool for effective administration. Specific objectives of the study are:

- i. To examine communication as it affect organizational performance.
- ii. To determine the relationship between organization environment and communication.

### **Research questions**

Research questions are those testable questions that focus on the research topic and concerns. The testable research questions for this study are as following:

1. Does organizational performance depends on effective communication?
2. Does organizational environment affect an effective communication?

### **Statement of hypothesis**

Statement of Hypothesis tests if there are existing relationship between the research question and the research concerns. There are basically two (2) types of hypothesis which are Null and Alternative hypothesis. The Null hypothesis predicts the number of difference between comparison groups or association among tested variables while the alternative hypothesis predicts either a simple difference or a difference in a particular direction. The two (2) hypotheses will be represented as  $H_0$  and  $H_1$  respectively and the two are considered in this project. The following hypotheses were formulated and will be tested using available data from the questionnaire

### **Hypotheses testing 1**

$H_0$ : organizational performance does not depend on effective communication.

Hi: Organizational performance depends on effective communication.

### **Hypotheses testing 2**

Ho: Organizational environment does not affect communication

Hi: Organizational environment affect communication

## **LITERATURE REVIEW**

The communication is needed in all organization because it is the life wire of an organization. Little (2001.3) defined communication as channel on a word changing of the colour of the meaning with the speaker or the listener. The historian thinks the Army line of communication. The civil engineers thinks of road, water navigation, our ways and rails way lines, but electronic engineer thinks of telegraphic and telephone line more especial in the present day with the introduction of GSM by the uses of MTN, Zain, Glo, Visafone, Intercellular and Reltel etc. the sociologist thinks of newspaper and broadcasting.

The word communication is also described as the process of imputing ideas, feelings, and fact of an agreed symbol. That is to say any means that an individual uses to transfer meaning ideas, feeling emotion or attitude to others is called communication (Talukhana, Mutunga and Miruka, 2011).

This symbol could be in terms of word, drawing, however, there are other speechless messages that are transmitted by facial expression by the use of the eye. Body monument, gesticulators of the hand, shaking the head in the approval, or disapproval, smiling or frowning. These are sometimes accurate ways of expressing oneself that the conventional oral or written manner.

Michael Armstrong in his work a hand book of personnel management defined communication as the process of passing relevant information to the person who need to know or who is in a position to use that information because it affects his work. Communication is also generally defined as the process of passing information and understanding from one person to another.

Dogho (1991.27) in the work of Ubeku (1975.254) forwards causes on communication that can run in this country for separators devote much time to such thing as physical barriers and segmented barriers to communication in order to improve the abolition of supervisor to communication, they engage them in learning better English”.

To Ubeku (1975:254), communication is the situation is to pass relevant information to the person who needs to know or whom is in position to use the information because it affects work performance. The passing of information is not only from supervisor to subordinates, it is also from subordinates to supervisor.

The work of Brown (2002.60) reveals that communication as the process of passing ideas and feelings on the final note. Brown (2002) has defined communication as the flow of information from one point the source to another the receiver. The term is always use to deserve the act of transmitting or making. Talukhana, Mutunga and Miruka (2011) asserted that communication can also be seen as the transfer of ideas from the sender.

## **Conceptual Framework of Nigerian Bottling Company**

The Nigerian Bottling Company Plc (NBC), a fast moving consumer goods company was incorporated in Nigeria on November 1951, as a subsidiary of the A.G. Leventis Group with the rights to bottle and sell Coca-Cola products in Nigeria. Since then, the company has grown to become a predominant manufacturer, bottler and sale of over 33 different Coca-Cola brands of non-alcoholic beverages in Nigeria. Apart from the widely known Coca-Cola drink, other popular brands of beverage produced by the company are Eva Water, Five Alive fruit juice and the newly introduced Burn energy drink.

The company presently has bottling facilities spread over 13 locations and over 80 distribution warehouses located across the Nigeria. To this the company has remained the largest bottler of non-alcoholic beverages in the country in terms of sales volume, with about 1.8 billion bottles sold per year, making it the second largest market in Africa.

To ascertain the communication as an indispensable tool for effective administration, the Nigerian Bottling Company, Abuja is selected to be a case study to cover for other branches of the company spread across Nigeria.

## **METHODOLOGY**

This research work is designed to examine the effectiveness of communication as a strategy for enhancing organizational performance. According to Ihionkhan (2002), primary data are fresh data collected specifically to solve the problem.

For the cause of this study, the primary sources include the use of questionnaire and oral interview. The questionnaires were administered by hand. The questionnaires were designed in varying pattern in order to arrive at an objective answer. The two forms of questionnaire are the structured and unstructured questions. In addition, oral interview of workers to ascertain their contributions to the effective flow of communication within the organization was used.

Furthermore, Secondary data was gathered relevant data on the effectiveness of communication in organization other relevant information for this study.

Secondary data are data that existed prior to the need to solve a problem. They are existing information which may be useful for the purpose of specific surveys.

## **Population**

The population of the study consists of administration personnel department public relations department as the employee of Nigeria Bottling Company, Abuja which is a total of six hundred and twenty (620) employees.

## **Sample/Sample size**

Sample is the subset of the population. Nigeria Bottling Company, Abuja organization with the total number of six three hundred and twenty employees, a total of one hundred and twenty (120) questionnaire were administered to the selected employees which represent sample size, a subset of the six hundred and twenty (620) population.

**Sampling technique**

The techniques used for gathering primary data is the probability sampling technique the relevant respondent from each groups were selected by stratified sampling technique this is a method in which the population are divided into categories before selection is made

**Validation and reliability of the instrument**

The variable used in this study, the constraints that affect its validity in other hand deals with research control in manipulation of variables in order to be able to generalize for the entire study.

Reliability for the instrument, the major compounding variable of a research study inform of interaction of selection bias and maturation processes that may cause invalidity is been protected by using some techniques in order to divert the extraneous variable the said research study then becomes reliability.

**Method of data analysis**

The researcher in this study will use simple percentage method of data analysis and chi – square ( $X^2$ ) method of testing the hypothesis is used in determining the effectiveness of communication as a strategy for enhancing organizational performance. The formula for chi – square is given as

$$X^2 = \sum_i \frac{(O_i - E_i)^2}{E_i}$$

Where  $X^2$  = Chi – Square

$O_i$  = Observed frequency

$E_i$  = Expected frequency;  $\sum_i$  = Summation of all items.

**Data analysis, interpretation and presentation of results**

This chapter contains clear and accurate findings arising from the study. The various data generated, presented and analyzed in the preceding chapter form a variable instruments for an intellectual exercise in presenting a coherent and concise report of the various findings, hence, this chapter focuses on discussion of hypothesis findings and its implications based on the analysis of the various data generated for the study and the result of the test of hypothesis prior to this chapter.

**Data analysis and presentation of returned questionnaire**

Effort will be made at this stage to interpret and analyze the data collected for this study during field survey. This presentation will be based on the response from completed questionnaire.

However, the first segments of the analysis deals with the Bio-data of which classification were made on age sex, educational level, marital status and position of the respondents.

While in the second segment of the analysis, statistical tools were used to analyze data collected, the mean, the standard deviation and the co-efficient of variable of the same study were calculated.

**TABLE 1: CLASSIFICATIONS BY AGE**

AGE (YEARS)	NO OF RESPONDENTS	PERCENTAGE %
18 – 25	35	31.81
26 – 35	25	22.72
36 – 45	30	27.27
46 – 55	15	13.63
56 above	5	4.54
Total	110	100%

**Source: Survey (2017)**

From the above table, out of 110 respondents, the highest percentage is which fall within the age of years this brings to the light the maturity of respondents. It shows that their youthfulness can be a great contributor to the development of the organization.

**TABLE 2: CLASSIFICATION BY SEX**

SEX	NO OF RESPONDENTS	PERCENTAGE %
Male	75	68.18
Female	35	31.81
Total	110	100%

**Source: Survey (2017)**

Both male and female employees of the organization were served with questionnaire, the breakdown and percentages are given in the above table. A greater percentage of respondents are males while the remaining were females. It can be deduced here that male workers are more than female workers in the organization.

**TABLE 3: CLASSIFICATION BY MARITAL STATUS**

STATUS	NO OF RESPONDENTS	PERCENTAGE %
Married	42	38.18
Single	68	61.81
Total	110	100%

**Source: Survey (2017)**

It can be noted from the above table that the majority of the respondent were not married this can be attributed that the company employs singles than married people.

**TABLE 4: CLASSIFICATIONS BY EDUCATIONAL LEVEL**

QUALIFICATION	NO OF RESPONDENTS	PERCENTAGE %
Primary sch. Cert	8	7.3
Secondary School certificate	30	27.3
B.Sc/HND	20	18.2
HSC/OND/NCE	25	22.7
Professional qualification	22	20.0
Post graduate diploma	5	4.5
Total	110	100%

Source: Survey (2017)

From the above table as we observed the 18.2 of 110 respondents attained B.Sc./HND level in their educational background, while 22.7% obtained HSC/NCE/OND certificate. Also 20.0% of the respondent's posse's professional qualifications while 45 have post graduate degree. However, the secondary and primary certificate holders are employed as temporary staff which represents a percentage of 27.3% and 7.3 respectively. It is observed that majority of the workers in First Bank Plc. Benin is very sound in education.

The fact that majority of the respondents are well read. It is suggested that they might be expected to be responsible and intelligent people that understands the meaning of effective communication with their colleagues, superior and subordinate and also implement it as a strategy for enhancing organizational performance which will reduce communication Barriers.

**TABLE 5: CLASSIFICATION BY POSITION.**

STATUS	NO OF RESPONDENTS	PERCENTAGE %
Manager	16	14.54
Middle manager	20	18.2
Superior	30	27.3
Subordinate	35	31.9
Others	9	8.2
Total	110	100%

Source: Survey (2017)

The above data shows that 14 % of the respondents are managers. Therefore the responses received from them are highly reliable because of their academic qualification however, the middle manager superior subordinate and other constitute 86 % of the respondents.

## SECTION B

This aspect deals with the analysis of research question – assessing the various areas of communication.

**TABLE 6: DO YOU BELIEVE IN COMMUNICATION**

RESPONSES	NO OF RESPONDENTS	PERCENTAGE %
Yes	62	56.36
No	48	43.63
Total	110	100%

Source fieldwork (2017)

From the above table 56 % of the respondents indicate that they believe in communication. Most of the respondents that fall under “Yes” category are managers and top management staff superior while those that fall under the “No” category are mostly subordinate.

**Table 7: KINDLY GIVE REASON FOR YOUR CHOICE**

REASONS	NO OF RESPONDENTS	PERCENTAGE %
Vital Information	38	34.6
Ensure free flow of work	32	29.09
Sense of belongings	20	18.18
Reduction of conflict	30	27.27
Total	110	100%

Source: Survey (2017)

**Question 8 and 9: what is the various type of communication in your organization?**

Which of them do you prefer most from the questionnaire, it was observed that the various type of communication in the organization were mainly upward downward, lateral and horizontal communication.

**TABLE 8: CLASSIFICATION OF THE MOST PREFERRED TYPE.**

TYPES OF COMMUNICATION	NO OF RESPONDENTS	PERCENTAGE %
Upward communication	25	22.7
Downward communication	30	27.3
Literal communication	30	27.3
Horizontal communication	25	22.7
Total	110	100%

Source: Survey (2017)

It can be observed from the above table that the respondents that preferred upward communication are the subordinate 22.7% while those who fall, under downward communication are the managers with 27.3%.

The reason given by most of the managers is mainly to inform subordinate on information they want to pass and execute and also to impart some knowledge about the basic and necessary things to the subordinate, the subordinate on the other hand prefer upward communication because it gives them a sense of belonging in the organization it helps them in passing view, opinions, contributions and complains to the superior, to enhance the performance of the organization.

**Table 9: QUESTION 9: KINDLY STATE YOUR REASON**

Position	No of Respondent	Percentage %
Impact	67	60.90
Give instruction	43	39.09
Total	110	100%

Source: Survey (2017)



The data above shows that majority of the respondents prefer downward communication because they can impact knowledge on both subordinate and others.

**Table 10: QUESTION 10: WHEN THERE IS A PERCEIVED ERROR IN INFORMATION PASSED TO YOU, DO YOU?**

Responses	No of Respondent	Percentage %
Ask questions	30	27.3
Make Enquiries	22	20.0
Accept information	28	25.5
Discuss with others	30	27.3
Total	110	100%

Source: Survey (2017)

From the above table, 27.3% claim to ask questions when there is an error while another 27.3% claim to discuss with others. Some 20.0% respondents will make Enquires, while 23.5% will accept information when there is an error of information

**Table 11: QUESTION 11: IF YOU HAD INFORMATION THAT WOULD HELP TO PROMOTE AND MAKE YOUR COMPANY SUCCESSFUL WOULD YOU?**

Responses	No or respondents	Percentage %
Suggest and share view	64	58.2
Keep you opinion	14	12.7
Carryout necessary action	32	29.1
Total	110	100%

Source Fieldwork, 2017

**Table 12: QUESTION 12: HOW DOES YOUR ORGANISATION COMMUNICATE WITH ITS VARIOUS PUBLIC?**

Responses	No responses	Percentage %
Meeting	57	51.8
Memo	20	18.2
Telephone	33	30.0
Total	110	100%

Source: Survey (2017)

The responses gave an example of how they communicate with their suppliers, customers and clients and the highest rate form of communication was through meeting with the customers, while the lowest is through memos.

**Table 13: QUESTION 13 WHAT ARE THE DIFFICULTIES LIKELY TO COMMUNICATE WITH THE VARIOUS PUBLICS.**

Responses	No of respondents	Percentage %
Misinterpretation	40	36.4
Misconception	36	32.7
Carryout necessary action	34	30.9
Total	110	100%

Source: Survey (2017)

**Table 14: QUESTION 14: HOW DOES IT AFFECT ORGANISATION EFFECTIVENESS?**

Responses	No of respondents	Percentage%
Intimidation	27	24.6
Lack of Co-operation	55	50.0
Anogancy/Arrogance	15	13.9
Egoism	13	11.8
Total	110	100%

Source: Survey (2017)

The above table shows that respondents lack of co-operation 50% mostly rampant in the organization thereby affecting communication flow in the organization.

**Table 15: QUESTION 15: HOW WOULD YOU SOLVE THESE PROBLEMS?**

Responses	No of Respondents	Percentage %
Prompt dissemination of information	34	30.9
Adequate enlightenment of staff	28	25.5
Adequate training on effective communication	48	43.6
Total	110	100%

Source field work, 2017

The respondents gave several ways to solve the problem of communication in the organization 43.3% state that adequate training on effective communication would enlighten staff.

**Table 16: QUESTIONNAIRE 16: HOW WOULD YOU CATEGORIZE YOUR RELATIONSHIP WITH YOUR SUBORDINATE?**

Responses	No of Respondents	Percentage %
Friendly	56	50.90
Indifferent	28	25.45
Cold	6	5.45
Formal	20	18.2
Total	110	100%

Source: Survey (2017)

The above table shows that most respondents are friendly towards their colleagues.

**Table 17: QUESTION 17: HOW WOULD YOU RATE YOUR LISTENING ABILITY?**

Responses	No of respondent	Percentage %
Below 10%	12	10.9
10% - 40%	58	52.7
40% - 80	40	36.4
Total	110	100%

Source: Field work, 2017

**Table 18: QUESTION 18: HOW OFTEN DO YOU READ YOUR NOTICE BOARD?**

Responses	No of respondent	Percentage %
Every day	68	61.8
Twice a week	22	200
Three times a week	12	10.3
Once a week	8	7.3
Total	110	100%

Source: Survey (2017)

In the above table 61% of respondent read the notice board everyday to get information?

**Table 19: QUESTION 19: IF YOU DO NOT, WHY**

Responses	No of respondent	Percentage %
I have no time to read	52	47.27
I don't like news	25	22.7
I don't think, it is necessary	33	30
Total	110	100%

Source: Fieldwork, 2017

Majority of the respondent claim they do not have time to read the notice board

**Table 20: QUESTION 20: HOW WOULD YOU TAKE AN ADVICE OF A NEW STAFF OF THE COMPANY?**

Responses	No of Respondents	Percentage %
In good faith	58	52.8
Wave it aside	12	10.9
Do not listen to it	28	25.45
Do you give him/her a chance	20	18.2

Source: Survey (2017)

Majority of the respondents claim, they would take the advice of a new staff of the company in good faith while others stated otherwise.

**Table 21: QUESTION 21: DO YOU AGREE THAT ORGANIZATIONAL ENVIRONMENT AFFECTS COMMUNICATION**

Responses	No of respondent s	Percentage %
Agreed	48	43.7
Strongly agree	29	26.4
Disagree	26	23.7
Undecided	7	6.4
Total	110	100%

Source: Survey (2017)

### Testing of Research Hypothesis

This section attempt to test the hypothesis stated in chapter one of the research work. In doing this related questions to questionnaire were used. The chi – square method of statistical testing was employed.

$$X^2 = \frac{(oi - ei)^2}{ei}$$

### Test of hypothesis one

**Ho:** Organizational performance does not depend on effective communication

**Hi:** Organizational performance depends on effective communication

Variables	Strongly Agree	Agree	Strongly Disagree	Disagree	Total Row
Top level management	20	12	4	3	39
Middle level management	15	2	8	1	26
Lower level management	8	12	16	9	45
Total Columns	43	26	28	13	110

Source: Survey (2017)

Row  $\frac{\text{Total} \times \text{Column total}}{\text{Column total}}$

$$Ei \frac{39 \times 43}{110} = (52) \quad ei \frac{39 \times 26}{110} = (9.2) \quad ei \frac{39 \times 28}{110} = (9.9)$$

$$Ei \frac{39 \times 13}{110} = (4.6) \quad \frac{26 \times 43}{110} = (10.1) \quad \frac{26 \times 26}{110} = (110.0)$$

$$\frac{26 \times 28}{110} = (6.6) \quad \frac{26 \times 13}{110} = (3.0) \quad \frac{45 \times 43}{110} = (17.5)$$

$$\frac{45 \times 26}{110} = (10.6) \quad \frac{45 \times 28}{110} = (11.4) \quad \frac{45 \times 13}{110} = (5.3)$$

$$X^2 \text{ Formula} = \sum (oi - ei)^2$$

$$X^2 = \frac{(20-15.2)^2}{15.2} + \frac{(12-9.2)^2}{9.2} + \frac{(4-9.9)^2}{9.9} + \frac{(3-4.6)^2}{4.6}$$

$$\frac{(15-10.1)^2}{10.1} + \frac{(2-110.0)^2}{110.0} + \frac{(8-6.6)^2}{6.6} + \frac{(1-3.0)^2}{3.0}$$

$$\frac{(8-17.5)^2}{17.5} + \frac{(12-10.6)^2}{10.6} + \frac{(16-11.4)^2}{11.4} + \frac{(9-5.3)^2}{5.3}$$

Therefore:  $X^2$  1.516 + 0.852 + 3.516 + 0.557 + 2.37 + 106.0 + 6.60 + 1.33 + 5.157 + 0.185 + 1.856 + 2.583 = 132.522

$X^2$  132.52

To get table value  $df = (3-1)(4-1) = 2 \times 3 = 6$

$X^2$  Table value  $df$  6 at 0.05 significance = 12.39 Decision rule reject  $H_0$  if  $X^2$  calculated >  $x^2$  table value otherwise accept  $H_0$ :

Decision since the calculated value of  $X^2$  (132.52) is greater than (>) the  $X^2$  table value of 12.39 we reject the null hypothesis and accept the alternative hypothesis.

Conclusion we therefore conclude that organizational performance depends on effective communication.

### TEST OF HYPOTHESIS TWO

**$H_0$ : Organizational environment does not affect communication.**

**$H_1$ : Organizational environment affect communication.**

Variables	Strongly Agreed	Agree	Strongly Disagreed	Disagree	Row Total
Top level management	10	7	13	8	38
Middle level management	8	14	4	2	26
Lower lever management	20	5	12	9	46
Total columns	38	26	28	18	110

Source: Survey (2017)

Row total x Column total

$$\text{Column total } \frac{ei_{38 \times 38}}{110} = (3.1) \quad \frac{ei_{38 \times 26}}{110} = (8.9)$$

$$\frac{Ei_{38 \times 28}}{110} = (9.6) \quad \frac{ei_{38 \times 18}}{110} = (6.2) \quad \frac{ei_{26 \times 28}}{110} = (8.9)$$

$$Ei = \frac{26 \times 26}{110} = (6.14) \quad \frac{26 \times 28}{110} = (6.61) \quad \frac{26 \times 18}{110} = (4.2)$$

$$\frac{46 \times 28}{110} = (15.8) \quad \frac{46 \times 26}{110} = (10.8) \quad \frac{46 \times 18}{110} = (11.7)$$

$$\frac{46 \times 18}{110} = (7.5)$$

$$X^2 \text{ Formula} = \sum \frac{(oi - ei)^2}{Ei}$$

$$X^2 = \frac{(10 - 13.1)^2}{13.1} + \frac{(7-8.9)^2}{8.9} + \frac{(13-9.6)^2}{9.6} + \frac{(8-6.2)^2}{6.2}$$

$$\frac{(8-8.9)^2}{8.9} + \frac{(14-6.14)^2}{6.14} + \frac{(4-6.61)^2}{6.61} + \frac{(2-4.2)^2}{4.2} + \frac{(20-15.8)^2}{15.8}$$

$$\frac{(5-10.8)^2}{10.5} + \frac{(12-11.7)^2}{11.7} + \frac{(9-7.5)^2}{7.5}$$

Therefore:

$$X^2 = 0.734 + 0.406 + 1.204 + 3.240 + 0.091 + 10.06 + 1.031 + 1.152 + 1.116 + 3.115 + 0.008 + 0.300 = 22.421$$

$$X^2 = 22.42$$

To get table value  $DF = (3-1)(4-1) = 2 \times 3 = 6$

$X^2$  table value DF 6 at 0.05 significance = 12.39

Decision rule reject  $H_0$  if  $x^2$  calculated  $>$   $x^2$  table value otherwise accept  $H_0$ .

Decision since the calculated value of  $x^2$  (22.42) is greater than ( $>$ ) the  $x^2$  table value of 12.39, we reject the null hypotheses and accept the alternative hypotheses conclusion we therefore conclude that organizational environment affect communication.

### Test of hypotheses three

**$H_0$ :** Communication Difficulties does not affect various management levels in organization

**$H_1$ :** Communications Difficulties affect ruinous manage mat level in organization

Variable	Strongly Agree	Agree	Strongly Disagree	Disagree	Row Total
Top-level management	15	11	19	3	48
Middle level management	13	7	6	3	29
Lower level management	20	11	1	1	33
Total columns	48	29	26	7	110

**Source: Survey (2017)**

Row total x column total

$$\text{Column total } e_i = \frac{48 \times 48}{110} = (20.9)$$

$$\frac{48 \times 29}{110} = (12.6) \quad \frac{48 \times 26}{110} = (11.3) \quad \frac{48 \times 7}{110} = (3.05)$$

$$\frac{29 \times 48}{110} = (12.65) \quad \frac{29 \times 29}{110} = (7.6) \quad \frac{29 \times 26}{110} = (6.8)$$

$$\frac{29 \times 7}{110} = (1.84) \quad \frac{33 \times 48}{110} = (14.4) \quad \frac{33 \times 29}{110} = (8.70)$$

$$\frac{33 \times 26}{110} = (7.8) \quad \frac{33 \times 7}{110} = (2.10)$$

$$X^2_{\text{formula}} = \sum (o_i - e_i)^2$$

ie

$$X^2 = \frac{(15 - 20.9)^2}{20.9} + \frac{(11 - 12.6)^2}{12.6} + \frac{(19 - 11.3)^2}{11.3} + \frac{(3 - 3.05)^2}{3.05} \\ + \frac{(13 - 12.65)^2}{12.65} + \frac{(7 - 7.6)^2}{7.6} + \frac{(6 - 6.8)^2}{6.8} + \frac{(3 - 1.84)^2}{1.84} \\ + \frac{(20 - 14.4)^2}{14.4} + \frac{(11 - 8.70)^2}{8.70} + \frac{(1 - 7.8)^2}{7.8} + \frac{(1 - 2.10)^2}{2.10}$$

$$\text{Therefore: } X^2 = 34.81 + 2.560 + 5.247 + 0.003 + 0.010 + 0.360$$

$$0.094 + 0.731 + 2.178 + 0.608 + 5.928 + 1.100 = 53.629$$

$$X^2 = 53.62$$

$$\text{To get table value of } = (3-1)(4-1) = 2 \times 3 = 6$$

$$X^2 \text{ table value df 6 at 0.05 significance} = 12.39.$$

Decision Rule Reject  $H_0$  if  $X^2$  calculated  $>$   $X^2$  table value otherwise accept  $H_0$ .

Decision Since the calculated value of  $X^2$  (53.62) is greater than ( $>$ ) the  $X^2$  table value of 12.39 we reject the null hypothesis and accept the alternative hypothesis.

Conclusion we therefore conclude that communication difficulties affect various management level in organization.

## SUMMARY OF THE STUDY

In this research study it was revealed that communication is the nervous system of any organized group though it suffers a lot of difficulties in the sending and receiving process both internally and externally, but yet it is the only means by which ideas feeling, emotions and all forms of interpersonal relationship can be communicated. It was found out that organizational performance depends on effective communication and also organization environment affect communication. It seems to me that communication is a possibility and a challenge which we all should explore in our various organizations.

## DISCUSSION OF FINDINGS AND ITS IMPLICATIONS

From the research investigation that was conducted on communication as an indispensable tool for effective administration, in the Nigeria Bottling Company, Abuja the following point was drawn.

As a matter of policy, there is a clearly defined system of communication in the organization. The effect of communication was examined with the aid of research instrument with face to face discussion among people. Besides the basic of the findings which was the introduction to the topic on communication, expression was contributed to the organization and the general environment with reference to its origin its purpose, its function its processes and barriers. This

finding shows the critical implication of communication as a strategy that can enhance organizational performance.

These have been short listed and includes

1. It was discovered through investigation that communication interaction between the various departments in the company is adequate and encouraging to employees. The communication system in the organization is not motivating
2. Control of performance in an organization i.e. identifying observing and correcting standards as well as performance in achieving appropriate courses of action in achieving appropriate courses of action.
3. The motivation of people towards the use of the various communication models and specific theory was encouraged by activating is energizing plans organization of people and equipment into appropriate courses of actions
4. Result of findings in the usual method of communication indicated that the company has no particular method of communication it combines both oral and written methods effectively and the combination was proved to be the most appropriate method of communication for the organization use.
5. Workers are not allowed to participate in decision making in their various departments as a result of which management only come to know about their grievances through emergency meetings with them. And this has led to the development of the informal communication system (grapevine) in the organization.
6. It should take step to compensate for the fact that some groups are “Isolated” from communication chains.

## **RECOMMENDATIONS**

The researcher has been able to identify some of the barriers to effective communication in the Nigeria Bottling Company, Abuja. Thus the following recommendation should be consideration by the appropriate authorities to enable them make necessary changes for efficient and effective organizational performance these includes:

1. The management staff should be sent on training in the area of communication for them to be aware of the effect of communication.
2. The organizational system of communication should be studied in order to have a well-defined communication system.
3. Management and workers relationship should be improved but should not be allowed to interfere with authority relationship
4. Suggestion boxes should be made available to workers in the organization and orientation should be given to employees on it uses and relevance.



**REFERENCES**

- Afolabi, M. (2004). Professional Re-orientation of Librarians In Science and Technology Driven State. Keynote address at the Annual Conference/Week of AkwaIbom Chapters of NLA, Uyo, AkwaIbom State.3-7.
- Aguolu, C. C. and Aguolu, I. E. (2002). Libraries and Information Management in Nigeria Maiduguri, Ed-Linform Services. 267-269.
- Ajayi, G.O. (2001). Information & Communications Technologies; Building Capacity in Africa Universities. Proceedings of the 10<sup>th</sup> Association of African University General Conferences Held in Nairobi, Kenya.184p.
- Akinsende, A.O. (2002). Electronics services in Nigerian libraries (Hardware requirement in information management: CD-ROM, Data Base and Networking. Paper Presented at the Nigerian Library Association (OGUN State Chapter) University of Abeokuta, Abeokuta, OGUN State.24-26-2002
- Apple, B. R. (2002). Modern Business Administration 3<sup>rd</sup> Edition, Suffolk Great Britain
- Bryson, J. (1990). Effecteive Library Information Centre Management. England: Gower Publishing. 165-193.
- Daniel, J. O. (2003). Strategic planning and policy direction for library development in Akwa Ibom State. The Librarian and Information Manager. Nigerian Library Association Journal.
- Duru, C. E. (2016). Thesis and Dissertation Writing. A Practical and Quick Project Writing Approach. The Dos and Don'ts of Research Writing (3<sup>rd</sup> ed.). The Great Carson Publishers. Carson California USA. ISBN: 978-978-944-484-7
- Hargi, O. (2007). The handbook of communication Skills,3<sup>rd</sup>ed, Routledge, New York.
- Lee, J. (1999). Leader Member exchange, gender and members communication expectations with leaders communication quarterly,47,415-429
- Nwachukwu, C. C. (2001). Management Theory and Practice Spectrum 1<sup>st</sup> Edition.
- Okoh,A.O. (2004). Personnel and Human Resources Management in Nigeria. Lagos Amfitop Publishers.
- Oschadleus, J. (2010). The Power of communication, Vol. 28 No.5,pp 437-445
- Sharma, S. C. (2007). Management of Systems. India: Kana Publishers Ltd.
- Sias, P. M. (1996).Constructing Perceptions of differential treatment. An analysis of Co-worker discourse. Communication Monographs 63,171-187.
- Sias, P. M. & Cahill, D. J. (1998). From Co-workers to friends: The development of Peer Friendships in the workplace Western Journal of communication. 62,273-299.
- Talukhana, S. A. Mutunga. T. And Miruka, C. O. (2011). Indicators of effective communication models in remote projects. International Journal of Project Organisation and Management, Vol.3 No.2,pp.127-138