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EFFECTIVE COMMUNICATION: A STRATEGIC TOOL FOR PROMPT ACHIEVEMENT OF THE ORGANIZATIONAL GOALS

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Abstract

For workforces being the organization's most essential and treasured resources to function to the fullest so as to achieve on time the set goals of any organization, the management of such workplace is expected to give its maximum support for easy work performance through effective communication. The study therefore seeks to examine the influence of effective communication on the achievement of organizational goals with a concentration on Chi – Farms limited, Ibadan, Oyo State, Nigeria. This was with the sample size of Four Hundred and Thirty Eight (438) respondents. Simple random sampling technique was adopted for the study with the employment of structured questionnaire to draw the required information from the respondents. This is due to the method's ease of use and ability to accurately represent a large population. The descriptive statistics employed included simple percentages and tables, while inferential statistics used was regression. The findings of the study established that effective communication has positive and significant effect on the achievement of organizational goals ((R^2=.0.975, F= 18.574 $p<0.05$)). The study therefore recommends inclusion of all and sundry, not only in the decisions bothering on the achievement of the organization's set goals, but also on matters that can enhance workers' performances as this should be through the design and implementation of simple organizational structure for quick and hitch free flow of communication since this will help in lessening misunderstanding, improves information management and cordial relationship between both the management of the organization and the workforces in Chi – Farms, Ibadan.

Keywords: Effective Communication; Employees 'Performance; Organizational goals; Organizational Success; and Workers' Commitment

Introduction

Effective communication is an indispensable function not only in ensuring organizational performance, but also in guaranteeing prompt achievement of the organizational set goals. This is not unconnected to the fact that as organizational developmental tool, communication pervades every organization's facets Communication is a decisive instrument of social interactions and a medium through which every relationship is initiated and maintained as there is no point in

going forward in an event where the main message is lost, or where there are barriers to development (Kelvin-Iloafu, 2016). However, over the years, a number of actors in the world of work have come to the realization of the importance of effective communication as the means by which employees and their superiors are linked together in an organization so as to achieve a common purpose as this is still the primary function of transmission of needed message or information from an individual to the other. In reality, effective undertaking of group activities is extremely difficult if not totally impossible without communication as getting vital messages across effectively and having it well understood is a must to progress and it is highly required in the proper coordination of whatever that is to be done in all the organizational units.

Communication is a multiple-sided phenomenon that denotes different things to different individuals. This is a process having to do with the creation of structure, relationship and meaning through the designing and exchanging of business message. In the workplace, it is an art of exchanging ideas so as to facilitate structure, working relationships, and managing message or messages for the purpose of creating meaning among the members of staff. The term management here encompasses all the activities of creating, encoding, sending, receiving, interpreting and giving feedback as messages are what people send and receive when communicating, while meanings are being transmitted in the sent out massages (Adler & Elmhorst, 1996). However, for any organization to develop plans for the achievement of its set goals, establish and disseminate those goals, organize human and other resources in the most efficient and effective manner, select, develop and assess members of the organization, direct, motivate and create a climate in which employees must make meaningful contributions, control performance, relay information and sell ideas, communication from various sources must therefore be integrated and coordinated for the enhancement and development of the unified brand image (Robbins, 2000).

This is due to the fact that communicating effectively is not just attempting to say all that a person knows, but it is rather saying simply what the counterparts are in need of knowing so as to guarantee greater and higher performance through the motivation and shaping of their behaviour in the workplace. Also, it is through exchange of required information that management of the organization gets to be aware of the customers' needs, the availability of suppliers, and the community' needs of which the organization must later meet for more income generation as well as through social responsibility. This is equally so as it is through communication that an organization turns out to be an open system relating with its environment.

However, it isthe key responsibilities of the management of an organization to set the correct tone for effective communication after which every employee in the organization also will follow suite and then shares this responsibility too as this is accomplished mostly through communication started by top management of the workplace. Communication is as well seen as a foremost avenue through which the fundamental management's functions such as leading and controlling are performed as business organizations subsist to achieve their set goals and predetermined objectives. This is equally one of the most management's devices with which the workplace can implement the formation of its teams and as well achieve valuable performance (Bucăţa & Rizescu, 2017). Therefore, realization of these objectives requires a manager working with and through subordinates, thus indicating the vital role being played by the effective communication in the accomplishment of these goals (Kelvin-Iloafu, 2016).

On the other hand, the failure of communication is attributable to lack of proper application of this as some organizations' management team members do not often realize that communication is the vehicle that drives all the managerial functions and that success or failure of managerial

functions lies in no small measure on the effectiveness of the communication between the managers and the subordinates in the organization. Communication most often in the organization is a critical challenge which management sometimes does not consider as one. Occasionally, this is a matter of realizing communication impediments and techniques, while at times, it is a challenge of having knowledge of who to communicate with, and how that should be done. In the other way round, it could be a problem associated with lack of the right things to communicate, since employees regularly desire to have the knowledge of what is required of them, where the organization is heading to, the rationale behind this, and means through which these goals could be accomplished as communication process in the workplace is an essential management tool and an actual complexity of the management system (Bucăţa & Rizescu, 2017).

However, ineffective communication or communication deficiencies can as well result in lack of proper and adequate planning and control in an organization bringing about uncertainty, apprehension and dissatisfaction, poor work performance, reduction in productivity, and inability to achieve the workplace goals on time (Kelvin-Iloafu, 2016). It is therefore obligatory that managers should converse with employees effectively as the extent to which a manager realizes corporate goals hinges on his capability to communicate effectively to workers under him (Herich, 2008). Likewise, a number of business executives still do not know what communication is all about and its role in the success of the business, how communication strengthens organizational relationship and reduces strikes and lockouts. Where communication is not effective and when costly mistakes are frequently made due to gaps in communication, organizational purposes and goals are sometimes defeated as the organization will undoubtedly find it difficult to withstand its rivals in the ever dynamic business world.

Hence, it is imperative to emphasize that effective communication does very much relevance in enhancing mutual understand at work, not only between the superiors and subordinates, but also among the subordinates themselves, thus hastens up the work processes in promptly achieving the organization's set goal and predetermined objectives. It is therefore on this note that this study is undertaken with the main objective of establishing the relationship between effective communication and prompt achievement of the organizational goals, and with the specific objective to examine the effect of effective communication on the achievement of organizational goals in Chi – Farms limited, Ibadan. Chi – Farms limited is also known as Ajanla Farms Limited. It is one of the leading agribusiness companies located at Ajanla village, off km 20, Lagos- Ibadan expressway, Ibadan, South west Nigeria. The company's product ranges and services in poultry, aquaculture, fish feed, cattle breeding and fattening, meat and meat processing, and a varieties of other services comprising technical support services, laboratory services and training institute meant for capacity building as well as manpower development.

Literature Review

Concept of Communication

Communication as a concept has been described or defined in the past variously by different authors or scholars in different field of endeavours. For examples, Jones, George and Hill (2000) define communication as the sharing of information with a person or group of persons so as to reach a common understanding, the goal of which is to have the understanding of the exchanged information. Likewise, Inyang and Esu, (2003) describe the concept as the act of transmitting meaning to receiver from the sender. Anugwom (2007) sees communication as the usage of words, symbols and signs for interchanging ideas, facts, emotions, and information by two or

more people, that is, a process by which information is circulated between an employee and the workplace through earlier agreed symbols. Nwokeneme (2008) as well defines communication as a process that encompasses transmission of message or information through a channel from a person known as a sender to another person who is a receiver. Anchal and Richa (2015) refer communication as the means of transferring t information or message from an individual to another or a group.

However, organizational communication can be generally referred as communication between one another in the organization' context as this includes undertakings having to do with sending and receiving messages through different layers of authority, employing dissimilar message systems, and discussing different topics of interest to the group we belong to the workplace. In another way round, organizational communication can be said to denote interactions among an organization's workforces and this consist of: i. the formal communication efforts of the workplace (planned products and services usually manufactured by communication professionals, such as newsletters, Intranets and prepared executive videos); ii) group communications that takes place within, among and across work teams and departments; and iii) supervisor and leader's verbal communications and behaviors. Organizational communication therefore requires proper understanding of how the context of the place of work influences communication processes and how the symbolic nature of communication distinguishes it from other forms of organizational behaviour (Miller & Catherine(2003).

Concept of Organizational Goals

According to March and Simon (1958), organizational goals can be seen as the organizational outcomes capable of been used to guide action and appraise the performance of the workplace and which are very distinct from carrying out a measurement of the set targets. This is just a rationale behind the direction of an endeavor. Also, Cyert and March (1963) consider organizational goals as the result of persistent bargaining and maintenance processes within the organization and among related parties. More also, organizational goals can be referred to as strategic objectives that the management of a place of work establishes so as to sketch expected outcomes for the guiding employees' efforts as this is very much helpful not only to define an organization's drive, but also to promote its business for growth and achievement of its financial objectives. The setting of specific organizational goals enables a business enterprise to measure its progress towards enhancement of its chance in realizing those business goals or the degree at which organizations must fulfill its mission through its key approaches (McCann, 2004). In relations to Cyert and March (1963), multiple dimensions along which organizational goals are set comprise production, inventory, sales, market share and profitability.

Theoretical Review

In an attempt to explore the link between effective communication and achievement of the organization's set goals, goal setting theory upon which this study was anchored was therefore reviewed and as well adopted.

Goal Setting Theory

Locke, Latham and Erez, (1989) refer goal setting theory to an approach inspiring workers toward performance of work. The theory of goal setting is based on the idea that behaviours of the organization's workforces are changeable positively ensuring that their goals and targets are influenced since this entails some principles aiming at obtaining greater work performance through an improved employees' motivation. These principles encompass: setting of challenging, but achievable goals, that is, goals should be definite, rather than being inexplicit; getting

employees involved in the process of setting their goals; and measurement of goals in terms of simplicity to and comprehension by workers as far as quality, quantity, time, and cost are concerned.

The theory clarifies that setting a goal devoid of an action plan can just be likened unto a mere dream that is hoped to fall into one day. It explicates further that setting a goal is not enough to guarantee its realization, unless the required actions are taken to achieve the anticipated results. Goal setting theory indicates that definite and challenging targets are better than ambiguous statements such as "Do your best." This is so as targets can be beneficial as directional signals, but if deemed as achievable, they can motivate employees or vice versa. The theory was therefore considered to be more suitable for this study due to the fact that it explicate in detail on the necessity for setting an achievable goal or goals in the organization. It assist in letting know that setting a goal is one thing, and being able to achieve it is another thing totally. A goal can be achieved only when it is uncomplicated, effortlessly understood, flawless and explicit, and also when particular actions are taken at the appropriate time.

Empirical Review

Mohamad, Razak, Wan, Noorazura, Asraf and Nuralifah (2019) carried out a study one effective communication as a tool for achieving organizational goals with the use of questionnaires on employees of Pejabat Setiausaha Kerajaan Negeri Sembilan (PSUKNS). This was also with the population 193 respondents. The study utilized Pearson correlation as the statistical tool for the analysis of the gathered data. The result of the study's analysis therefore established a strong and positive relationship between communication climate and organizational objectives in the study establishment.

Nebo, Nwankwo and Okonkwo (2015) researched on the title ''effective communication and organizational performance in Nnamdi Azikiwe University, Awka'' The study utilized survey research method and both primary and secondary sources of data. The population of the study stood at 170 non-academic and 130 academic staff, while the sample size was 166. Chisquare was therefore adopted to test the hypotheses of the study. The findings showed that effective communication facilitates effective and efficient management performance of employees in studied University. The study recommends adoption of effective communication as this would not only enhance information management, but it would minimize loss of required information in addition to helping to lessen organizational misunderstanding and conflict in the establishment.

Methodology

The study employed descriptive survey design, and this was due to its suitability to encapsulate and give full description of the relationship having to do with the various variables. The used data source was primary, while useful journals together with textbooks were equally reviewed and utilized. The study made use of simple random sampling technique so as to make sure that every employee in the study area has equal opportunity for selection.

The population of the study covered all workers of Chi – Farms limited, Ibadan. A hypothetical sample was employed for the study due to the inability to establish the entire number of the employees in the establishment. However, this was in congruence with the observation of Attewell and Rule (1991), and Bradford and Cullen (2012) that hypothetical sample is applicable for usage in a situation where population of the study could not be exactly proven. Consequently, an aggregate number of Four Hundred and Thirty Eight (438) workers of Chi – Farms limited were sampled. This was in tandem with Hill, Brierley and McDougall (2003)'s belief that a sample size of One Hundred (100) and above are substantial enough to ensure appreciable research findings.

The collected data through questionnaire were analyzed with Statistical Package for Social Sciences (SPSS).In the study; descriptive as well as inferential statistics were made us of. The descriptive statistics contains simple percentages and frequency tables, whereas inferential statistical tools utilized was regression.

Hypothesis of the Study

Ho_1: There is no significant contribution of effective communication to the achievement of the organizational goals in Chi-Farm limited, Ibadan

Results and Discussion

The results of the analysis of the study are hereby presented from table 1 through 2 as Four Hundred (400) copies of questionnaire were neatly filled and returned out of the overall Four Hundred and Thirty Eight (438) copies distributed to the workforce of the Chi – Farm limited, Ibadan. So, the analysis was done based on Four Hundred (400) copies of questionnaire.

Table 1: Socio - Demographic Characteristics of the Respondent

Variable	Classification	Frequency	Percentage %
Gender	Male	317	79.3
	Female	83	20.8
	Total	**400**	**100.0**
Age	Below 30 years	37	9.3
	31-40 years	211	52.8
	41-50 years	116	29.0
	51 years and above	36	9.0
	Total	**400**	**100.0**
Marital status	Single	36	9.0
	Married	326	81.5
	Divorced/widow(er)	38	9.5
	Total	**400**	**100.0**
Education Qualification	WASSCE/NECO/GCE	40	10.0
	OND/HND	57	14.2
	B.A/B.Sc	263	65.8
	MBA/M.Sc/P.hD	40	10.0
	Total	**400**	**100.0**

Source: Authors' Fieldwork (2020)

The Table 1 above revealed the case summary of frequency of the respondent's gender with the valid percentages of their responses. It showed that 317 questionnaires were responded to and retrieved from male with 79.3% and 20.8 % questionnaires from the female respondents as the

data indicated that bulk of respondents were males. This shows that 30% constitutional gender rule has been firmly kept or obeyed by the organization under this study. This study has 9.3% respondents whose ages are below 30 years. 52.8% of the respondents have ages between 31 and 40 years, 29.0% of the respondents have ages between 41 and 50 years and the remaining 9.0% have their age between 51 and above years. This meant that the mainstream of respondents (who partook in the study) was aged between 31 and 40 years. This age bracket illustrates the active working age efficiently recommended in the industrial place of work in the selected area.

According to the Table 1, the marital status of the respondents and their frequencies are: Single 36 (9.0%), Married 326 (81.5%), and Divorced/Window are 9.5%. The table as well revealed the educational qualifications of the workforces in the company under this study as 10.0% respondents have WASSCE/NECO/GCE Certificate, 14.2% have OND/NCE, and 14.2% have BSc/BA, while 10.0% have MBA/M.Sc/Ph.D. This suggests that most of the respondents were in a good position to give an unbiased evaluation of the effective communication and achievement of organizational set goals in the selected establishment based on their level of literacy.

Test of Hypothesis

There is no significant contribution of effective communication to the achievement of the organizational goals in Chi-Farm limited, Ibadan

Table 2: Regression's Result:

Model 1	R = 0.986	R^2 = 0.975	Adj.R^2= 0.972		
	Sum of square	Df	Mean square	F	Sig.
Regression	441.860	3	147.287	18.574	0.000[b]
Residual	848.463	397	7.071		
Total	1290.323	400			

Source: Authors' Computation, 2020

Table 2 of the study above reveals the result of the analysis about the influence of effective communication on the achievement of organizational goals in Chi – Farms limited. It implies that there is significant contribution of effective communication to the achievement of the organizational goals in Chi-Farm limited, Ibadan (R^2=.0.975, F= 18.574 $p<0.05$). Therefore, hypothesis was supported by the result of the study, thus, the null hypothesis which states that there is no significant contribution of effective communication to the achievement of the organizational goals in Chi-Farm rejected. Therefore, the result infers that effective communication has considerably effect on the achievement of organizational goals in Chi- Farms limited, Ibadan. This result ivalidates the findings of the study undertaken by Mohamad, Razak, Wan, Noorazura, Asraf and Nuralifah (2019) that communication climate has strong and positive effect on organizational objectives in the establishment under study.

Conclusion

Resulting from the findings of this study, it could therefore be maintained that effective communication is a veritable tool in ensuring quick achievement of goals set by the organization, given that this is the life wire of every place of work and similarly the turning point with which workplace revolves. This is as well the process through which behaviours of workers are

effortlessly and positively changed, performance enhanced and goals or objectives achieved. Hence, regardless of the nature, size, mission and vision of the organization, transmission of required information or ideas understandably from an individual to another or work group is inevitable if the organization must not only continue to exist, but also survival and grow.

Recommendations

Subsequent to the findings of the study, it is therefore recommended that:

i. Everyone in Chi – Farms limited, Ibadan should be mandated to be included not only in the decisions bothering on the achievement of the organization's set goals, but also must be fully involved in the matters that will enhance their performances. This should be through the design and implementation of simple organizational structure for quick and hitch free flow of communication as this will help in lessening misunderstanding, improves information management and cordial relationship between both the management of the organization and the workforces.

ii. The management of the organization should frequently make it a point of duty in organizing work's seminar with seasoned experts in human resource management as anchor individuals. This is for sensitization and enlightenment of employees inclusive of the managers and their subordinates on the significance of effective communication and the need for frequent use at work. Training and retraining progrmmes should as well be incorporated to increase their levels of performance as these will go a long way in fast-tracking the achievement of the organizational goals.

iii. Chi – Farms limited should be made by the management of the organization an open communication environment where all employees will be very much at liberty to share their mind as well get feedback, ideas and even criticism at all levels. This will by this means inspire workers to give their views with no fear of victimization by the management.

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