

Influence of Effective Communication on Organisational Performance in Public Sector Financial Services

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Abstract— Research works assessing the effect of effective communication on organisational performance in public sector financial services organisations, particularly in Yobe State, are scarce. Therefore, this research tests the influence of effective communication on organisational performance in Yobe State Ministry of Finance, envisioning contribution to theory and managerial practice. The study adopted cross sectional survey research. Questionnaire was administered to a sample of eighty-seven (87) members of staff of the Ministry. Convenience sampling method was used to select sample of the study. Similarly, regression was applied to test hypotheses. Finding of the study showed that effective communication has a positive influence on organisational performance in the domain of the Yobe State Ministry of Finance. This study concludes that effective communication in organisations is essential practice that result in superior organisational performance. Hence, effective communication should be implemented in public sector organisations as a strategy for achieving greater organisational performance. This should be done using multiple channels of communication and ensuring that messages are complete, clear, concise, correct, and devoid of ambiguity, among others.

Keywords—Communication, Effective, Ministry of Finance, Organisation, Performance, Yobe State

I. INTRODUCTION

Communication, defined as the practice of conveying message from one party to another fellow through a specific channel [1], is as an important element in all forms of human relations [2]. In all inter-personal dealings, people could be seen to be communicating with one another regarding a subject matter.

But, effective communication ensues when the message sent reaches the recipient as anticipated. In other words, the anticipated meaning is acknowledged as communicated [3]. In corporate settings, effective communication is normally used by management to circulate information among the staff, to coordinate organizational actions, to lessen needless managerial problems, and essentially to improve organizational performance and increase output [4]. Moreover, when communication is effective, the workers successfully perform their jobs which boosts organizational performance [5]. Hence, managers and administrators must have effective internal and external communication in order to succeed [6].

Organisational performance is referred to as the result of work. It comprises the outcomes of an organization as assessed against its planned intents [7].

The influence of effective communication on organizational performance has attracted the attention of

many researchers. In this research direction, several studies were conducted in different contexts [4], [5], [8], [9]. Results of these studies have demonstrated positive relationship between the two constructs. Nevertheless, the extant studies were conducted in the context of non-financial services sector. Moreover, little is known about the effect of effective communication on organisational performance in Yobe State public service organisations. Thus, there is inadequacy of studies on the effect of effective communication on organisational performance in the financial services organisations in particular and the public service organisations in Yobe State in general. Therefore, this study emerges to fill the above gap.

Accordingly, the aim of this research is to test the effect of effective communication on organisation performance in Yobe State Ministry of Finance. The Ministry of Finance was chosen because of its enormous vested financial service responsibilities that comprised of receipt of statutory and other allocation due to Yobe State from the Federation account, advising the state government on financial matters, disbursement of funds on behalf of the state government, maintenance of all government accounts and preparation of annual account and report of the state government. Moreover, other public sector organisations in Yobe State look up to the Ministry of the Finance for their financial needs towards the discharge of their statutory functions.

This study has both theoretical and practical significance. Regarding the theoretical significance, literature review has shown that majority of extant studies linking effective communication and organizational performance were done in non-financial services organizations. Hence, this study adds to our understanding on the connection concerning the two constructs in the public financial services sector. Concerning the practical significance, it is anticipated that finding of this study will help management to understand how to improve organizational performance through the application of an effective communication system in public sector organisations.

The following null hypothesis(HO) and alternate hypothesis(HA) are stated for testing as they relate to the objective of the present study.

HO: Effective communication has no positive influence on organisational performance in Yobe State Ministry of Finance.

HA: Effective communication has positive influence on organisational performance in Yobe State Ministry of Finance

This paper consists of five sections: section I is the introductory part; section II is the literature review. It dwells on communication, corporate communication, effective communication, organisational performance, theoretical framework guiding the study, and the conceptual model; section III is the methodology; section IV presents result of the study, discussion of the finding and implication, and section V is conclusion and recommendation.

II. RELATED WORK

Definition of Communication

Communication is defined in various ways probably based on scholars' individual understanding. [10] define communication as sharing or transmission of information, an idea, a feeling, a fact or an attitude. [2] define communication as the manner through which two or more individuals come to interchange thoughts and understanding between themselves. Bovève and Thill define communication as "the process of transferring information and meaning between senders and receivers, using one or more written, oral, visual, or electronic media" [1, p.41]. Additionally, [3] define communication as the conveying of spoken or written information from one party to another party for a response. Irrespective of the different definitions of communication provided by scholars, two common aspects were observed in the definitions. Firstly, there is some things which are conveyed, such as feelings, thoughts, among others. Secondly, the definitions stress understanding aspect in communication [2].

Communication is a practice and comprises a sender, encoding, message, channel, receiver, decoding, and noise. The sender is the individual who starts communication. Encoding is a method which selects the proper language which the recipient in the communication knows. Message

is the idea initiated by the sender. Channel is an avenue in which a message is transferred. Receiver is an individual to whom a message is sent. Decoding is a practice which ensues at the response side where data and signs are read and converted into useful material. Finally, noise is that which disrupts the course of communication [11], [12].

Definition, Types and Importance of Corporate Communication

Communication in a corporate entity is called corporate communication. It means the system through which organizations connect with the inside and the outside. Corporate communication consists of internal communication and external communication. Internal communications are ways or approaches that are responsible for effective information movement and relationship among personnel in an organisation. Internal communication tools include memo, office order, office circular, office and reports [10]. Memorandum is usually used in big organisations. Departments or officers communicate by means of a memorandum or memo for short. A memo is a quick and precise way of informing or having things done. An office order is an order from a senior officer to a subordinate in an organisation. It is a downward communication used for giving instruction. A circular is basically a letter having some vital information that is disseminated to a great number of people. Office Note is information between two departments within an organization [10]. A report is account organized for the use of others [2].

External communication is the dissemination of information between two organizations. It also arises between an organisation and another person external to the company. The person can be client, dealer, customers, among others[2]. External communication is done through official letters and press briefings, among others.

Corporate communication is vital because it guarantees efficient working in organisations as it creates favorable working environment through sharing of information concerning organisational objectives and policies. Besides, corporate communication is important because it helps in creating relationship in the work setting which has influence on performance and decision making [8]. Furthermore, corporate communication is needed as it guarantees total quality management because of inclusion of various units and specialists with diverse experience. Also, corporate communication helps in maintaining link with external parties [13] and works to raise the smooth operations by facilitating managerial functions such as planning, organizing, leading, directing and motivating and controlling, among others [2].

Effective Communication

Effective communication is the independent variable in the study. Effective communication is defined as understanding, education, empowerment and respect. Similarly, it is the conveyance of the accurate information which is rightly received and understood by the sender as

well as the recipient [7]. [3] asserted that effective communication ensues when an information reaches a recipient as anticipated.

Inside an organisation, an effective communication policy is an exercise over which the organizational workings are continued through conveying information to staff towards better effects [5]. Thus, organisations want effective communication to convey their thoughts, ideas, and answers concerning communicative difficulties within the organization [5], [14]. Effective communication gives individuals information which make them conscious and enlightened. Moreover, effective communication gives rise to positive business outcomes, rich relations among interacting parties, and makes parties to correctly and carefully direct views, and thoughts. It rises motivation to do better, rises obligation towards organisation and includes individuals in the matters of the organisation [14]. The importance of effective communication in all organisations cannot be overemphasized as it is the way by which the staff interrelate and work with each other. In the domain of business, nothing can be accomplished without effectively communicating with employers, employees, clients, suppliers, and customers [2], [15]. Effective communication enables effective accomplishment of works in an organisation and hence, it is mentioned as the bloodstream of an organization [4].

Organisational Performance

Performance is referred to as the effects of work. Accordingly, organisational performances comprised of the real productivity or outcomes in organization as assessed alongside its projected targets [7]. In a private entity the principal results are financial, market and shareholder value performances. In a public entity, the focus is on service provision, public belief/pleasure and distributive improvement of the economy [16]. [11] mentioned that performance is largely evaluated applying yardsticks which are commonly comprehensive explanations of planned targets. They are likewise the measures of acceptable performance results. Yardsticks applied to assess organizational performance depend on the institution and the targets desired to be accomplished. These targets are typically set in the policy making phase and they may comprise profitability, market share and cost, among others. Consequently, most studies on organizational performance apply a variety of financial and nonfinancial success measures

Empirical Review

[4] studied how effective communication affects organizational performance in Ndoroma Petrochemical Ltd; Port Harcourt, Rivers State, using descriptive survey research. The findings showed that types and forms of communication greatly improve organizational performance while poor communication are problems to organizational performance. [8] explored the relationship between effective communication and organisational outcomes in private businesses within Lusaka, Zambia, using survey research. The finding reported a positive

influence of effective communication on organisational performance. In a related study, [5] studied effective communication as a plan for enhancing organisational performance in private universities in Jalalabad city, employing survey research design. Finding of the study showed that effective communication positively affects organisational performance.

Similarly, [17] explored the connection between effective communication management and performance in College of Education, Akampka, using survey research. Result of the study showed that effective communication management has an important link with human rapport, encourages effort, performance and organisational objective fulfilment. [18] studied the influence of effective communication as an approach for increasing organisational performance in the context of Afghanistan Relief Committee in Kabul. The study adopted survey research and finding indicated that good connection between effective communication as well as organisational performance.

The studies reviewed above have demonstrated encouraging bond concerning effective communication and organizational performance. However, the studies were conducted in non-financial services organisations. Moreover, all the studies were conducted outside Yobe State. Thus, there is paucity of studies on the effect of effective communication on organisational performance in the financial services organisations and specifically, in Yobe State's public service sector. Hence, this study is considered to fill the above gap.

Theory underpinning the Study

This study adopts system theory as its theoretical framework. According to this theory, a system comprises objects, features, internal connections among its objects and systems exist in an environment. A system, then, is a composition of possessions that influence one another inside a setting and form a greater arrangement dissimilar from any of the components. The essential systems-interactive body of organisational examination structures, the normal phases of input, treating, and yield, which exhibit the notion of openness/closedness. A closed organization does not interrelate with its surroundings. It does not use information and thus is expected to weaken or disappear. An open system takes information and applies it to interrelate strongly with its setting. Openness rises its prospect to continue as well as flourish. Numerous system structures comprise totality as well as interdependence, links, recognizing bases, system of effect, order, subsystems, self-regulation and control, goal-oriented, exchange with the surrounding, inputs/outputs, the necessity for stability, change and flexibility. Communication in this viewpoint is regarded as an integrated manner –not as an isolated event [19].

Conceptual Model of the Study

Base on the objective, constructs, hypotheses, and theory behind this study, Figure 1 below is designed as a conceptual model. The arrow is the theorized path

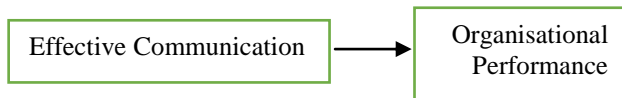


Figure 1: Conceptual Model of the Study

Source: Authors' Design (2022).

III. METHODOLOGY

The study adopts survey research method to collect primary data from the staff of the Yobe State Ministry of Finance. Survey research offers a numeric explanation of approaches, feelings or fashions of a population by examining a sample of that population [20]. Precisely, this study is a cross sectional survey. It is a survey done at particular time [20]. The study was done in March, 2022. Entire workforce of the Yobe State Ministry of Finance constituted the population of this research. The Ministry has a staff strength of 682 as at 2022 [21]. Convenience sampling technique was used to choose sample size of this research. [23] states that in convenience sampling, the researcher takes respondents that are freely reachable. Thus, the investigator's convenience forms the basis for selecting the prospective respondents. Moreover, the method requires low cost and needs no sampling frame [23], [24], [25], and thus its implementation in this research.

Taro Yamane 1964 formula [26] was employed to determine the sample size for this research.

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

N= Total population

(e) error limit

n= Sample size

N= 682

(e)= 10%

$$n = \frac{682}{1 + 682(0.1)^2}$$

$$n = \frac{682}{1 + 682(0.0100)}$$

$$n = \frac{682}{1 + 6.82}$$

$$n = \frac{682}{7.82} = 87.21$$

87 Respondents.

In the questionnaire, the indicators for measuring the variables were all sourced from extant studies and accordingly, adapted. Indicators for effective communication (EC) were obtained from [27] and [28]. Items used to measure organisational performance (OP) were sourced from [11 and [29]. Likert Scale using (1), Strongly agree (2), Agree (3), Neutral (4), Disagree (5), Strongly Disagree was adopted giving respondents an opportunity to select an option on statement that reflects their opinions. Before full administration of the questionnaire, it was given to research experts for face validity. Thereafter, corrections were effected and accordingly, the corrected version was used to collect data. Moreover, previously used measures of the constructs were adapted. The data of the study were analysed by means of descriptive as well as inferential statistics. Statistical Package for Social Sciences Software (SPSS) Version 26.0 assisted in data analysis. Hypotheses were tested using regression. This research consists of single

dependent variable and single independent variable. The following is model specification for this study.

$$OP_i = \beta_1 + \beta_2 EC_i + \epsilon_i \quad \dots (1)$$

Where:

OP = Organizational Performance

EC = Effective communication

β_1 = Constant term

β_2 = Coefficient of independent variable

ϵ_i = Error terms

IV. RESULTS AND DISCUSSION

Preliminary Analysis

In all, 87 questionnaires were circulated among the staff of the Ministry, 62 were returned as suitable for investigation. The number of questionnaires returned represents 71% and was considered good enough for assessment. Prior to the real data exploration, out of range and missing value tests were performed on the data. Regarding out of range The data collected through the administration of questionnaire are coded based on the range of values from the questionnaire options. It is expected that the data do not exceed the expected range. Given that the five-point Likert scale was adopted in this research, out-range value test was performed to ensure that there are no out of range values. Result showed that all the value range for this study is within 1-5. No value was found outside the 1-5 range. Similarly, missing value was tested in this study to ensure that they do not affect the result of the study [30].

When the percentage of missing value is more than 20%, missing value affects the result, but if missing value is less than 20%, missing value is said to be normal. In this study, missing values were detected at 8.1%, which was lower than the 20% level earlier stated. Hence, the missing value level does not pose a challenge to the analysis of data [31].

Demographic Data of Participants

Details on the personal information of participants are presented in Table 1. Concerning gender, the Table 1 showed that 48 of the respondents, representing 77.4% are male while, 14 respondents, representing 22.6% are female. This indicates that the proportion of men are higher than women. Concerning age group, the result shows that 27 of the respondents, representing 45% are between the age range of 41-50 years. Also, 22 respondents, representing 36.7% are found to be between the age range of 31-40 years. Similarly, 8 respondents, representing 13.3% are between the age range of 21-30 years while, 3 respondents, representing 5.0% are between the age range of 51-60. We observed that the respondents are old enough to respond reasonably to the questions and thus, this research work is based on people who are of age to give relevant answers. In terms of educational level, it is revealed that 32 of the respondents, representing 52.5% are Bachelor Degree/Higher National Diploma (HND) holders while, 20 respondents, representing 32.8% have Diploma/Nigerian Certificate in Education (NCE).

However, 5 and 4 of the respondents, representing 8.2% and 6.6% Masters and Secondary School Certificate (SSCE) respectively. Furthermore, based on income level in Naira, it is revealed that 26 of the respondents, representing 42.6% earn between 30,000 and 50,000. Likewise, 25 of the respondents, representing 41.0% earn between 51,000 and 70,000. However, 8 and 2 of the respondents, representing 13.1% and 3.3% earn 71,000 to 90,000 and 91,000 and above respectively. Regarding cadre, 33 of the respondents, representing 53.2% are in the Senior cadre, 25.8% are in the Junior cadre while, 21.0% are in the management cadre. Finally, Table 1 showed that 19 of the respondents, representing 30.9% are in Human Resources Department, 22.6% belong to the Finance and Supply Department, 8.1% are in Research and Planning Department and 7, 6 and 11 of the respondents, representing 11.3%, 9.7% and 17.7% are Treasury, Final Account and Other departments respectively.

Table 1: Personal Data of Participants

	Frequency	Valid (%)
Sex		
Male	48	77.4
Female	14	22.6
Age		
21-30 years	8	13.3
31-40	22	36.7
41-50	27	45
51 and above	3	5
Level of Education		
SSCE	4	6.5
Diploma/ NCE	20	32.8
Degree/HND	32	52.5
Master Degree	5	8.2
Income in Naira		
30,000-50,000	26	42.6
51,000-70,000	25	41.3
71,000-90,000	8	13.1
91,000 and above	2	3.3
Cadre		
Management	13	21
Senior	33	53.2
Junior	16	25.8
Department		
Human Resources	19	30.6
Finance and Supply	14	22.6
Planning and Research	5	8.1
Treasury	7	11.3
Final Account	6	9.7
Others	11	17.7

Reliability Test

Cronbach’s Alpha is applied to authenticate reliability of the items. Given that the reliability significance ranges between 0 and 1; it indicates that the value of 0 shows low reliability whereas 1 specifies great reliability. A value of 0.7 is usually suggested [32]. However, [33] stated that a Cronbach Alpha score higher than 0.75 is usually accepted as a greater reliability, 0.5-0.70 shows a reliable measure, and a value lower shows a reliability. In this study,

analysis indicates a moderate reliable instrument. Table 2 displays the result of the reliability of the variables, which suggested a satisfactory score.

Table 2: Reliability Test

Serial Number	Constructs	Number of Items	Cronbach Value	Remark
1	EC	5	0.626	Moderate
2	OP	4	0.506	Moderate

Source: SPSS 26.0

Normality Test

This section carries out the necessary statistic tests before running the regression, tests hypotheses and draw conclusions. The Normality test was utilized to designate a symmetrical, bell-shaped curve, which has the highest occurrence of scores round in the mid combined with minor occurrences towards the extremes [31]. In the regression, there is one dependent variable, which is (OP). If the dependent variable is not normally distributed, then the alternate method of analysis is applied.

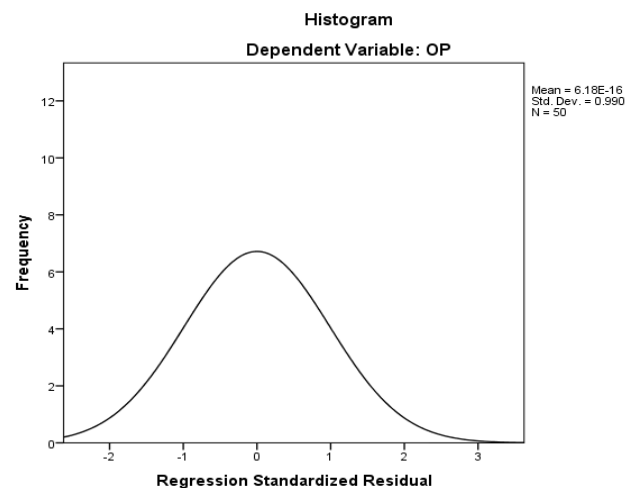


Figure 2: Normality Test

According to Figure 2, the histogram displays that the data charts a normal distribution because the bell-shaped curve is symmetric. Consequently, OP is normally distributed.

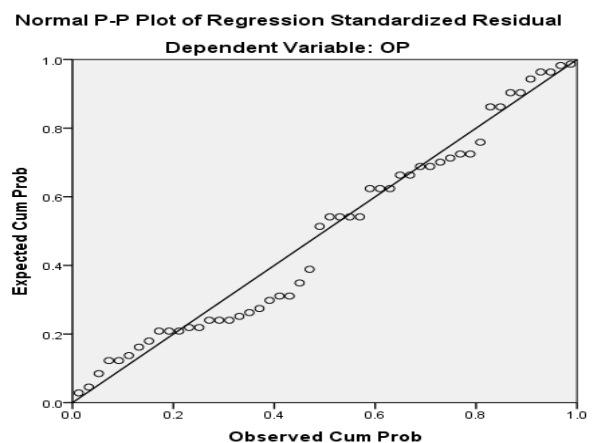


Figure 3: Normality P-P Plot

From the Figure 3, the normality of the P-P plot shows that the dotted data are clustered around the slope line moving upward from left to right. Thus, OP is normally distributed.

Correlation Result

correlation was applied to test if there are excessive correlations between the variables in the model. The formula is given as:

$$r = \frac{N\sum XY - (\sum X)(\sum Y)}{\sqrt{[N\sum X^2 - (\sum X)^2][N\sum Y^2 - (\sum Y)^2]}}$$

Where:

N is the total number of pairs of test and retest scores

Y is the Independent Variable

X is the Dependent Variable

Decision rule:

Any value between 0-0.4 is weak correlation

Any value between 0.5-0.7 strong correlations

Any value between 0.75-1 is very strong correlation

The correlation result for dependent and independent variables in Table 3 shows that the variables have positive and significant relationship. The result revealed that EC correlated to OP by 29.4%. It also implies that EC affect OP positively but at a weak rate.

Table 3: Correlation Result

		EC	OP
EC	Pearson Correlation	1	.294*
	Sig. (2-tailed)		.038
	N	55	50
OP	Pearson Correlation	.294*	1
	Sig. (2-tailed)	.038	
	N	50	56

*. Correlation is significant at the 0.05 level (2-tailed).

Hypotheses Testing Result

As earlier stated, regression analysis was used to examine the effect of the independent variables effective communication on organisational performance. Decision rule: if p-value is less than the level of significance of 0.05, accept the alternate hypothesis, and if the p-value is greater than the level of significance of 0.05, take the null hypothesis.

Hypotheses of this study were:

HO: Effective communication has no positive influence on organisational performance in Yobe state Ministry of Finance.

HA: Effective communication has positive influence on organisational performance in Yobe State Ministry of Finance.

Table 4 shows the result of the hypothesis testing. Since $p < 0.05$ as shown in Table 4, we discard the null hypothesis and take the alternate hypothesis. Meaning that effective communication system in Yobe State Ministry of Finance positively affects the Ministry's organisational performance.

Table 4 Regression Result

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
1 (Constant)	1.265	.217		5.822	.000		
EC	.221	.104	.294	2.128	.038	1.000	1.000

a. Dependent Variable: OP

Discussion of Finding and Implication

The discussion is centered on the result of hypotheses testing. Result indicated that effective communication has positive influence on organisational outcomes in Yobe State Ministry of Finance. This finding agrees with finding in extant empirical research [5], [8], [17], [18]. Thus, the various internal and external communication practices in the Ministry has helped toward appropriateness and accuracy of service delivery, effective management for cost control, positive image in the eyes of public audience, and ease of service the public, ministries, department and agencies. Moreover, early studies have demonstrated the vital role effective communication plays in fostering mutual understanding and among workers in organisations. Consequently, forward looking and result oriented institutions are expending resources and efforts toward establishing proper channels and modern devices of communication to ensure correct dispatch and receipt of information to enhance performance.

The finding in this research has both theoretical and practical implications. Regarding the theoretical implication, this research has confirmed the role effective communication plays on organisational performance. Hence, the study has contributed to system theory of communication. Concerning the practical implication, this study expands the existing understanding that effective practice leads to organisational performance.

V. CONCLUSION AND FUTURE SCOPE

The influence of effective communication on organisational performance was tested in this research.

Finding has demonstrated that in the public financial service sector in Yobe State, organisational performance is influenced by implementation of effective communication as $p < 0.05$. thus, the management of the Ministry has derived value from its communication efforts. Therefore, this study concludes that partaking in effective communication practices within organisation are significant actions that result in better organisational performance. The result of this research contributes to the understanding of effective communication practices in relation to organisations. Therefore, public financial service organisations in Nigeria derive value from the finding in this study toward instituting continuing effective communication system. Based on the study's conclusion, it is suggested that effective communication policies be practiced in organisations as ways for supporting better organisational performance. This should be done using multiple channels of communication and ensuring that messages are complete, clear, concise, correct, and considering the audience when communicating, among others.

This study has some limitations. Firstly, this survey was a cross sectional one. Therefore, the finding of this study could not unveil the link between effective communication and organisational performance over a long period. Secondly, the study is confined to the Yobe State Ministry of Finance. So, finding regarding the effect of effective communication on organisational performance in Ministries of Finance in other states in Nigeria is not known.

To overcome the above mentioned limitations, it is suggested that researchers should consider adoption of longitudinal survey in future similar researches. Also, the conceptual model of the present study should be tested in the context of Ministries of Finance in other states in Nigeria.

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