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IMPROVING THE ORGANIZATIONAL PERFORMANCE THROUGH EFFECTIVE COMMUNICATION IN POWER HOLDING COMPANY IN BAUCHI STATE.

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Abstract

The study ascertained ways of Improving Organizational Performance through Effective Communication (A Case Study of Power Holding Company Bauchi) The objectives of the study were to find out the most effective way of information and how information can be passed down the administrative hierarchy to ensure compliance and the means of communication that are being practiced in the organization with references to (PHCN) Power Holding Company of Nigeria Plc district office Bauchi as a case study. The population of the study consisted 100 staff (65 operational and 35 strategic staff). The sampled size consisted of 80 staff (55 operational and 25 strategic staff). A total of 80 questionnaires were lodged across the various staff in the organization. Data were collected through questionnaire and analyzed using descriptive statistics research design and adopted simple percentage. The findings of the study show 75% for effective communication as a tool for the enhancement of an achievement of organization goals and objective, 62.5% for Communication Contribution to the Growth of the Organization. The findings of the study recommended that There is need for employment of qualified technical staff with higher professional certificates, in service course training; seminar and symposium which will assist in enhancing communication effectiveness and facilitation of inter-department lectures on communication that will assist in promoting mutual co-existence between the different departments of the organization.

Key words: Organization, Performance, Improvement and Effective Communication

INTRODUCTION

Communication in Nigeria is indispensable without it no organization can be able to survive or exist. One of the most essential aspects of management leadership is the transmission and exchange of all types of information necessary for the efficient running of the organization.

The main aim of communication whether oral or written is to pass the message clearly, to the person to whom it is intended to receive the information. This research tries to determine how communication is used as effective instrument for passing information within an organization, specially taking the Jos electricity distribution Plc as a case study. The project has been structured towards communication because it pervades the total managerial process. It integrates managerial function and links the enterprise with its environment. For instance, the objectives set in planning are communicated, so that appropriate organizational structure can be designed.

Therefore, communication is essential in the selection and training of managers. Similarly, effective leaders, and how to inform the public concerning their product depends greatly in the way manner you communicate. Thus, it is communication that makes management possible.

The Power holding company of Nigeria (PHCN) which was primarily known as (NEPA) was established by decree No. 24 with amalgamation of electric cooperation of Nigeria (ENC) and Nigerian Dam Authority (NDA) TCN was empowered to maintain an efficient coordinating and economic system of electricity to all the nooks and corner of the nation. It started with a humble but steady beginning with only four (4) motor power stations namely often. AFAM thermal power station kainji hydro-power station nationwide this propelled the nation's technological and industrial growth. PHCN has become the fastest and biggest growing electricity industry in Africa and indeed the developing world with customer population at over five million similarly the cooperation is made up of zonal offices which are now referred to as distribution zones,

comparison of Abuja Benin, Gombe, Ibadan, Kaduna, Lagos, distribution zones each headed by a general manager which is now referred to as chief operating officer (CEO) distribution, assistant general manager now the head of technical engineering, principal manager, senior manager acting in various capacities in the sections.

The organization was later transformed into Jos Electricity Distribution Company Plc (JED) following its privatization into Discos by the federal Government of Nigeria.

Meaning of Communication

Hudson, (1979) defined communication as an ability to convey in the simplest form, an information/idea which the recipient can easily understand and ability on the part of the recipient to reciprocate in such a way that we can easily understand. In other word, the emphasis is not to shared experience, idea/attitude, communication can only be said to be effective if the recipient interprets the message in the way that is intended by the sender. It must be pointed out that even if the interpretation is similar to what the sender means; communication is not effective because before effective communication can take place, is when the receiver fully understands what the sender means.

Lattle (1979) also defined communication as the process by which information is passed between individuals and organization by means of previously agreed symbols. This definition sees communication as means of encoding, because the major problems of communication is the symbols that the message will be send, therefore an effective communication can only take place if there is an agreed symbols that is arranged to the communication, for instance when you wanted to communicate in an organization verbally instead of verbal or written communication you just decide to used sign or change demonstration, believe, sincerely that communication cannot be effective because that was not the communication but when the right symbols are used then

effective communication can take place in an organization especially Jos electricity distribution company Plc, Nigeria Bauchi State.

Vickers (1967) says that communication required first a common language, second common skills in using it, thirdly a common ideas and assumption and lastly common association and confidence. In this definition communication is a process. Vickers is emphasizing that the language you used in communication is very important in the society, because when the language is understood effective communication has taken place for instance when you are using Igbo language in order to communicate with somebody that does not understand Igbo that will make communication not to take place, that is why an official language assigned for usage in school and organization which is English language; that is so because of the importance of language in the process of communication.

Barriers of Communication

The barriers according to Saleh (2001) include individual differences and different views are often attached to different meaning of the situation for example.

Supervisor: Is expected to encourage the wariest to work harder so as to achieve the desired target, but the supervisor having different idea on how efficiently could be achieved; many announce to workers that as from today anybody that come late to work will be fired.

I*nference:* This is an assumption made by a receiver of message, this assumption may be correct at times but in other times the receiver completely misinterprets the sender for the sale manager is in a meeting, the salesman thinks the reason given is false.

Semantic: These problems arise when the same work has different meaning to different people for example, if management tells a new company secretary to burn a copy of a particular commodity

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ablaze the management by saying that wants more copies of the particular commodity produced. Hence, the problem of semantics arises because the new secretary is not familiar with the technical jargons of management.

From all indication, a study shows that the above-mentioned barriers and some which do not fuel within the information constitute barriers to effective communication.

Communication in an Organization

This view of communication in an organization is carried out along channel/route that are either established formally or informally, a formally channels are those established by the management of the organization for the sole purpose of communication, these cite the official line of communication that more often help them in audience the stipulated goals. The informal channels are the unofficial routes through which communication flows within the organization that is the grapevine communication flow within the organization take several pantsuits.

Downward Communication: It's the typical book to subordinate communication and is the most common among organization. What passes down is mostly in structures, directives or general information to the lower rank of staff from the top. This could be orally or written or through any other method deemed suitable occasion.

Upward Communication: Is the opposite of downward communication in this case, the workers of the lower ranks actually pass feedback and other information to the management, but this mostly occur through joint counsel. Upward communication is very vital in any organization as a result of breakdown in communication. The above two are normally referred to as vertical communication.

Horizontal Communication: This occur when information passes between staff who are the same level whether in the same department or not, such people are peers and the communication that passes between them is mostly face to face conversation. As a result of this organization go to reap the benefit of such exchange of information.

Diagonal Communication: This occur when staff selected across the various levels in the organization are brought together to interest, frequently when tasks arise in organization that span across department, forms are raised comparison of both junior and senior staff to handle them diagonally on the organization chart forms rely on. This is the brainstorming forms whose members are down diagonally on the organization chart rely on reservoir of cooperation and goodwill to handle the task organization use this method to solve number of problems.

Methodology

Research Design

According to Kerlinger (1993) in Usuala (2001) defines research as the plan structure and strategy of investigation conceived so as to obtain answers to research questions and to control variances. For the purpose of this study the research design adopted is descriptive research design because the study is aimed at describing the characteristics of a given population using a sample drawn from the population.

Population of the Study

According to Mallo (2006) population is the total of items or people which are concerned that is under a given consideration. It can also be seen as the aggregation or summation of sample. To have precise information required the research work is limited to Jos Electricity Distribution Company, Bauchi district. The organization comprises of 200 employees (staff) the number of the choice is to represent the total population of the organization. The population of the study consisted 100 staff (65 operational and 35 strategic staff)

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Population Sample

According to Mallo (2006) sample is part of subsets of a population. It is also referred to as part of whole group or cooperate of which observation are made. A sample is a portion of the study in this study a sample of 80 staff was chosen. The sampled size consisted of 80 staff (55 operational and 25 strategic staff)

Research instrument for Data Collection

Simple random sampling was also considered in this research work, this is a portion of a population which is selected randomly from the research and use questionnaires to gather information for the purpose of this study. Questionnaires were designed and administered to the strategic and operation staff of Jos Electricity Distribution Company Plc Bauchi branch.

Method of Data Analysis

The researcher used the simple percentage method of data analysis. Each group of responses was summed, and then the number obtained divided by the total number of sample size which in this case is 80, after which the researcher multiplied each outcome by 100. The result then becomes the percentage for those responses.

Results and Discussion

The research was to enhanced organizational performance through effective communication, as a case study of Jos electricity distribution company Bauchi. The results deal with the presentation of data, data analysis, and discussion of findings.

It is with regards to the above that this discussion was centered on the analysis and interpretation of the data collected.

Table 1**: Respondents Gender**

Responses	No of Responses	Percentage %

Male	70	87.5%
Female	10	12.5%
Total	80	100%

Source: Field work, 2024

From the above 87.5% of the respondents are male with 12.5% of the respondents are female. Therefore, the analysis shows that most of the respondents are males.

Table 2**: Age of the Respondents**

Responses	No. of Responses	Percentage %
20-30yrs	20	25%
31-40yrs	35	43.75%
41 and above yrs.	25	31.25%
Total	80	100%

Sources: Field work, 2024

From the above table, it can be seen that 31.25% respondents are within the age of 41 and above years. 25% are within 20-30 years and 43. 75% of them are of the age range 31-40 years.

Table 3**: Nature of the Work of Respondents**

Responses	No. of Responses	Percentage %
Administration	30	37.5%
Clark	25	31.25%
Supervisors	25	31.25%

Sources: Field work, 2024

The above table shows that 37.5% of the respondents are administrators, 31.25% are Clarks while 31.25% also are the supervisors. This indicates most of the respondents are clerks and supervisors.

Table 4**: Respondent Qualification**

Responses	No. of Responses	Percentage %
Primary /Elementary Certificate	25	31.25%
SSCE/ GCE	20	25%
ND/ NCE	10	12.5%
HND/ BA /BSC	5	6.25%
M.A/ M. Sc	11	13.75%

Others	9	11.25%
Total	80	100%

Source: *field work, 2024*

The table above shows that 88.75% of the respondents were educated, but the level of their education differs 31.25% of the respondents possess primary/elementary certificate, 25% of the respondents possess SSCE/GCE, 12.5 of the respondents are ND/NCE graduates, 6.25% with a qualification of HND/BA/B. Sc, 13.75% of them are M.A/M.Sc. graduates and 11.25% are not educated. Therefore, majority of the respondents have primary and SSCE/GCE Qualifications that means there is need for higher qualified workers.

Table 5**: Does Communication Contributed to the Growth of the Organization**

Responses	No. of Responses	Percentage %
Yes	50	62.5%
No	30	37.5%
Total	80	100%

Sources: Field work, 2024

From the above table 62.5% said that communication has contributed to the growth of the organization while only 37.5 % said that communication has not contributed to the growth of the organization. Therefore, the analysis shows that communication has fully contributed to the growth of the organization.

Table 6: **That effective communication is a tool for the enhancement of an achievement of organization goals and objective.**

Responses	No. of Responses	Percentage %
Yes	60	75%
No	20	25%
Total	80	100%

Sources: Field work, 2024

From the above table 75% said that effective communication is a tool for the achievement of organization goals and objectives while only 25% of them said declined. Therefore, the analysis shows that effective communication is an effective tool for enhancing the achievement of goals and objectives which without it all the stated goals and objectives will not be achieved.

Table 7: Does effective communication enhance the achievements of your organization goals.

Responses	No. of Responses	Percentage %
Yes	60	75%
No	20	25%
Total	80	100%

Sources: Field work, 2024

From the above table 75% said that effective communication enhanced the achievement of their organizational goals while only 25% of them disagreed.

Conclusion and Recommendations

The government and the stake holders in the manufacturing industries/service sectors has made a conscious effort to tackle the problems of the communication in manufacturing industries/service sectors in Nigeria, but the efforts are either not in a right part or deliberately misuse. And to solve this problem, proactive measures of improving the communication process must be put in place.

Even though, government is privatizing its Institutions, but if the communication is not improved to meet the maximum needs of Nigerians which include our manufacturing/service sectors then nothing will change. The used of effective communication is not in conformity with new international standard system of tertian institution. Considering the imperial findings in the research study, the researcher authoritatively concludes that communication did not only have a significant role but an unqualified able role in promoting employers in an organization.

Therefore, policy makers, corporate institution, organization and private individuals are being advice to strengthen, promote, develop and sustain their efforts of personal participation in effective communication to enhance a rapid socio-political and economic wellbeing of the nation.

Recommendations

The researcher came up with the following recommendations, which if implemented would help the organization in complementing its communication policies.

There is need for the employment of qualified higher position staff, this is because majority of the workers possess primary, secondary, and NCE certificates at the expenses of HND/ Degree and other higher certificates.

There is need for in-service training inevitably by sending officers to institutions of higher learning; seminar and symposium which would assist in enhancing communication effectiveness.

Capacity building and inter-departmental lectures on communication would assist in promoting on- the job training and mutual co-existence between the different departments of the organization.

The organization should employ more technical and supervisory staff especially in the communication units of the organization.

The organization should improve their communication channel so as to achieve their goals and objectives of communication in the organization.

The organization should enhance the effectiveness of communication in the organization by acquiring more sophisticated gadgets to facilitate easy communication.

The organization should formulate organization communication policies that will pass the test of the time.

There should be an alternative communication system in case the ones in place fall thereby providing a back-up to the existing ones.

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