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*COMMUNICATION GAP AND ITS EFFECT IN THE  
ACHIEVEMENT OF ORGANIZATIONAL GOAL OF  
NIGERIAN BOTTLING COMPANY NINTH MILE  
ENUGU STATE.*

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**BY**

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***Abstract***

*The study carried out to investigate Communication Gap and its effects In The Achievement of Organizational Goal in Nigeria Bottling Company Enugu. The researcher suggested that if communication is adequate in organization there will be proper coordination between the staff and the management and hence achieving the organizational goals on the other hand, if communication is inadequate, it hampers the smooth running of the business and general a lot of problems. The researcher is aware of the problems posed by inadequate communication and it is in a bid to make detailed study of the effect of these problems and offer solutions for them that the research work is being designed. In addition it was found out there are very wide gap between the executives and their subordinates in the areas of communication. If this chasm created is properly handled, there will be proper coordination of activities in business organization. It was also discovered from the study that good communication as a primary objective was the result of the successful existence of most successful business organization today. In making this discovery the use of questionnaires, oral interviews and observations were applied in collecting data. The use of sample tables and percentages were made in the analysis, the survey and findings was drawn, interpretations and conclusions made. The implications and recommendations include that due to poor communication, poor result is got at the same time, lack of staff welfare added to the nonchalant attitude of communications and this affects organization. Poor communication reduces the image of the organization to the outside world. As a result, for progress, information should be allowed to penetrate into the main stream of the organization at the formation of better*

*result. Clear instruction should come from one executive to single staff at a time rather than jam packed orders.*

**Keywords:** Organization, Communication gap, behavior, Organizational goal.

## **Introduction**

Communication is a very vital tools in carrying out our daily activities which makes the saying that if you don't say here I am nobody will know where you are. Everyone needs communication with people around to share experience in jobs, frustration, hopes and fears. From childhood we all learn how to communicate as children, we are able to recognize and indentify happiness and annoyance in our parent's faces or words. And at school, we learn how to write and interpret numbers and diagrams, we also come to understand the silent language of communication expressed in faces, gestured and body movement that is the body language on non verbal communication. This array of skills has helped us to be active members of the family, school and work group.

It is only when people have come to know others through work, play or study that they prepared to open up and to trust others.

Much has been said and written about the effect of communication gap on the achievement of organization goal. Communication is very important and vital tool in every organization. Various authors have defined communication, in his own

definition; John M.P Fiffner (2012) saw communication as a galaxy of connotation, each of which is valuable and useful for its particular context. It is indeed common that the mere mention of world communication conjures pictures of the letters, telegram, radio, cables, telephone, TV etc. These pictures present examples of some of the instruments of communication but do not define what the word communication really is. Basically, communication has to do with how these and other instruments are employed in the act and art of passing information from one person to another or from one person to a group of people.

According to C.J. Coulson (2014) defines communication as the process by which information is transmitted between individuals or organization by means of commonly accepted symbols in order to elicit a particular response.

The above definition implies that for communication to take place, there must be two or more people and that communication should have an air, the intent of sender, which must be properly perceived by receiver, otherwise the communication is lost.

Since communication involves the conveying of information from one person

to another, it is now clear that the process of communication is an essential one in any human endeavour as no one is an Island and therefore always interacts with other people. However, stated definition of communication applies to people at home, school, conference meeting, anywhere, anytime in this era of specialization when knowledge has been compartmentalized into various disciplines. It is natural that specially makes modification and so arrived at definition that are considered unique to and suitable for these disciplines.

There are some elements which any good and effective communication in an organization should contain.

1. **Purpose:** Any communication, which should be effective must have predetermine objective.
2. **Interchanges:** Communication as mentioned always involve at least two or more people including the sender and the receiver.
3. **Idea and opinion:** Instruction and likes. The content of the message encoded will vary depending on purpose or circumstance.
4. **Personally or Impersonally:** Communication channels chosen may be direct, face to face or via television to million of people simultaneously.

5. **By symbol of Sign:** Some devices or methods of communication should be employed to carry or convey the message or bring the interchange.

### **Communication Process**

Communication involves a process, it is dynamic and complex process, it is dynamic because it is comparable to a living organization over growing and assuming new dimension. It is complex because like all living organism, growth brings about development. As living things develop the various organism organs or parts become more sophisticated and natural ready to perform more complex and difficult functions. It is a process because communication starts from some where the source, and terminates at a point called destination or receiver. It continues to flow forwards and backwards from the source to the destination or receiver until the problem which necessitated the communication has been resolved. This fact is also vividly brought out by Leonard J. Kasmierl (2012) when he wrote “information and understanding are passed to the receiver and knowledge of its effect impact is passed back to the sender in the form of feedback. The

whole sequence of the sender conveying information to the receiver and the recipient sending back some feedback to the sender, is the communication process. At most, everybody is an organization target or goal, every person in an organization should try and master the techniques of transmitting information.

Feedback is essential for effective long term working relationship, H koontz O Donnel and Weilrich (1976) properly and effectively encoded, transmitted, decoded and understood unless it is confirmed by feedback. It is therefore, necessary to feedback in any information system to check communication effectiveness. Communication as a process involves the transferring passing, giving and receiving, the sharing and impairing of dies, opinion and attitudes etc. communication is certainly not a one way affair, but a two way process, in this process, there is no superior status. Communication as a process involves three essential things-action, reaction and interactions.

**Action:** This refers to the initiative taken by someone, usually called the source, sender, encoder, the transmitter, the initiator etc to share, give impact, opinion, attitude etc. action therefore

refers to the willingness of the initiator to act. he could do this through various means. He could speak, gestures point, draw etc.

**Reaction:** it refers to the response of the receiver to the initiator or of the encoder, in other words, it is the feedback on the message of the sender.

**Interaction:** It refers to exchange of message between senders and receivers. It is a continues every going and never ending process. In this process the message leaves the source and reaches the receiver who now respond becomes the source and the former source who now receives the feedback becomes the receiver.

### **Importance Of Communication**

Communication is basic to the existence of human organization. It has been the primary concern of administration in all human institution be it military, government, church, family and school or business organization.

According to Daile Katz and Rober L. Kalu (2012) said that communication is the exchange of information and the transmission of meaning is very essential in the social system of an organization could not have come together without the instrumentality of communication, hence communication enable organization to be forward.

There are many organization in the world in which are primary, secondary, formal and informal. An example of primary organization is the family with an informal setting where a man and a woman come together, these people joins means of effective communication through the man is able to win the opinion of his wife. These people join and being to increase size through procreation of children. At this point they strive to sustain their language the basic tool of communication, by trying to communicate with their children. This means that in the family unit communication enables parents culture, norms and labours of the society. As the children grow, communication process enable them to mix outside organization or environment.

In the performance of an organization, communication plays an important role which is to effect change to influence section towards the welfare to the enterprise or to create awareness of a product to the world. Business for instance requires information about the organization cycle a government activities knowledge about such information enables or helps the managers to make decision that effect their product line, product quality making strategy, communication helps

to integrate the managerial functions of planning, organizing, directing and controlling. According to Terry Paul (2013) in his word, said that communication helps to lubricate and faster the management process, it helps managerial planning to performed effectively, management actually to be performed effectively and managerial controlling to be applied effectively. It then follows that communication is an essential ingredients of almost everything a manager does, in this way they circulate information to different sections and department in the organization.

According to Samuel Eilon (2014) wined that information in a communication network is the lifeline or wire of a business enterprise . it is like blood flowing through the veins and arteries of the body. Through information flow, mangers are able to establish and disseminate the goals on an enterprise, develop plans for their achievement, organize human and other resources in the most efficient way, select, train and appraise organizational members and control performance.

In a business organization, there are crises, or problems from time to time, such crises in most case s emanate from a communication block out workers for instance have been known to go on strike



when expectation are not met e.g non payment of salaries (Minimum wage) for months without explanation from management. This implies that it overcomes the problem arising from each or such communication gap, industries leaders must communicate the gap must be bridged between what management know because they have access to a lot of information and what employee believe often in ignorance.

Finally, on his own part, Fred Aken (2012) attributes a substantial portion of a company unlivable performance to its communication programme “while our results cannot be attributes solely to our communication programs it clearly much of the credit” in any organization.

### **Purpose Of Communication**

The main purpose of communication is to change someone, group or something in bringing forth favourable trends. R.C. Micheln stated that the purpose of communication is inducing action and secure inaction. In business enterprise, communication is effected to influence action towards the welfare of the enterprise. Business for example repairs information about prices, competition, technology and finance as well as information about the business cycle and government activity. B. Willey categorized the purpose of business communication as:

1. Employees relation.
2. Employers recruitment
3. Sales and promotions
4. Reporting to management
5. Reporting to stockholders.

### **Barrier To Effective Communication In Nigeria Bottling Company Enugu**

Communication is the life wire of any organization though management tries to ensure effective communication in Nigerian Bottling Company, there are some disguised barrier on the part of management to recognize the existence for horizontal channel of communication which is officially provided for in the organization. This is a barrier as it may lead to distortion of information. Officially, information will be passing through the vertical channels while informally workers communicate through the horizontal channel so that inconsistent means of passing information develops.

Secondly, the poor academic background of most of the junior staff is a barrier to effective communication. There is the tendency that except management is extremely careful about the way it encodes information sent to workers, there would be misconception of ideas. Moreso, communication needs proper planning, there should be sufficient reason to justify whenever a new directive to be given.

Noise also is a disruptive factor in the flow of information, be it electronic based gadgets used in communication in human verbal and non-verbal communication.

### **Types And Method Of Communication**

Organizational communication helps to orientate workers to their jobs as well as helping the supervisor to monitor the activities of the workers. Within the organization, there are two basic system of communication the formal and the informal there are others referred to as the semi-formal channel which are the officially recognized , and so they are the conduit pipe for channeling task related messages or information.

Informal communication , there is three principles flow of information:

1. Downward flow
2. Upward flow
3. Horizontal flow

These are the modern concept of information flow within the organization. Hitherto, it used to be downward hierarchical communication flow. It was an authoritarian information flow. Information flow from the top management downward t the workers. The vertical communication emanates from persons with highest authority and the flow spans all the strata of the organization. Downward communication flow was based on the

theory that organization members are employers because of pay. Consequently, their opinions, ideas, attitudes and family welfare were considered irrelevant to the employees so long as he performed the task which he was employed. But this motion was wrong because productivity is a reflection of the home situation, and this was the mere reasons why the management should be investigated in the welfare of the organization member outside the work place.

Moreso, because the employee was to feel that he is not part and parcel of the organization, he did not, most of the time feel committed to this task. Employees are now able to engage in upward communication, they also have unions that cater for their interest as well as the interest of the organization. Emphasis is now on participating management in that employees are now on participate management in that employees are now seen as part and parcel of the organization. By upward communication therefore, we mean the flow is a feedback loop on how organization members react to management decisions, directives, goals, target etc. consequently, the upward flows are message continuing clarification on directives, decision target etc. the upward flow allows the offices to report back to management, to express their feelings about

their task and the problem and progress of their units.

When upward flow of communicating is encouraged, it confers on the organization members as set of belonging to the organization and consequently they become more committed to their task, and lead to increase in productivity. Absence of upward communication flow is dangerous. There is the tendency however, that the organization members would give only supportive information to the management with the type of information it would like to get.

Horizontal communication flow could however cause a detriment of the pursuit of the organizational goals. It could also had to the passing of the officially recognized avenues for solving issues.

The semi-vertical communication flow takes care of union members. Trade union has come to recognize as the mouth piece of the employees. As a result of this recognition, it now constitutes on official communication transfer system between employees and management. The semi-vertical communication flow provides a liaising between workers and management and vice-versa. This dual flows produces a balance information system in the organization. The informal communication flow system carried the unofficial information, and it is the system that the

management pretend to neglect, but actually make use of it. According to Rogers and Rogers (2014) informal communication structure is determined by proximity and mutual attractiveness of individual that interacts in work places and in other activities. In the same way it is determined by similarities of values and social characteristics informal authority. This information communication flow directly from the bottom to the top and vice-versa through unofficial rumours. In these cases, there are no evidences to buttress the information and their originators are difficult to ascertain. In organization where the rumours is life, it shows that there is a communication problem within the organization. In other words, there is communication gap there secondly grapevine is the positive counterpart of rumour, it is usually based on facts, and has origin. Information carried through the grapevine are often related to the organization and the social life of employee, such as marriage, naming ceremonies etc. at time grapevine is deliberately used in order to determined how employees will react it's a proposed policy, this management could modify it f need be.

Communication whether formal or informal interpersonal or organizational must be effected through verbal and non-



verbal methods. In this case, one can classify communication into verbal and non-verbal.

Non-verbal communication is the type of communication, which is carried out without the use of words. Non-verbal communication can come in different forms for instance, it can be carried out with hand, finger, body gesticulation etc. This is used in communication with deaf and dumb. Sometimes facial gestures and thinking of an eye convey messages, that one has not spoken for example, frown may mean “I am not happy about what you have done” or don’t do it.

Verbal communication encompasses oral and written communication, oral communication is the communication method involving person to person. Verbal communication participated in by all levels of management to generate interest acceptance and influence. It involves sound voice. The main fields of oral communication according to Deverall are:

1. Interviewing of all kinds, formal and informal
2. The more or less formal address
3. Meeting of many kinds
4. The use of the telephone and similar media for transmission of the voice.
5. In one study, some of the managers notice that communication is the cause for difficulties on their jobs and

this then creates the need for these problems.

### **Methodology**

The first approach used in this research involves library research, secondly the data used in the analysis comprise quantitative information on the nature and appraisal of the impact of communication gap on the achievement of organizational goal. These includes among other things.

1. The communication pattern in the organization.
2. The organization set-up of the labour and or the industrial relations department of the organization.
3. The union views on the communication network of their organization.

The primary sources of data were mainly obtained from the response to questionnaires administered. Therefore, the design is descriptive survey design.

### **Research Questions**

The research questions are given below:

1. Which way does communication flows in your organization?
2. Does management keep union abreast with the state affairs/event in the organization?
3. Is their adequate consultation between management and union?

- |   |                             |
|---|-----------------------------|
| 4. Are duties delegated in your organization?                                     | = $\frac{5000}{5001(0.01)}$ |
| 5. How the industry is rated in achieving goal in relation to good communication? | = $\frac{5000}{5.001}$      |

### Population Of The Study

The entire population of this study of Nigerian Bottling Company Enugu is approximated at 5,000 employees.

Sample size = 99.9 = 100 approximately. After the computation 100 staff are the sample size.

### Sample Of The Study

The actual population for the research is some members of senior and junior staff of Nigerian Bottling Company. A sample is therefore, smaller group of elements drawn through a definite procedure from a specified population.

### Instrument Of Data Collection

Two main instruments were employed for the collection of data. This includes:

1. Questionnaire and
2. Personal oral interview

Formula is  $n : v$

### Method Of Data Analysis

The statistic tool used in testing hypothesis 1 and 2 are chi-square is now parametric on categorized data which tries to find out the differences between the observed and expected frequencies.

Where  $n = \frac{N(e)^2}{1+N(e)^2}$  = estimated sample size  
 $N =$  population size (5000)  
 $e =$  Error margin (10%)

The formular is given thus

$$X^2 = \frac{\sum (fo - fe)^2}{fe}$$

The sample taken from the staff at Nigerian Bottling Company is represented as:

Where  $fe =$  expected frequency

$$\text{Sample size} = \frac{N}{1+N(e)^2} = \frac{5000}{1+5000(0.1)^2}$$

$fo =$  observed frequency  
 $x^2 =$  chi-square

$$\sum =$$

summation

On the other hand the simple percentage is also used in analyzing the questionnaires.

The formular is given thus.

$$\frac{F}{N} \times \frac{100}{1}$$

Where F = No of observed frequency

N = Total number of respondents

$$100 = \text{Percentage.}$$

## Result

### Analysis Of Data

A total number of forty-five (45) copies of questionnaires were distributed, but forty were returned from both senior and junior staff (workers) of Nigerian Bottling Company Plc. Enugu.

### Hypothesis 1

There is a significant between communication and organization efficiency and effectiveness.

### Table 4.3

Responses on communication and organization efficiency and effectiveness.

Response	Observed frequency (O <sub>i</sub> )	Probability if H <sub>i</sub> is true (p <sub>i</sub> )	Exp fre (E <sub>i</sub> )
High	30	.5	20
Low	10	.5	20
Total	40	1.0	40

H<sub>0</sub>: = Effective communication does not affect organization efficiency.

H<sub>i</sub>: Effective communication affect organizational efficiency.

At 95% Df = n-1 ie 2-1 = 1

$$\chi^2_{0.05} = 3.841 = 3.84$$

### Specification Of Decision Rule

The test is carried out at 0.05 level of significance. At the level, the alternative hypothesis (H<sub>i</sub>) is accepted which say that effective communication affects organizational efficiency and reject the null hypothesis (H<sub>0</sub>) since the chi-square X<sup>2</sup> tabulate > chi-square (X<sup>2</sup>) calculated.

### The Result And Decision Rule

The criterion for decision is accept H<sub>i</sub>, if calculated X<sup>2</sup> tabulated X<sup>2</sup> and 0.05 and idf. But from the computation above, the computed value of X<sup>2</sup> is greater than tabulated value 3.84 > 10.

Therefore, the hypothesis that there is a significant relationship between communication and organizational

efficiency and effectiveness should be accepted.

**Hypothesis II**

Poor communication influences delegation of duty.

**Table 4.4**

Response on poor communication and delegation of duty.

Response	Observed frequency (O <sub>i</sub> )	Probability if H <sub>i</sub> is true (p <sub>i</sub> )	Expected frequency (E <sub>i</sub> )	(O <sub>i</sub> - E <sub>i</sub> ) <sup>2</sup> / E <sub>i</sub>
Yes	37	.5	20	37-20 = 17
No	3	.5	20	3-20 = 17
<b>Total</b>	<b>40</b>	<b>1.0</b>	<b>40</b>	<b>10</b>

H<sub>0</sub> = Poor communication influence delegation duty.

At 95% of = n-1 ie 2-1 = 1  
X<sup>2</sup> 0.051 = 3.841 = 3.84.

**Decision Rule**

Reject H<sub>0</sub> and accept H<sub>i</sub> if computer X<sup>2</sup>> tabulated since X<sup>2</sup> X<sup>2</sup> 3.84>28.9 we accept H<sub>i</sub> which states that poor communication influences detonation of duty. Reject hypothesis if calculated value is < tabulated value. From the above table, the calculated value is 36.1<3.84.

Therefore the null hypothesis is rejected. Alternative hypothesis is accept which says

that the level of communication determines the extent industrial peace and harmony.

**Summary Of Results**

Respondent responses results are gotten from the structured questionnaire and the hypothesis which gives a clear and understanding result. The descriptive statistical tool applied is the percentage. Again the random sample from the

**Discussion Of Findings**

1. From table 4.1 it showed that 10 respondents agreed that communication flow upward only in their organization while 5 respondents agreed that communication flow downward only in their organization then 25 respondents agreed that communication flow upward and downward in their organization.
2. From table 4.2 it showed that 39 respondents agreed that management keep union abreast with the state affairs or event in their organization while 1 respondent disagreed that management do not keep union abreast with the state affairs or event in their organization.

3. From table 4.3 it showed that 40 respondents all agreed that there are adequate consultation between management and union.
4. From table 4.4 it showed that 38 respondents agreed that duties are delegated in their organization while 2 respondents disagreed that duties are not delegated in their organization.
5. From table 4.5 it showed that 35 respondents indicated that they rate the industry high in goal achieving in relation to good communication while 5 respondents rate the industry average in goal achieving relation to good communication.

### **Conclusion**

Based on the findings the following conclusion are made. This research study was empirically carried out and the finding have helped in answering the research problems, it was found that good communication promotes the efficiency in the organization. Although, that in itself does not only work alone, there are other determinants like the quality of the workforce and also the quality of material and equipment involved within the operation of the firm. The study embraced individuals and the union existing with the organization the alternative hypothesis was

accepted based on the decision rule and therefore conclude that poor communication affects delegation of duty. Finally, from the data collected, the level of communication determines the extent of industrial peace and harmony.

### **Recommendations**

Based on the findings the following recommendation are made:

1. Management should maintain and encourage good communication with individuals and union, employees should be constantly fed with information, which will be of relevance to them. In addition in times of recession union should be constantly aware of the state affairs of the organization.
2. Communication should flow in every direction within any organization, it should not only be from the top.
3. Grapevine should be encouraged because it could be a veritable channel of obtaining and sending information.
4. Employee should be encouraged to feel free in their opinion regarding the affairs of their establishments.

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