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## EFFECTIVE COMMUNICATION AND ORGANIZATIONAL WELL BEING: A STUDY OF CAPTAIN ELECHI AMADI POLYTECHNIC, RUMUOLA

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### ABSTRACT

The study examined effective communication and organizational well-being: a study of Captain Elechi Amadi Polytechnic, Rumuola Port Harcourt. The instrument used in carrying out the study was questionnaire. A total of 610 populations consisting of teaching and non-teaching staff of Capt. Elechi Amadi Polytechni, Rumuola, Port Harcourt. A sample of 200 was arrived at, using Taro Yamen Sampling Technique. Out of 200 copies of the questionnaire distributed to 180 were duly completed and returned. Three research questions and three hypotheses were raised upon which 15 correlational questionnaire items were generated in the research questionnaire to obtain responses from the respondents. The statistical of mean and standard deviation was used to answer the research questions, while chi-square was used to test the hypotheses. The instrument was validated by a senior lecturer in the department of Educational Management, Ignatius Ajuru University of Education. The reliability of the instrument was tested using SPSS version 23 at .75 which indicates that the instrument measured what it was expected to measure. The findings showed that there is a significant relationship between effective communication and organizational wellbeing. The study recommended that the institution should embark on effective communication across the hierarchy of its staff to achieve organizational well-being.

**Key Words:** Effective Communication, Organizational well-being, Tertiary Institution, Staff, Captain Elechi Amadi Polytechnic

### INTRODUCTION

All human interactions are form of communication. In this business world, nothing can be achieved without effectively communicating with employers, employees, clients, suppliers, and customers. If you look at the most successful business people in the world, you will see people who have mastered the art of communication. Tertiary institutions are in the business of training and retraining potential professionals who will man the future economy. Communication is therefore a vital tool to achieving the said objectives. Business all over the world today is very challenging. To stay profitable in the highly challenging and competitive global market economy all factors at production (i.e men, machine and materials), should be wisely managed. Among the factors of production, human resource constitutes the biggest challenge because unlike inputs, employee management demands skillful handling of thoughts, feelings and emotions to secure highest productivity. Effectiveorganizational communication plays an important role in this challenge. Communication has crucial impacts among work groups in that organizational communication is a channel to flow information, resources, and even policies.

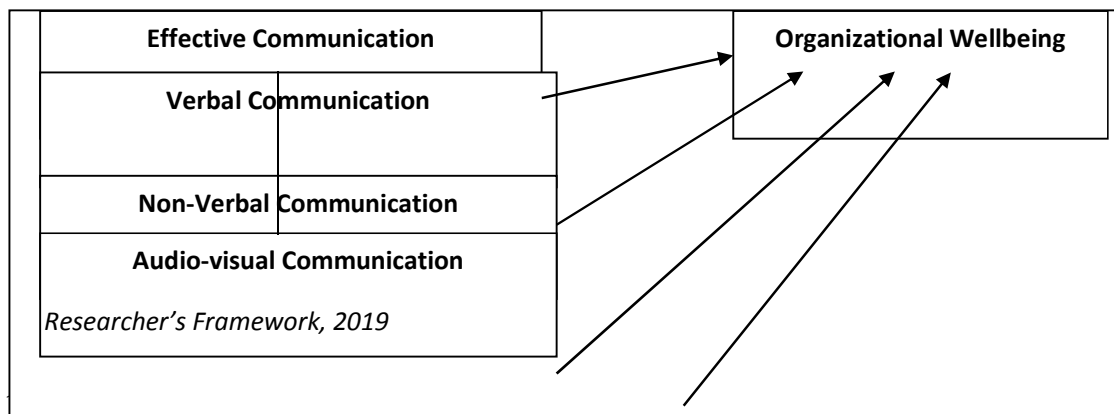


Organizational communication can be broadly defined as communication with one another in the context of an organization (Eisenberg & Good all, 1997; Shockley-Zalabak, 2015) as cited in Eunju (2017). This type of communication, in turn, includes activities of sending and receiving message through various layers of authority, using various message systems, and discussing various topics of interest to the group we belong to or the company we work for. Organizational communication research has mainly been conducted both in the business management field and in the communication field; however, researchers in the public administration field have provided little knowledge about organizational communication and its roles and effects. (Eunju , 2016). Several studies emphasize that effective communication can enhance organizational outcomes (Garnelt, Marlowe, & Pandey, 2008; Pandey & Garnelt, 2006). Communication influence on the perception and opinions about persons, communities, organizations, governments, and even society. As a managerial tool, communication is frequently expected to share information with members, to coordinate activities, to reduce unnecessary managerial burdens and, rules and ultimately to improve organizational performance.

In sum, in all human organization, the art of communication cannot be overemphasized; it is the means by which people interact and work with one another. Just like blood stream in people, communication represents the bloodstream of organization. This means that nothing can be achieved in an organization without effective communication. Communication skills are important in all human endeavours, including business. Even though communication skills are so important to success in the workplace, there are many individuals who find that there is a limit to their communication skills and that they see to have reached a stumbling block in their progress. They may sometimes struggle to convey their thoughts and ideals in an accurate manner, making it difficult to reach their full potential as a communicator, a manager, and a leader of others.

### Review of Related Literature

#### Conceptual Framework of Effective Communication and Organizational Well being



and attitudes verbally or non-verbally to produce a favourable response". Draft (2000)



defines communication as “the process by which information is exchanged and understood by two or more people usually with the intention to motivate or influence behavior”. Communication refers to the exchange of information between a sender (source) and a receiver (destination) so that it is received, understood and leads to action (Obamiro, 2008). Obilade (1989) defines communication as “a process that involves the transmission of message from a sender to the receiver. Folarin (2003) defines communication as “any means by which a thought is transferred from one person to another”. Communication is the process by which any person or a group shares and impacts information with/to another person (or group) so that either people (or groups) clearly understand one another (Soola, 2000). Not just giving information, it is the giving of understandable information and receiving and therefore, the transferring of a message to another party so that it can be understood and acted upon (Ode, 1999). Ugbojah (2001) defines communication as “the process which involves all acts of transmitting messages to channels which link people to the languages and symbols which are used to transmit such messages. It is also the means by which such messages are received and stored. It includes the rules, customs and conventions which define and regulate human relationship and events”. In its simplest form, however, communication is the transmission of a message from a source to a receiver or the process of creating shared meaning (Baran, 2004).

It has been shown that there exist various definitions for communication, as there are different disciplines. While some definitions are human centred, others are not. For example, communication system may incorporate computers, as well as less sophisticated reproducing devices such as photocopiers. A photocopier may see communication as meaning different thing from the way a marketer preconceives it. Similarly, a gospel preacher may think communication is something, which is of course different from what a journalist thinks it is. Therefore, there is no single definition of communication agreed upon by scholars. Psychologists, sociologists, medical practitioners, philosophers and communication specialists, all define communication based on their orientations and perspectives. Psychologists defined communication as “the process by which an individual (the communicator) transmits stimuli (usually verbal symbols) to modify the behaviours of the other individuals (communicates)”. This definition describes what many extension workers and change agents hope to achieve. Sociologists see communications “as the mechanism through which human relations exist and develop”. Some people define communication rather narrowly, saying “communication is the process whereby one person tells another something through the written or spoken word”. This definition, from a book written by a journalist, seems reasonable for those in that field. So, there are definitions of communication as there are various disciplines. Communication is from a latin word-*communis*, which means common or shared understanding. Communication therefore is a purposeful effect to establish commonness between a source and receiver (Schramm, 2009). Whatever is being shared could be associated with knowledge, experience, thought, ideas, suggestions, opinions, feelings etc.



## NATURE OF COMMUNICATION

Communication is very central to all human activities; thus is because everything we do and do not, communicate. Man's interaction with other human beings is a result of communication. Communication is the key around which human life revolves. Communication is also innate; every man is born with the ability from childhood, we learn to communicate by crying, smiling, kicking etc. Communication is made up of activities of under related elements which continue to function is the communication process. The fact is that the word communication is encompassing, ambiguous and pervasive. These three words capture the universal nature of communication and make everyone think they know something about communication. Communication performs diverse kinds of functions which include:

**Social Interaction:** Human interaction is possible because we can communicate. We relate with friends, parents, colleagues, etc because they share codes that made us understand each other. Without communication, this will not be possible.

**Business and Trade:** Communication provides opportunity to transact business and engage in trade. We are able to make known what we are offering for sales and what we want to buy. We also negotiate the prices, mode of delivery etc through communication.

**Exchange of Ideas and Spread of Knowledge:** We express freely our ideas, opinions and feelings or issues affecting us. We also share knowledge as we engage in discussion and write books. In classroom situation a teacher is able to impart knowledge into students through communication.

**Social-Political Development:** Development is made possible through communication. Communication helps to mobilize people to work together for their social and political development.

**Social-Cultural Integration:** Communication enables exchange of cultural and values. Through music, interaction in communication, we are able to learn one another's cultures and blend for harmonious cohabitation.

### Importance of Communication

The importance of communication shall be looked at from the study of Moorhead and Griffin (1989) which state that manager transmits information for a variety of reasons as highlighted in Obamiro (2008):

- To achieve coordinated action
- To express feelings and emotion
- To share information regarding:
  - Organizational goals
  - Task directions
  - Results of efforts



- Decision making
- To achieve effective control
- To encourage staff participation in decision making
- To create a good public image and reputation for an organization

### **Types of Communication**

Organizational communication is a system of networks linking the three hierarchical levels (management, union and staff) together in order to enhance productivity. The two major types of communication channel within an organization are: formal and informal patterns of communication.

#### **Formal Pattern of Communication**

Formal patterns of communication are the official paths recognized by management. They follow the established chain of command or line of authority. Formal information can be transmitted internally or externally.

#### **Internal Communication**

Internal communication takes place within an organizational framework to coordinate organizational resources. It conveys information through letters, memos, circulars, etc, to employees. It is divided into three broad parts.

a. **Horizontal Communication:** This is also called lateral communication. It is the transmission of message along the same lateral or similar level in an organization. This occurs between team members, between different teams and employees on the same or similar level. The use of horizontal communication is on the increase because of the interactive electronic communication technologies such as e-mail and phone messages that greatly enhance horizontal communication by making it possible to establish leaning communities and virtual teams of employees who work together even different locations.

b. **Vertical Communication:** Vertical communication is an organization communication that involves two different movements, that is, from "up down" and from "down to up" along the organizational hierarchy. It comprises downward and upward communication.

i **Downward Communication:** this refers to movement of information from the top management to the lowest officers.

ii **Upward Communication:** this is the pattern through which superior gets necessary feedback on subordinates' actions.

c. **Quasi-Vertical Communication:** it is the type of pattern of communication in which organized body of employees called labour union intermediates between management and employees.



## 2. External Communication

External communication has to do with disseminating information and interaction with the immediate environmental elements such as customers, suppliers, creditors, etc. The effectiveness of this depends on how perfectly internal communication is handled.

### Informal Pattern of Communication

Informal channel of communication is an official chain of command which flows in any direction. It is mostly used when there are gaps in or barriers to formal communication which disturb the employees from getting the information they require or desire. Common sources are; rumour (an unofficial channel which transmits unreliable information), grapevine (it carries more reliable and valuable information. It can be single strand, gossip or cluster) (Nweke, 2019)

### Forms of Communication

The three major forms of communication commonly used by managers in organization are:

- a. **Written Communication:** it involves the use of letters, memos, bulletin, procedures/ policy manuals, notices, books, etc., to transmit information in an organization.
- b. **Oral communication:** this refers to verbal conversation between two or more persons in an organization. It is a face-to-face interaction and most frequently used kind of communication channel during conferences, seminars, meetings, interviews, etc. It is rich in content, because there is a high level of interaction between the sender and the receiver.
- c. **Non-Verbal Communication:** this means using any form other than written and oral communication to transmit information. This includes the use of facial expressions, body movement and personal appearance to pass information. Important categories are Kinetic behavior, physical distance, tone of voice and object language.

### Principles of Communication

Certain principles are very essential to effective communication. These principles, according to Mangal and Mangal(2009), include:

- a. **Principle of Readiness and Motivation:** The communicator and the receiver should be ready and remain motivated throughout the process of communication. Lack of interest, zeal and enthusiasm on the part of either of them may adversely affect the process and product of communication.
- b. **Principle of Possession of competent communication skills:** The communicator and the receiver should be quite competent and efficient in terms of communicating and receiving the desired information or message. Possession of the required communication



skills is crucial, so that the task of communication, in terms of transmission and reception, may be performed by them effectively.

c. **Principle of Sharing and Interaction:** Since communication is a two way process, its success lies in allowing as much as possible exchange of ideas, and keeping mutual interaction between the source of communication and receiver.

d. **Principle of Suitability of the Communication Contents:** The content of what is to be communicated should be very suitable and easily understandable. It should be appropriate on the part of both the communicator and the receiver.

e. **Principle of Appropriate Media and Channel:** The effectiveness of the process of communication will depend on the type and appropriateness of media or communication channel used.

f. **Principle of Appropriate feedback:** Communication flow is deemed to be effective flow if it continues to receive the desired feedback from the receiver and vice versa.

g. **Principle of Facilitators and Barriers of communication:** There are many intervening variables lying between the source and the receiver of information in a communication process. The effect of these variables, on the (positive or negative) source and receiver, becomes a decisive factor of the success or failure of communication.

### **Verbal Communication and Organizational Wellbeing.**

Relationship-building is critical for many different reasons. Everyone responds uniquely to different Forms and methods of communication and it is critical to understand these aspects in order to be effective in giving and receiving your message, as well as feedback. According to Gallup (2012), people who have a best friend at work are seven times more likely to be engaged in their jobs. And it doesn't have to be a best friend: Gallup found that people who simply had a good friend in the workplace are more likely to be satisfied. This study looks at how to build strong, positive relationships at work by building strong communication. We'll see why it's important to have good working relationships, and we'll look at how to strengthen your relationships with people that you don't naturally get on with.

Human beings are naturally social creatures – we crave friendship and positive interactions, just as we do food and water. So it makes sense that the better our relationships are at work, the happier and more productive we're going to be. Good working relationships give us several other benefits: our work is more enjoyable when we have good relationships with those around us. Also, people are more likely to go along with changes that we want to implement, and we're more innovative and creative. What's more, good relationships give us freedom: instead of spending time and energy overcoming the problems associated with negative relationships, we can, instead, focus on opportunities. Good relationships are also often necessary if we hope to develop our careers. After all, if your boss doesn't trust you, it's unlikely that he or she will consider



you when a new position opens up. Overall, we all want to work with people we're on good terms with. We also need good working relationships with others in our professional circle. Customers, suppliers and key stakeholders are all essential to our success. So, it's important to build and maintain good relations with these people (Gallup, 2010). There are several characteristics that make up good, healthy working relationships:

- Trust – This is the foundation of every good relationship. When you trust, communication is key to communicate down time. your team and colleagues, you form a powerful bond that helps you to work and communicate more effectively. If you trust the people you work with, you can be open and honest in your thoughts and actions, and you don't have to waste time and energy "watching your back."
- Mutual Respect – When you respect the people who you work with, you value their input and ideas, and they value yours. Working together, you can develop solutions based on your collective insight, wisdom and creativity.
- Mindfulness – This means taking responsibility for your words and actions. Those who are mindful are careful and attend to what they say, and they don't let their own negative emotions impact the people around them.
- Welcoming Diversity – People with good relationships not only accept diverse people and opinions, but they welcome them. For instance, when your friends and colleagues offer different opinions from yours, you take the time to consider what they have to say, and factor their insights into your decision-making.
- Open Communication – We communicate all day, whether we're sending emails and IMs, or meeting face to face. The better and more effectively you communicate with those around you, the richer your relationships will be. All good relationships depend on open, honest communication (Gallup, 2010).

Although we should try to build and maintain good working relationships with everyone, there are certain relationships that deserve extra attention.

For instance, you'll likely benefit from developing good relationships with key stakeholders in your organization. These are the people who have a stake in your success or failure. Forming a bond with these people will help you to ensure that your projects and career, stay on track. Once you have created a list of colleagues who have an interest in your projects and career, you can devote time to building and managing these relationships. Clients and customers are another group who deserve extra attention. Think of the last time you had to deal with an unhappy customer by communicating effectively with them; it was probably challenging and draining. Although you may not be able to keep everyone happy 100 percent of the time, maintaining honest, trusting relationships with your customers can help you to ensure that if things do go wrong, damage. Good communication with clients and customers can also lead to extra sales, career advancement, and a more rewarding life.

### **Audio-Visual Communication and Organizational Wellbeing**

Audio communication is the ability to hear or understand signalled communication through body language or gesture. It is the ability to accurately receive and interpret





messages in the communication process. Listening is key to all effective communication. Without the ability to listen effectively, messages are easily misunderstood. The well-being of any organization depends on the extent members of the organization are able to listen in order to carry out organization goals (Nweke, 2018). Listening is key to all effective communication. Without the ability to listen effectively, messages are easily misunderstood. As a result, communication breaks down and the sender of the message can easily become frustrated or irritated. If there is one communication skill you should aim to master, then listening is it. Listening is so important that many top employers provide listening skills training for their employees. This is not surprising when you consider that good listening skills can lead to better customer satisfaction, greater productivity with fewer mistakes, and increased sharing of information that in turn can lead to more creative and innovative work.

Many successful leaders and entrepreneurs credit their success to effective listening skills. Richard Branson frequently quotes listening as one of the main factors behind the success of Virgin. A greater number of friends and social networks, improved self-esteem and confidence, higher grades at school and in academic work, and even better health and general well-being. Studies have shown that, whereas speaking raises blood pressure, attentive listening can bring it down. Listening is Not the Same as Hearing. Hearing refers to the sounds that enter your ears. It is a physical process that, provided you do not have any hearing problems, happens automatically (Baran, 2005). Listening, however, requires more than that: it requires focus and concentrated effort, both mental and sometimes physical as well. Listening means paying attention not only to the story, but how it is told, the use of language and voice, and how the other person uses his or her body. In other words, it means being aware of both verbal and non-verbal messages. Your ability to listen effectively depends on the degree to which you perceive and understand this messages. Listening is not a passive process. In fact, the listener can, and should, be at least as engaged in the process as the speaker. The phrase '*active listening*' is used to describe this process of being fully involved.

### **Non-verbal Communication and Organizational Well being**

Verbal Communication or information without context is meaningless. For information to become meaningful, it must be related to other information, and relatable to questions that matter to the individual (Eveland, 2001; Ingwersen, 1992; Kintsch, 1998; Lowe, 2001; Neuman et al., 1992; Raaijmakers & Shiffrin, 2010; Schaap, 2006; Shah, Kwak, Schmierbach, & Zubric, 2004; van Dijk & Kintsch, 1983). In the social sciences, the embedding of information into a particular context has become known under the name framing (Iyengar, 2010; van Atteveldt, Ruigrok, & Kleinnijenhuis, 2006). However, not any set of related information functions as a frame: For contextual information to form a frame, it needs to provide a coherent interpretative backdrop for comprehension (Gamson & Modigliani, 2012; Matthes & Kohring, 2008). Coherence between individual pieces of information is not inherent to either piece, but must be supported by a web of relations that elucidate how one is connected to the other (Kintsch, 2012). The many links that connect single pieces of information form a semantic network defining how information is related.



Keum, & Armstrong, 2010; Tewksbury & Scheufele, 2009; van Atteveldt et al., 2006), the difference between information and meaning, hence, is integration. The same information, seen in a different context, means something different – possibly, something different entirely (Neuman et al., 1992; Shu, 2003). Information, it is necessary to get a clear conceptualization of the central notions of information, context, and meaning, respectively. Although many scholars have recognized the contingency of the meaning of information on the context it is provided in, there is remarkably little work on the nature of context in information processing (Ingwersen, 1992). Only in the last decades, two developments have established the topic on the research agenda: On the one hand, the rise of the constructivist paradigm in the humanities and the social sciences has highlighted the dependency of meaning on the situation and the person trying to derive it (Bennett, 2013; Petty, Brinol, & DeMarree, 2007).

## **METHODOLOGY**

### **Statement of the Problem**

Effective communication in organizations appears to have been a bane over the years. Employees are starved of organizational information or communication passed through other channels other than the organizational approved channel of communication. It appears employees and other stake-holders in tertiary institutions access information through other sources rather than from the right source. It appears information filter through grape vine, rumors before the actual information. Most of the times, it appears managers or unit heads do not respond to employee needs by not communicating with them effectively. This study will venture into what roles effective communication have on the organizational effectiveness as it appears that organizational well-being depends on effective communication.

### **Objective of the Study**

The general objective of this study is to investigate effective communication and organizational well-being of tertiary institutions in Rivers State. However the study will limit itself to the following specific objectives:

1. To find out the relationship between verbal communication and organizational well-being in Capt. Elechi Amadi Polytechnic Rumuola Rivers State.
2. To find out the relationship between non-verbal communication and organizational well-being in Capt. Elechi Amadi Polytechnic Rumuola in Rivers State.
3. To find out the relationship between audio communication and organizational well-being in Capt. Elechi Amadi Polytechnic Rumuola.

### **Research Questions**

To make appropriate investigation of the topic under study, the following questions will be answered:

1. How does verbal communication relate with organizational well-being in Capt. Elechi Amadi Polytechnic Rumuola



2. How does non-verbal communication relate to the organizational well-being in Capt. Elechi Amadi Polytechnic Rumuola?
3. How does audio communication relate organizational well-being in Capt. Elechi Amadi Polytechnic Rumuola?

### Research Hypotheses

To answer the research questions stated above, and to achieve the aim of the study, the following hypotheses are conserved and stated in its null form:

H<sub>01</sub>: There is no significant relationship between verbal communication and organizational well-being in Capt. Elechi Amadi Polytechnic Rumuola

H<sub>02</sub>: There is no significant relationship between non-verbal communication and organizational well-being in Capt. Elechi Amadi Polytechnic Rumuola

H<sub>03</sub>: There is no significant relationship between audio-communication and organizational well-being Capt. Elechi Amadi Polytechnic Rumuola

### Research Design

Survey research design will adopted for this study. The researcher deemed this design appropriate for the study because it establishes the relationship between the variables under study,

### Population for the Study

The population of this study consists of all the staff (Admin and teaching) staff Captain Elechi Amadi Polytechnic, Rumuola, Port Harcourt, totalling 610.

### Sample and Sampling Technique

The sample for this study will be 200. Adopting the Taro Yamen sampling technique.

Yamen (1967) provides a simplified formula to calculate sample sizes.

Assumption

95% confidence level

$P =$

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

$$n = \frac{300}{1+300(0.05)^2}$$

$$n = \frac{300}{1+300(0.0025)}$$

$$n = \frac{300}{1+0.5}$$

$$n = 200$$

### Data Collection Method

The researcher used questionnaire for data collection titled (SRT). The simple percentage scale of Strongly Disagree (1), Disagree (2), Agree (3) and Strongly Agree (4) to obtain responses from the respondents. The secondary data was generated for the literature review.



### Validity and Reliability of the Instrument

The instrument was validated by a senior lecturer in the department of Educational Management, Ignatius Ajuru University of Education. To ensure reliability of the instrument Crumbach Alpha test was used and the reliability of the two instruments was established at 0.79. Reliability test of the instrument will ensure that the instrument measures what it is expected to measure.

### Administration of the Instruments

The instruments were administered to the respondents by the researcher and research assistants by hand.

### Method of Data Analysis

Data collected was analyzed in line with the research questions and hypotheses tested with chi-square at the significance level of .05. Mean and standard deviation will be used to answer the research questions. Formula for the chi-square:

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

## RESULT PRESENTATION AND ANALYSIS

**Table 4.1** Questionnaire Distributed

Options	Respondent	Total
No. distributed	200	200
No. returned	180	180
Rejected	20	20

Source: Field Survey (2019)

### Data Analysis

A total of 200 questionnaires were distributed but 180 copies were properly filled and returned which were used for the data analysis.

### Marital Status of the Respondents

Options	Frequency	Percent (%)
Single	88	49%
Married	92	51%
<b>Total</b>	<b>180</b>	<b>100%</b>

Source: Field Survey (2019)

The table above shows that 88(49%) of the respondents are single while 92(51%) are married.

### Respondents Analysis by Sex

Gender	Frequency	Percent (%)
Male	90	50%



Female	90	50%
<b>Total</b>	<b>180</b>	<b>100%</b>

Source: Field Survey (2019)

The above table show that 90(50%) of the respondent are male while 90(50%) are female.

### Respondents Analysis by Education

Qualification	Frequency	Percent (%)
PHD/MSC	30	17
SSCE/WAEC	36	20
BSC/HND	54	30
OND/NCE	60	33
<b>Total</b>	<b>180</b>	<b>100%</b>

Source: Field Survey (2019)

The above table indicate 30(17%) represent PHD, 36(20%) represents SSCE/WAEC, 54(30%) represents BSC/HND while 60(33%) represents OND/NCE, OND/NCE has more access to the information required in the questionnaire than others.

### Respondents Analysis by Age

Option	Frequency	Percent (%)
25-39 years	70	39
40-49 years	50	28
50 and above	60	33
<b>Total</b>	<b>180</b>	<b>100%</b>

Source: Field Survey (2019)

The above table shows that 70(39%) represents respondents within 25-39 years, 50(28%) represents respondents within 40-49 years, while 60(33%) respondent are within 50 and above. The majority of the respondents within 25-39 years have more access to the questionnaire than the others.

### Research Questions

**Question 1:** How does verbal communication relate with organizational well being in Capt. Elechi Amadi Polytechnic, Rumuola

Option	Respondent	Percentage (%)
Strongly agreed	50	28
Agreed	80	44
Strongly disagreed	20	11
Disagreed	30	17
<b>Total</b>	<b>180</b>	<b>100%</b>

Source: Field Survey (2019)

The table above indicates that 50(28%) strongly agreed that there are Verbal communication in Captain Elechi Amadi Polytechnic, 80(44%) agreed that verbal communication in in Captain Elechi Amadi Polytechnic, 20(11%) strongly disagreed that



verbal communication in Captain Elechi Amadi Polytechnic, 30(17%). Disagreed that verbal communication in tertiary institutions in Captain Elechi Amadi Polytechnic.

**4.2.5 Question 2:** How does non-verbal communication relate with organizational well-being in tertiary institutions in Rivers State?

Option	Respondent	Percentage (%)
Strongly agreed	50	28
Agreed	70	39
Strongly disagreed	20	11
Disagreed	40	22
<b>Total</b>	<b>180</b>	<b>100%</b>

Source: Field Survey (2019)

The table above indicates that 50(28%) strongly agreed that non-verbal communication relate with organizational well-being in Rivers State in Captain Elechi Amadi Polytechnic, 70(39%) agreed that non-verbal communication relate with organizational well-being in Captain Elechi Amadi Polytechnic, PH, 20(11%) strongly disagreed that non-communication relate with organizational well-being in Captain Elechi Amadi Polytechnic, 40(22%) disagreed that communication relate with organizational well-being in Captain Elechi Amadi Polytechnic.

**Question 3:** How does Audio-visual communication relate to the organizational well-being in Capt. Elechi Amadi Polytechnic Rumuola?

Option	Respondent	Percentage (%)
Strongly agreed	40	22
Agreed	90	50
Strongly disagreed	30	17
Disagreed	20	11
<b>Total</b>	<b>180</b>	<b>100%</b>

Source: Field Survey (2019)

The table above indicates that 40(22%) strongly agreed that audio-visual communication relate to the organizational well-being in Captain Elechi Amadi Polytechnic, PH, 90(50%) agreed that audio-visual communication relate to the organizational well-being in Captain Elechi Amadi Polytechnic PH, 30(17%) strongly disagreed that audio-visual communication relate to the organizational well-being in Captain Elechi Amadi Polytechnic PH, 20(11%) disagreed that audio-visual communication relate to the organizational well-being in Captain Elechi Amadi Polytechnic PH.

### Hypothesis Testing 1

S/N	O	E	o-e	(o-e) <sup>2</sup>	$\frac{(o - e)^2}{e}$
1	50	45	5	25	0.5



2	80	45	35	1225	27.2
3	20	45	-25	625	13.8
4	30	45	-15	225	5
Total	180				46.5

Degree of freedom =  $n-1, 4-1=3$

Level of significant = 0.5

Calculated value = 46.5

Table value = 7.815

**Decision rule:** we reject the null hypothesis if the calculated value is greater than the table value and accept the null hypothesis if the table is greater than the calculated value.

$46.5 > 7.815$

Therefore, we reject the null hypothesis and accept the alternative hypothesis because the calculated value is greater than the table value.

### Hypothesis Testing 2

S/N	O	E	(o-e)	(o-e) <sup>2</sup>	$\frac{(o-e)^2}{e}$
1	50	45	5	25	0.5
2	70	45	25	625	13.8
3	20	45	-25	625	13.8
4	40	45	-5	25	0.5
Total	180				28.6

Source: Field Survey (2019)

Degree of freedom =  $n-1, 4-1 = 3$

Level of significant = 0.5

Calculated value = 28.6

Table value = 7.815

**Decision rule:** we reject the null hypothesis if the calculated value is greater than the table value and accept the null hypothesis if the table is greater than the calculated value  $28.6 > 7.815$ . Therefore, we reject the null hypothesis and accept the alternative hypothesis because the calculated value is greater than the table value.

### Hypothesis Testing 3

S/N	O	E	o-e	(o-e) <sup>2</sup>	$\frac{(o-e)^2}{e}$
1	40	45	-5	25	0.5
2	90	45	45	2.025	45
3	30	45	-15	225	5
4	20	45	-25	625	13.8
Total	180				64.3

Source: Field Survey (2019)



Degree of freedom =  $n-1$ ,  $4-1 = 3$

Level of significant = 0.5

Calculated value = 46.5

Table value = 7.815

**Decision rule:** we reject the null hypothesis if the calculated value is greater than the table value and accept the null hypothesis if the table is greater than the calculated value.

$64.3 > 7.815$

Therefore, we reject the null hypothesis and accept the alternative hypothesis because the calculated value is greater than the table value.

## DISCUSSION OF FINDINGS

### Question 1

The table above indicates that 50(28%) strongly agreed that there are Verbal communication in Captain Elechi Amadi Polytechnic, 80(44%) agreed that verbal communication in in Captain Elechi Amadi Polytechnic, 20(11%) strongly disagreed that verbal communication in Captain Elechi Amadi Polytechnic, 30(17%) Disagreed that verbal communication in tertiary institutions in Captain Elechi Amadi Polytechnic

### Hypothesis Testing 1

$46.5 > 7.815$

Therefore, we reject the null hypothesis and accept the alternative hypothesis because the calculated value is greater than the table value.

### Question 2

The table above indicates that 50(28%) strongly agreed that non-verbal communication relate with organizational well-being in Rivers State in Captain Elechi Amadi Polytechnic, 70(39%) agreed that non-verbal communication relate with organizational well-being in Captain Elechi Amadi Polytechnic, PH, 20(11%) strongly disagreed that non-communication relate with organizational well-being in Captain Elechi Amadi Polytechnic, 40(22%) disagreed that communication relate with organizational well-being in Captain Elechi Amadi Polytechnic.

### Hypothesis Testing 2

$28.6 > 7.815$

Therefore, we reject the null hypothesis and accept the alternative hypothesis because the calculated value is greater than the table value.

### Question 3

The table above indicates that 40(22%) strongly agreed that audio-visual communication relate to the organizational well-being in Captain Elechi Amadi Polytechnic, PH, 90(50%) agreed that audio-visual communication relate to the organizational well-being in Captain Elechi Amadi Polytechnic PH, 30(11%) strongly disagreed that audio-visual





communication relate to the organizational well-being in Captain Elechi Amadi Polytechnic PH, 20(11%) disagreed that audio-visual communication relate to the organizational well-being in Captain Elechi Amadi Polytechnic PH.

### Hypothesis Testing 3

$64.3 > 7.815$

Therefore, we reject the null hypothesis and accept the alternative hypothesis because the calculated value is greater than the table value.

### SUMMARY

1. Hypothesis I findings showed that the respondents' there is a significant relationship between verbal communication and organizational well-being.
2. In Hypothesis II testing, there is a significant relationship between non-verbal communication and organizational wellbeing in tertiary institutions in Rivers state.
3. Hypothesis 3 testing showed that there is a significant relationship audio communication and organizational well-being in Rivers State.

### CONCLUSION

All the approaches in communication may not apply at the same but based on the contingency, skills, and attitudes of the staff and done within the available resources of the organization in question. Jobs should be designed to capture the capabilities of the staff to achieve organizational goal. Communicating with staff should target improved performance of the staff.

### RECOMMENDATIONS

Based on the findings of the study, the following recommendations were reached:

1. Staff should be encouraged by management to build relationship with one another.
2. Management should at all times learn to listen subordinates to encourage work performance.
3. There should be individualized approach to staff by management in communicating to them and resolving issues.

### Definition of Terms

- **Effective communication:** The act of conveying meanings from one entity or group to another through the use of mutually understood signs, symbols, and semiotic rules.
- **Organizational Well-being:** This concept refers ability to create and maintain a culture where employees can fulfill their potential and the organization can profitably fulfill its purpose.
- **Tertiary institutions:** Educational institutions of higher learning.
- **Verbal communication:** ability to pay attention for effective feedback in a communication process.
- **Non-verbal communication:** communication gestures other than spoken words.
- **Audio-Communication:** Communication transmission based on hearing or signals.



- **Organization:** Group of persons that have come together for a business.
- **Listening Skill:** The tact of listening to obtain result.
- **Upward Communication:** Communication from junior staff to senior.
- **Downward Communication:** Communication from senior management to middle or junior management.

### **Organizational Profile of Captain Elechi Amadi Polytechnic, Rumuola**

The school originated on 19 April 1984 when the military governor of the state, Police Commissioner Fidelis Oyakhilome, signed the edict establishing Rivers State School of Basic Studies. The edict took effect in November 1987 when the school started operating as a tertiary institution affiliated to the University of Ibadan. Later it was affiliated to the Ahmadu Bello University, Zaria for pre-degree IJMB (Interim Joint Matriculation Board) courses. In 1999, the school was restructured as the Rivers State College of Arts and Science with the mandate to offer courses leading to award of Diplomas and certificates in various disciplines besides school certificates and IJMB. The college had three schools: Arts, Science and Preliminary Studies and the Institute of Continuing Education. In 2006, the National Board for Technical Education (NBTE) granted RIVCAS permission to offer courses leading to award of the National Diploma (ND). RIVCAS thus became a polytechnic funded by Rivers State government and supervised by the NBTE. In June 2016, the Rivers State House of Assembly passed a bill renaming the Rivers State College of Arts and Science to Port Harcourt Polytechnic. (Source. Wikipaedia.com)

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