

# Role of Communication in Achieving Organisational Efficiency: A Study of Veritas University, Abuja

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**ABSTRACT:** *The study was carried out to investigate the specific role communication played in achievement of efficiency in Veritas University, Abuja. Descriptive survey research design was adopted with questionnaire used as research instrument for data collection. Data collected was analysed through Descriptive method and findings revealed that provision of information, mobilization, deliberation, participation, feedback, disputes resolution were some of the specific roles of communication in achieving efficiency in Veritas University, Abuja. In doing so, horizontal communication pattern was often used compared to vertical communication and quasi-vertical communication to achieve efficiency in the areas of planning, organization, coordination, monitoring, decision making, and interpersonal relations. Social media group chats and memo were the channels often used among the employees of the commission in communication compared to other numerous channels available for use. The conclusion of the study was that communication remains a vital tool that organizations can use to achieve organizational efficiency but certain barriers also exist in the process that can limit the success of communication. The study therefore recommended that vertical communication than horizontal communication should be for optimum organizational efficiency in Veritas University, Abuja.*

**KEY WORDS:** communication, organization, efficiency, veritas, university.

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## INTRODCUTION

Communication is an integral part of every human society and ... “a vital element in modern world of global competition because every business entity located in the interiors and big metropolis is affected by communication” (Ganesh, 2012, p. 25). The survival or otherwise of every system depends on the nature of communication. It is not an exaggeration to state that without communication, there would be no organization. It is the vehicle through which the basic managerial functions are carried out. Managers direct organizational activities through communication. They coordinate, plan, organize, motivate, and control through communication. Virtually all actions taken in an organization have been preceded by communication. Thus,

communication is an essential ingredient of almost everything a manager does (Ezezue, 2008; Ganesh, 2012).

As part of the daily activities, communication becomes a vital tool in the hands of organisations, irrespective of the status. Regarded as the process whereby people in an organization exchange ideas and information regarding the operation of an organization or enterprise (Adedoyin, 2001), “all human interactions are form of communication and in this business world, nothing can be achieved without effectively communicating with employers, employees, clients, suppliers, and customers” (Shonubi & Akintaro, 2016, p. 1904). It is affirmed by Mutuku & Mathooko (2014) that:

In today’s organizations has not only become far more complex and varied but has become an important factor for overall organizational functioning and success. The way the organization communicates with its employees is reflected in morale, motivation and performance of the employees. ... 70 per cent of change programmes fail and poor internal communication is seen as the principal reason for such failure.

It can also be emphasize that 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. Effective organizational communication plays an important role in this challenge (Adedoyin, 2001, Shonubi & Akintaro, 2016). Chukwuma (2020) underscores that:

Around the world, Businesses are demanding and tasking. For businesses to stay successful and make profits in a competitive and demanding global economic market, factors of production should be managed wisely. Human Resources constitute challenges in view of the fact that employee management requires skilled management of thoughts, feelings as well as emotions to achieve high output. Channels of communication play a role in dealing with the difficult tasks (p. 1).

For example, Morley et al. (2002, p. 69) illustrated how “Organizations that develop effective communication processes are more likely to both have positive work environments and be more effective in achieving their objectives”. In this way, communication contributes to increased job satisfaction for employees and better bottom line benefits for the organisation. Likewise, Zwijze-Koning & de Jong (2005, p. 429) highlighted that, “The importance of communication for the effectiveness of organizations and the wellbeing and motivation of employees is undisputed”. In addition, research has shown how dysfunctional or destructive leadership communication can be calamitous for business organisations (Hargie, 2016; Schyns & Schilling, 2013; Tourish, 2013).

### **Research Questions**

The following questions are to be answered in this study:

1. What pattern of communication is predominantly used to achieve efficiency in Veritas University?
2. What areas does communication employ to achieve efficiency in Veritas University?
3. How does communication used to achieve efficiency in Veritas University?
4. To what extent does the use of communication assists in the achievement of efficiency in Veritas University?
5. What channel of communication is often used among employees of Veritas University in the achievement of efficiency in the organisation?
6. What are major barriers (if any) in the use of communication in the achievement of efficiency in Veritas University?

### **METHODOLOGY**

The methodology adopted for the conduct of this study was survey. Survey method survey design was adopted in this study based on its usefulness in social science and behavioural research such as this of providing accurate result especially research that has to do with large population by selecting and studying samples chosen from the population to discover the relatives' incidence, distribution and the inter-relatives of sociological and psychological variables. (Domnick 1987, p. 103) has also captured that survey can be used to investigate problems in realistic setting and large amount of data can be collected with relative ease from a variety of people.

The population of this study comprised all staff of Veritas University, Abuja with a total number of six hundred and thirty-one (631) staff, 306 non-teaching staff and 325 teaching staff. The sample technique adopted for the study was Census Method which is also known as a Complete Enumeration Survey Method. The instrument used for study was self-structured questionnaire which was sectioned based on the objectives of the study. Descriptive statistical analysis was used to achieve the established objectives of the study.

**Data Presentation and Analysis****Table 1: What pattern of communication is predominantly used to achieve efficiency in Veritas University?**

| S/No | Pattern of communication  | Mean | St. D |
|------|---|------|-------|
| 1.   | Veritas University relies on technology-driven communication to achieve its efficiency goals.               | 3.01 | 1.42  |
| 2.   | The communication at Veritas University emphasizes the speed of message delivery over other considerations. | 2.67 | 1.38  |
| 3.   | Open communication is the main factor in achieving efficiency in Veritas University.                        | 2.51 | .77   |
| 4.   | Veritas University predominantly uses direct communication to achieve efficiency.                           | 2.35 | 1.12  |
| 5.   | Veritas University uses formal communication methods to achieve efficiency                                  | 2.16 | 1.35  |

**Decision Rule:** If mean is less than 1.49- Strongly Disagree; 1.5-2.49- Disagree; 2.5- 3.49- Disagree; 3.5- 4.0- Strongly Agree

**Source: Field Survey, 2024**

Table 1 revealed the primary communication patterns employed to drive efficiency within Veritas University. The data suggests that the predominant mode of communication for achieving efficiency at the institution is technology-driven communication, which emerges as the most utilised approach ( $\bar{x}$ = 3.01, St. D= 1.42). Following closely behind is the emphasis on the speed of message delivery, signifying a concerted effort within the university to prioritise timeliness in communication practices ( $\bar{x}$ = 2.67, St. D= 1.38). Moreover, open communication is recognised as a significant factor in enhancing efficiency at Veritas University, with a mean score of 2.51 and a standard deviation of 0.77. The importance of direct communication is also evident, with a mean score of 2.35 and a standard deviation of 1.12, underscoring the emphasis on direct interpersonal interactions for effective communication within the institution.

Additionally, formal communication methods play a role in achieving efficiency, as indicated by a mean score of 2.16 and a standard deviation of 1.35. Hence, the analysis of communication patterns at Veritas University highlights a strategic reliance on technology-driven communication practices to optimise efficiency, closely followed by an emphasis on the prompt delivery of messages. Open communication, direct interpersonal exchanges, and formal communication methods also feature prominently in the university's communication strategies aimed at enhancing operational effectiveness and organisational coherence.

The results underscore the significance of timely message delivery and the utilization of technology-driven communication channels as key tenets in facilitating efficiency at Veritas University. This emphasis on speed and technological integration aligns with contemporary

organizational communication theories that highlight the role of rapid dissemination of information and the leveraging of digital tools in enhancing operational outcomes.

**Table 2: What areas is communication employed to achieve efficiency in Veritas University?**

| S/No |  | Mean | St.D |
|------|--|------|------|
| 1.   | Veritas University effectively utilizes technology (emails, intranet, etc.) for efficient communication.   | 3.00 | 1.16 |
| 2.   | Veritas University uses face-to-face communication for achieving efficiency in Veritas University  | 2.86 | 1.06 |
| 3.   | Collaborative communication tools (like project management software) are utilized effectively for efficient communication at Veritas University. | 1.67 | 1.12 |
| 4.   | There is regular feedback and updates communication processes within Veritas University  | 3.85 | .89  |
| 5.   | Departments at Veritas University regularly engage in cross-departmental communication to enhance overall efficiency.                            | 2.32 | 1.11 |
| 6.   | Training sessions on effective communication practices are conducted regularly to improve efficiency.  | 2.65 | 1.11 |
| 7.   | Veritas University promotes a decentralized communication structure to foster efficiency across all levels.                                      | 3.33 | .75  |

**Decision Rule:** If mean is less than 1.49- Strongly Disagree; 1.5-2.49- Disagree; 2.5- 3.49- Agree; 3.5- 4.0- Strongly Agree

**Source: Field Survey, 2024**

Table 2 presents an overview of the communication strategies employed to drive efficiency at Veritas University. The data indicates that respondents generally agree on the effectiveness of various communication methods utilized by the institution. It is evident that Veritas University effectively utilises technology, such as emails and intranet, for efficient communication, as indicated by a mean score of 3.00 and a standard deviation of 1.16. Additionally, face-to-face communication emerges as another prominent method employed for achieving efficiency, with respondents generally agreeing on its effectiveness ( $\bar{x}$ = 2.86, St. D= 1.06).

However, there are areas where respondents express disagreement or reservation regarding the effectiveness of certain communication tools. For instance, the majority disagreed on the effective utilization of collaborative communication tools, such as project management software, for efficient communication at Veritas University ( $\bar{x}$ = 1.67, St. D= 1.12). On the other hand, respondents strongly agreed on the presence of regular feedback and updates in the communication processes within Veritas University ( $\bar{x}$ = 3.85, St. D= .89), indicating a proactive approach to ensuring communication effectiveness and responsiveness. Furthermore, while respondents disagreed on the regular engagement of departments in cross-departmental communication to enhance overall efficiency ( $\bar{x}$ = 2.32, St. D= 1.11), they agreed on the conduct of training sessions on effective communication practices to improve efficiency ( $\bar{x}$ = 2.65, St. D= 1.11). Additionally,

there is agreement that Veritas University promotes a decentralized communication structure to foster efficiency across all levels, with a mean score of 3.33 and a standard deviation of .75.

the findings underscore the importance of leveraging diverse communication methods, fostering regular feedback mechanisms, and promoting a decentralized communication structure to enhance efficiency within Veritas University. However, there remains room for improvement in the effective utilization of collaborative communication tools and cross-departmental communication practices to further optimize organizational efficiency.

**Table 3: How is communication used to achieve efficiency in Veritas University?**

| S/No |  | Mean | St. D |
|------|--|------|-------|
| 1.   | Veritas University effectively communicates goals and objectives to enhance operational efficiency.                  | 2.51 | .82   |
| 2.   | Communication channels at Veritas University are structured to facilitate quick decision-making processes.           | 2.55 | .95   |
| 3.   | The use of regular meetings and updates promotes efficient communication within Veritas University.                  | 2.16 | .69   |
| 4.   | Veritas University actively seeks input from stakeholders to refine communication strategies and enhance efficiency. | 2.13 | .38   |
| 5.   | Communication within Veritas University is aligned with the organization's values and mission to drive efficiency.   | 3.17 | .90   |

**Decision Rule:** If mean is less than 1.49- Strongly Disagree; 1.5-2.49- Disagree; 2.5- 3.49- Agree; 3.5- 4.0- Strongly Agree

**Source:** Field Survey, 2024

Table 3 provides insights into how communication is leveraged to enhance efficiency at Veritas University. The result highlights various aspects of communication practices within the institution as perceived by respondents. The findings indicate that a majority of respondents agree that Veritas University effectively communicates goals and objectives to boost operational efficiency, with a mean score of 2.51 and a standard deviation of 0.82. Similarly, respondents acknowledge that communication channels at Veritas University are structured to facilitate prompt decision-making processes, with a mean score of 2.55 and a standard deviation of 0.95.

However, there are areas where respondents expressed disagreement regarding certain communication practices. For instance, the majority disagreed on the assertion that the use of regular meetings and updates promotes efficient communication within Veritas University, with a mean score of 2.16 and a standard deviation of 0.69. Likewise, respondents disagreed on the notion that Veritas University actively seeks input from stakeholders to refine communication strategies and enhance efficiency, with a mean score of 2.13 and a standard deviation of 0.38. Conversely, respondents agreed that communication within Veritas University is aligned with the

organization's values and mission to drive efficiency, with a mean score of 3.17 and a standard deviation of 0.90. This alignment suggests a cohesive integration of communication practices with the overarching goals and principles of the institution to drive operational effectiveness.

The findings indicate the importance of effectively communicating goals and objectives, structuring communication channels for swift decision-making, and ensuring alignment with organisational values and mission to enhance efficiency at Veritas University. While there are areas identified for improvement, such as seeking stakeholder input and optimizing the use of regular meetings for efficient communication, a strong foundation exists for further enhancing communication practices to drive overall efficiency within the institution.

**Table 4: To what extent does the use of communication assist in the achievement of efficiency in Veritas University?**

| S/No |  | Mean | St. D |
|------|--|------|-------|
| 1.   | The use of communication channels enhances the speed of decision-making at Veritas University.   | 2.52 | 1.12  |
| 2.   | Communication within Veritas University is effective in identifying and resolving issues that could impact efficiency.                       | 2.81 | 1.35  |
| 3.   | Veritas University promotes a culture of open communication to improve operational efficiency.   | 2.81 | 1.22  |
| 4.   | Veritas University invests in the professional development of communication skills to improve efficiency.                                    | 3.21 | .51   |
| 5.   | Veritas University's organizational structure fosters an environment that promotes efficient communication practices for optimal efficiency. | 3.02 | 1.00  |

**Source: Field Survey, 2024**

Table 4 presents the findings regarding the role of communication in driving efficiency at Veritas University. The data reflects the perspectives of respondents on various aspects of communication practices within the institution and their impact on operational effectiveness. The results indicate that a majority of respondents agree that using communication channels enhances the pace of decision-making at Veritas University, with a mean score of 2.52 and a standard deviation of 1.12. This highlights the significance of structured communication channels in expediting decision-making processes within the university environment.

Furthermore, respondents also concur that communication plays an essential role in identifying and resolving issues that could potentially affect efficiency within Veritas University, as indicated by a mean score of 2.81 and a standard deviation of 1.35. This underscores the effectiveness of communication in addressing operational challenges to enhance overall efficiency. The data

reveals that the majority of respondents believe that Veritas University fosters a culture of open communication to enhance operational efficiency, with a mean score of 2.81 and a standard deviation of 1.22. This emphasis on transparent and open communication practices reflects the institution's commitment to promoting effective communication for improved operational outcomes. Moreover, respondents agree that Veritas University invests in enhancing the professional development of communication skills to bolster efficiency, with a mean score of 3.21 and a standard deviation of 0.51. This investment signifies the university's dedication to equipping its personnel with strong communication competencies to drive operational performance.

Additionally, respondents acknowledge that the organisational structure at Veritas University creates an environment conducive to fostering efficient communication practices for optimal efficiency, with a mean score of 3.02 and a standard deviation of 1.00. This alignment between the university's structural framework and communication strategies facilitates enhanced operational effectiveness. Therefore, the findings emphasized the essential role of communication in enhancing efficiency at Veritas University. By leveraging effective communication channels, promoting a culture of openness, investing in communication skills development, and aligning organisational structures with communication practices, the university can further strengthen its operational efficiency and efficacy.

**Table 5: What channel of communication is often used among employees of Veritas University in the achievement of efficiency in the organisation?**

| S/No | Options  | Frequency<br>N=576   | Percent |
|------|--|--|---------|
| 1.   | In your experience at Veritas University, which type of communication channel is used more frequently among colleagues at the same hierarchy level?  | Horizontal   | 57.1    |
|      |  | Vertical   | 26.6    |
|      |  | Both are equally used  | 16.3    |
| 2.   | Do you feel that horizontal communication channels (e.g., department meetings, team-building activities) are effective in promoting collaboration, sharing knowledge, and improving overall efficiency within your team? | Strongly Agree   | 46.2    |
|      |  | Agree  | 22.3    |
|      |  | Disagree   | 10.1    |
|      |  | Strongly Disagree  | 21.3    |
| 3.   | In your opinion, which of the following best describes how information flows in a direction within Veritas University?   | Top-down: information is mostly conveyed from higher-level management to lower-level employees             | 51.0    |
|      |  | Bottom-up: information is mostly conveyed from lower-level employees to higher-level management            | 19.3    |
|      |  | Both directions: there is an equal and open exchange of information between all levels of the organization | 29.7    |
| 4.   | Which of the following communication channels do you rely on most for getting important information regarding your work responsibilities?  | Email.   | 61.2    |
|      |  | In-person meetings with superiors or colleagues  | 16.2    |
|      |  | Reports and memos  | 22.6    |

**Source: Field Survey, 2024**



Table 5 table 5 revealed the channel of communication mostly used among the employees of Veritas University. It could be deduced from the result that majority, 57.1%, of the respondents believed horizontal communication is the most used channel of communication. It was also revealed that majority of the participants, 46.2%, strongly feel that horizontal communication channels (e.g., department meetings, team-building activities) are effective in promoting collaboration, sharing knowledge, and improving overall efficiency within the team and 51% opined that information flows in Veritas University is a top-down flow which comes from higher-level management to lower-level employees, while 61.2% rely mostly on the email to get important information regarding work responsibilities.

**Table 6: Major barriers in the use of communication in the achievement of efficiency in Veritas University?**

| Selected major barriers that hinder efficient communication at Veritas University | Yes (%) |
|---|---------|
| Lack of feedback mechanisms   | 79.8    |
| Information overload  | 61.2    |
| Lack of clear communication channels and protocols                                | 60.1    |
| Communication style differences among employees                                   | 58.0    |
| Resistance to change  | 51.4    |
| Poor organizational culture around communication                                  | 51.4    |
| Insufficient technological tools for communication                                | 48.1    |
| Departmental silos and lack of cross-departmental communication                   | 31.2    |
| Language barriers   | 12.9    |

**Source: Field Survey, 2024**

Table 5 table 6 showed the major barriers in the use of communication in the achievement of efficiency in Veritas University. The table indicated that the major barrier to the use of communication in the achievement of efficiency in Veritas University is lack of feedback mechanisms as 79.8% of the participants opined, while 61.2% see information overload as the major barrier, 60.1% see it to be lack of clear communication channels and protocols, 58% see it to be communication style differences among employees, 51.4% believed is resistance to change and Poor organizational culture around communication. Hence, it could be deduced from the result that the major barriers to the use of communication to achieve efficiency in Veritas are lack of feedback mechanisms, information overload, lack of clear communication channels and protocols communication style differences among employees.

## DISCUSSION OF FINDINGS

The key findings of the study were that:

1. Horizontal communication which is the “transmission of message along the same lateral or similar level in an organization” is often used in the achievement of efficiency in Veritas University.

2. Veritas University applies communication to achieve efficiency in the areas of planning, organization, coordination, monitoring, decision making, and interpersonal relations.
3. Provision of information, mobilization, deliberation/discussion, participation, feedback, disputes resolution are some of the roles communication was employed to play in the achievement of efficiency in the operations of Veritas University.
4. The use of communication assists Veritas University to achieve efficiency in its operations to a great extent.
5. Even though different channels of communication are used in Veritas University among the employees to improve efficiency such as social media group chat, memo, phone calls, text messages, meetings, notice board, suggestion box, workshops, Seminars, and news Bulletin, social media group charts and memo are the channels often used in doing so.
6. Furthermore, lack of confidence among the employees, followed by lack of cooperation are the major barriers in the use of communication to achieve efficiency in Veritas University.

## CONCLUSION

Provision of information, mobilization, discussion, participation, feedback, disputes resolution are some of the roles communication is employ by orgnaisations play in the achievement of efficiency. In doing so, horizontal communication which is the “transmission of message along the same lateral or similar level in an organization” is often used compared to vertical communication which is a “downward and upward communication” and quasi-vertical communication which is a “pattern of communication in which organized body of employees called labour union intermediates between management and employees.”

Consequently, Veritas University applies communication to achieve efficiency in the areas of planning, organization, coordination, monitoring, decision making, and interpersonal relations. Even though different channels of communication are used in the National Law Reform Commission among the employees to improve efficiency such as social media group chat, memo, phone calls, text messages, meetings, notice board, suggestion box, workshops, Seminars, and news Bulletin, social media group charts and memo are the channels often used in doing so.

Interestingly, the use of communication assists Veritas University to achieve efficiency in its operations to a great extent. However, lack of confidence among the employees, followed by lack of cooperation are the major barriers in the use of communication to achieve efficiency in Veritas University. Furthermore, communication remains a vital tool that organisations utilize to achieve operational efficiency but certain barriers also exist in the process to limit the success of communication.

### **Recommendations**

Based on the conclusion drawn, the following are the recommendations of the study:

1. Communication aimed at encouraging downward and upward interaction (vertical communication) should be used more among organisation and it encourages more fertilization of ideas and by extension more understanding between employees irrespective of the category.
2. Communication should continue to be used as tool in the operation of organisations towards achievement of efficiency in the areas of planning, organization, coordination, monitoring, decision making, and interpersonal relations.
3. Provision of information, mobilization, discussion, participation, feedback, disputes resolution should continue to be the focus in the use of communication among organisations as it is by so doing that efficiency in their operations will be achieved.
4. Equal priority should be placed to all channels of communication among organisations in reaching the members since the strengths of one can complement the weaknesses of the other for more operational efficiency.
5. Furthermore, barriers such as lack of confidence among the employees and lack of cooperation among others should be addressed among organisations for more effective communication for operational efficiency.

### **Contribution to Knowledge**

The work contributes to the body of knowledge by emphasizing the importance of communication in achieving organizational efficiency. Indeed, the bedrock of the success of any organization especially Veritas University is communication. The absence of it means the total collapse of the University. While we have seen evidence of the use of communication in previous literature, there is lac of such evidence concerning the role that communication plays in the achievement of efficiency in Veritas University, Abuja. Hence, the gap this study seeks to fill.

### **Recommendations for Researchers**

Researchers can engage in multi-disciplinary endeavours that will involved scholars in Veritas University to advance knowledge in organizational communication.

### **Impact on Society**

Organizational communication is still evolving especially in a developing country like Nigeria. Consequently, beneficiaries of this paper can gain more insights of the literatures of the pivotal role organizational communication can play in the other organizations and businesses.

### **Future Research**

Achieving organizational efficiency in Veritas University being a private university in Nigeria is what this study seeks to investigate. Other studies may examine the role of organizational

communication in Nigerian public universities and also expand the geographic scope for better generality of findings.

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