

INFLUENCE OF ORGANIZATION COMMUNICATION ON EMPLOYEE'S JOB MOTIVATION AND JOB PERFORMANCE IN THE BROADCAST ORGANIZATIONS IN NIGERIA

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Emmanuel UFUOPHU-BIRI

Delta State Polytechnic, Otefe-Oghara, Nigeria
eubiri@yahoo.co.uk

Ejiroghene Tamarasere AYEWUMI

Department of Mass Communication, Delta State University, Abraka
ayewumiejiro247@gmail.com

Abstract: *The core of this study was to examine via inferential and descriptive statistics, the statistical correlation between organization communication on employee's job motivation and job performance in the broadcast organizations in Delta State, Nigeria. This study was anchored on the unitary theory of industrial relations due to its relevance to the scope of this study. To achieve the general and specific objective of this study, the descriptive survey research design was adopted and primary data were obtained from questionnaire responses administered to one hundred and seventy-one staff of the seven broadcast organizations used for the study. Hypotheses were formulated and tested and findings emerged. This chapter therefore presents the summary of this study's findings, conclusion, contribution to knowledge and recommendations. The findings revealed that, job motivation indicators has no significant linear relationship with employee job motivation in broadcast organizations in Delta State; job performance indicators has a significant positive linear relationship with employee job performance in broadcast organizations in Delta State; Organizational communication has a significant positive linear relationship with employee job motivation in broadcast organizations in Delta State and that Organizational communication has no significant linear relationship with employee job performance in broadcast organizations in Delta State. The study recommends amongst others that, pay policies and procedures that will enable employers to attract, motivate, retain and satisfy their employees should be developed; employers and management of different industries must find the most crucial factors before implementing their motivational policies; employees that are duly appreciated for satisfactory performance should not take it for granted as it will project their intentions to the employer whether to repeat such good gesture or not.*

Keyword: *Communication, employee, employer, motivation, performance*

Introduction

Organization communication is a source of power and means for applying the optimal legal and administrative actions that are vital in the organization's hierarchy. Effective communication is important for management in every organization for several reasons. Organizational communication can be seen as a process by which management achieves planning structure, leadership, and control. Also, organizational communication is an activity in which management spends much of their time as the top management staff rarely think or plan alone. Hence, communication flows from top to bottom in the organization chain (Stoner and Freeman, 1992). Today, organizational communication has become an indispensable part of any organization which aims at achieving set goals. Hence, to manage the existing performance of the employees and to motivate them for better

performance, efficient communication practices have become more important in all organizations. Communication is a very important skill and the need for efficient management; through which managers establish and maintain interactions between employees to perform daily tasks (Abbas poor and Barootian, 2010). According to Osifo (2012), organizational communication is the coordination of relationships that exist in an organization. In today's organizations, information should be transferred faster than at any other time (Moshabaki, 2001). Communication is necessary to advance the goals of the institution, because this task, relates other management tasks together. Communication also links institutions to the external environment. Effective and proper communication within an organization has always been an essential part of management success. Poor organizational communication usually results in defects and flaws in the mandate of an organization. Hence, coordination, planning, organization, control, and other functions in the absence of an effective communication system are not realized and the possibility of managing organizations will not be possible (Mirabi, 2001).

Effective communication is the inevitable and binding activity of individuals, groups, organizations and communities in all human societies. The way the organization communicates with its employees is reflected in the motivation of the employees. Hence, there is an interrelationship between organizational communication and employee motivation (Rahjans, 2009). (Habibur, Rinu and Hazrat, 2019). Motivation in the workplace creates a congenial working environment which helps to ensure performance efficiency. The term motivation is a psychological feature capable of influencing to action towards a desired objective. On the other hand, motivation is referred to as a condition that influences the arousal, direction, and maintenance of behavior (Ekundayo, 2018). The current development of organizational communication sees communication as a dominant activity and important to the organization (Sary and Handy, 2016). The relationship grows through communication as a motivational factor, and then the function and survival of the organization which is based on an effective relationship between organizational management and employees (Harris and Nelson, 2008). Organizational communication is the dissemination of information that is relevant to the daily performance of an employee concerning an employee's job performance and also important if the worker is expected to perform effectively. Effective communication is needed for the management to develop and sustain a competitive advantage for employees' performance and organizational improvement (Rowe, 2001). Improvements in supervisor-subordinate communication will assist organizations toward the goal of managing diversity by promoting equality and integration in the workplace.

Communication acts to control member behaviour in several ways. When employees, for instance, are expected to first communicate any job-related grievances to their immediate boss, on clarification of their job description or compliance with company policies, the control function that enables the employee to maximize performance is communication (Abiodun and Abrifor, 2015). The relationship between organizational communication, employee job motivation and employee job performance are vital in projecting the organization to a higher pedestal, hence employees tend to perform much better when they are positively and consistently motivated (Ekundayo, 2018). Management maintains employees productive relationship by assisting and guiding employees in their work and progress, and recommending them for carrier development programmes within

and outside the organization. These are communication strategies aimed at motivating employees to stimulate them for effective job performance.

Delta State is a custodian of several television and radio stations, they 8 are owned by the federal government, state government as well as private individuals, they include the Nigerian Television Authority (NTA), Delta Broadcasting Service (DBS), Quest FM, Ray Power Station and DELSU FM among others. These broadcasting houses operates as private media houses while some are owned by the State government. These media houses employ the services of both skilled and unskilled labour, employed to meet the goal and objectives of the broadcasting station. However, with the 3large number of broadcasting houses in the state, it is agreed that such number will trigger competition between this media houses, and broadcasting houses that have adequate and well-motivated employees will thrive in this competitive business. This in turn shows the level of motivation that will be projected and subsequently the job performance which will be achieved in return. Hence, it is crucial to say that job motivation and performance have been linked to organizational commitment and turnover intentions (Koh and El'Fred, 2001).

Statement of the Problem

Sustaining organizations all over the world today is very challenging since all the factors of production need to be harmonized for optimal productivity. Globally, human resource in every organization constitutes a major challenge, this is because, it deals with management of employees required for skillful handling of thoughts, feelings and emotions to secure the highest productivity in the organization unlike other inputs. Hence, according to Karimi (2012), organizational communication holds a significant part in handling the challenges of human resource problems in the organization. However, communication among employees and management is a principal and essential endeavor in organizations as stated by Harris and Nelson (2008). Many employees lack motivation and often end up complaining about how the organization is not treating them well on several issues such as promotions, rewards, placement, praise, recognition, and enhancement of teamwork which makes them seek alternatives to experience a higher degree of motivation. Such actions have adversely affected employees' ability to perform optimally over an extended period. It's clear that management has been charged with a big responsibility and therefore the organization needs a motivated workforce for employees that can adequately serve in all the capacities. Thus, it is very important that employees be well motivated, have a clear idea of how their motivation levels fit into the larger organizational vision and mission. It is therefore this study focus to fill the gap in literature on the 1role of motivation and organizational communication on job performance in broadcast stations in Delta State.

Objective of the Study

The objectives of this study are to:

1. Ascertain the influence of organizational communication on employee job motivation in broadcast stations in Delta State; and
2. Ascertain the influence of organizational communication on employee job performance in broadcast stations in Delta State

Hypotheses of the Study

The null hypotheses of this study are;

H01 There is no significant relationship between organizational communication and employees' job motivation in broadcast stations in Delta State

H02 There is no significant relationship between organizational communication and employee's job performance in broadcast stations in Delta State

Scope of the study

This study tends to cover the relationship between organizational communication, employee job motivation, and performance in broadcasting stations in Delta State. The State has four (4) television stations; namely the Nigerian Television Authority (NTA), a federal-owned station, Delta State Broadcasting Service (DBS) Warri and Asaba, a state government-owned broadcasting station and Quest TV, Ughelli. The state also has twelve (12) radio broadcasting stations which include Bridge radio, Crown FM, Charity FM, DELSU FM, Hot FM, Melody FM, Mega FM, Quest FM, Ray Power FM, Rize FM, Trend FM, and Kpoko FM.

Significance of the Study

This research work will equip the management of various broadcast stations in Delta State to make decisions that could be beneficial to the organizations and the employees. The study would also provide an alternative motivational strategy to the management of both private and public enterprises, managers, and others who use human resources as an important input in their operational activities. Finally, the study will provide a building block and therefore serve as a strong reference point for future researchers, academia, and students of management and social sciences who may deem it fit to carry out further studies on the subject matter.

Literature review

This section reviews literatures on organizational communication, job motivation, job performance among employees of broadcast organizations in Delta State.

Organizational Communication and Employee's Job Motivation

Employee commitment has been a matter of focus for companies to be successful and the committed employees are considered as the most important factors of organizational effectiveness. However, retaining committed employees within organization is not an easy task. The employees of modern era work to satisfy the needs as well as achieve their individual goals. Daly, Teague and Kitchen, (2003) pointed out the increasing trend of employees doing many jobs at a time in their career and have become more mobile. Employees are no more working in organizations for a long-term basis. Thus, it needs a proper understanding of what motivates and satisfies them at work to generate such commitments. As they pointed out, communication is an interchange of thought or information that brings about mutual understanding, trust, confidence and harmony in an organization. Through communication behavior is modified, change is affected, information is made productive and eventually goals are achieved. Good communication is mandatory in any organization in order for the organization to survive and sustain its competitive advantage. Some employee communications functions add a formal feedback mechanism to their strategies.

Today, organizations worldwide have a wide choice of different communication strategies and tools for communicating at all levels within an organization. Communication technique or tools selected would depend on the subject matter that needs to be communicated to employees. It is clear from the available sources on organizational communication that an organization's internal communication system is an important contributing factor to staff morale and productivity. Employees tend to have higher morale and are more motivated in the workplace if all the channels of communication are open. Some messages contain general information about the organization; while others, are intended to motivate staff or to boost the organization's general morale. A modern organization, therefore, cannot function effectively without a positive internal climate and well-functioning channels of internal communication. To reach these goals, an organization's internal communication strategy should be responsive to employee needs and concerns. Sim and Wright (2000) states that in the new information era, managers have realized that the assets of the institution lie very much in the hands of the employees. When organizations commit themselves to effective communication with their employees, a number of important benefits can result. Well-informed employees are usually satisfied employees. Organizational Communication and Employee's Job Performance Study has shown that organizational communication system has a positive and significant effect on employee's job performance (Ramadanty and Martinus, 2016). Rajhans (2012) stated that to manage the present performance of employees towards better performance, efficient communication practices are needed in all organizations. Organizational communication can affect employee performance depending on the work environment (Simamora et al., 2016).

Employee performance indicates the effectiveness of employees' specific actions that contribute to attaining organizational communication goals. It is defined as the way to perform job tasks according to the prescribed job description (Iqbal et al., 2015; Simamora, 2013). If a staff is appreciated for his/her hard work, he/she is more likely to be motivated to high performance. In the current competitive environment, the need for better management of all organizational resources, specifically human resource management has become a concern for most of the organizations. Hence, to manage the existing performance of the employees and to motivate them for better performance, efficient communication practices have become more important in all organizations. However, most scholars assert that there are additional factors that influence the level of employee performance other than skills, competence and expertise or professionalism, effective communication in an organization is among the most essential factors that influence employee performance and productivity levels. Fuertes et al. (2020) discusses that for high quality services creation both for customers and higher profitability for the organization, excellent employee performance is essential. With the assurance of these benefits, employee performance will be enhanced thereby leading to sustained competitive advantage in the long run. Again, the zeal and commitment of employees is boosted when managers and superiors undertake their jobs effectively. In the same vein, Otoo (2016), reported that most effective managers are those who clearly understand the various aspects of communication and its impact on organization's setting or structure. The acquisition of knowledge on the relevance of communication by the manager enables them to improve the nature of communication in the organization which in the long run yields positive results most especially concerning employees productivity.

Odine (2015) showed that effective communication serves as a reliable vehicle helping employees fulfil their organizational obligation. However, managers must be willing to promote free-flow communication across the existing different department/units in the organization to enhance employee productivity. Jiang, Du, Zhuo and Cui, (2020) again emphasized that effective communication helps in building trust among employees and top management officials of the organization which will encourage the employees to perform effectively on the job. Otoo (2016) suggests that a good information flow within staff in an organization will help achieve the diverse strategic objectives of the organization.

Review of Empirical Studies

Harris and Nelson, (2008) studied the impact of organizational communication on employee's motivation and performance at Putri Panda company, Indonesia and how organizational communication directly or indirectly on the employee's performance through employee's motivation at using questionnaire that covered the instrument, interview, and observation. Based on the analysis, the study found that: (1) Condition organizational communication in the category of obvious, employee motivation in the high category, and employee performance in the high category; (2) There is a positive effect of organizational communication directly or indirectly to the performance of employees through employee motivation. Based on the results of the study, researchers suggest: (1) Increase or improve organizational communication by organizing joint activities outside working hours, i.e. by holding recreational and outbound.; (2) The employees expected willingly to improve feedback when communicating with the leaders. Recognition for the importance of communication to the management process can be attributed largely to the work of Gamble and Gamble (2002) who maintained that communication was the very "heart" of the management process. The human relationships movement of the 1940's contributed significantly to the notion that communication in organizations should be a two-way process. Communication audit methodologies advanced a general systems approach to the study of organizational communication (Sim and Wright, 2000). The study concludes and recommends that communication is very important for employees who work in any organization anywhere in the world, such as communication gives the feeling of belonging and sense of partnership with employees working in the organization. When employees feel they have been heard and that they can communicate with their supervisors at any time they feel more a part of a group and are more motivated to work. Vercueil (2001) stated that many companies are now realizing that an employee's attitude and performance cannot be separated. When employees have negative attitudes about their work, their job performance and productivity inevitably suffer. When they have positive attitudes, job performance and productivity are likely to improve. If employers want to count on a productive workforce in changing times, they have to understand why employees will work for an organization and give the commitment they desire. In today's global business environment effective organizational communication--internal and external--has a significant impact on an organization's success. Therefore, the internal communication strategy of an organization should ask: It is a self-evident fact that organizational communication plays a vital role in employee motivation and performance as real changes are taking place in modern organizations.

Employee communications have a crucial role to play in the management effort to reorient employees perplexed by changes, or inform and motivate those who adapt more readily. Within this general need to communicate there exists the specialized requirement for effective communication as an outcome of managing an organization's employee relations. Today's organizations are run by multi and cross-functional teams which show little tolerance for unquestioned authority. Chukuma (2020) examined the effect of communication on organizational performance in Nigerian bottling company, Abuja, Nigeria. Survey research design was adopted for the study. 6,026 participants comprising all staff of Nigerian bottling company, Abuja, Nigeria was used for the study. 488 participants were selected using Taro Yamane sampling size formula.

Theoretical Framework

The Unitary theory of Industrial Relations According to unitary, the emphasis on the organization as a coherent team united by a common purpose, where the organization is perceived as an integral and harmonious whole with an ideal of one happy family. Fredrick Taylor falls under this perspective because of its emphasis on work study or one best way in working hence uniformity. It also stresses on establishment of work rules. Another approach within unitarism is human relations by Elton Mayo. This approach emphasizes on work groups and social relations at work. Bray (2009) observes that where industrial conflict exists temporarily or the product of aberrant behavior, induced by trouble makers, poor management or bad communication. Trade unions are deemed to be unnecessary, divisive, and compete with management for the loyalty of the employees (Armstrong, 2009). To this perspective, loyalty between organization and employees is considered to be mutually beneficial. The role of the employees is to be loyal to the organization and management, recognizing their common objectives. Therefore, it is argued that there cannot be two groups of employees to the same industry one for and the other against the organizational objectives. For the employees, the emphasis is on good relationships and sound terms and conditions of employment being agreed with the individual, collective bargaining as a way of determining the elements of work-place relationship is too distant and removed from the individual; the organization needs to demonstrate its appreciation and recognition of their efforts and individuals and groups needed to be rewarded clearly for their particular contributions; and the unitary approach to the employees also means that staff participation in workplace decisions is enabled (Beardwell and claydon, 2007), and this empowers individuals in their roles and emphasizes teamwork, innovation, creativity discretion in problem-solving, quality and improvement groups.

Accordingly, the unitary theory posed that managers must be visible and lead by example. The aspirations of participative leadership and the human relations school are achieved by sound management. It supports strong leadership by management to gain commitment of employees. As the purpose of the businesses is to succeed and be sustained in its endeavors, every employee must appreciate the business competitive problem and take ownership of their contribution to performance and quality being totally customer service focused (Budd, 2006). According to Thompson and Harley (2007), conflict between employees and employer is seen as arising from lack of information, inadequate presentation of management policies. Through good, communication, training and briefing

and team activities, those individuals become integrated in company norms and ways of doing things. The personal objectives of every individual employed in the business should be discussed with them and integrated with the organization's needs (Thompson and Harley, 2007). Therefore, trade unions should be denied a presence within the organization. In reality, however, the management may be forced to accept a trade union presence for the purposes of determination of pay and conditions of employment which is the market relations.

Unitary perspective is applied in workplace employment relation and this article evaluates its applicability in contemporary employment relations. Communication is of great importance in the unitarist perspective. Not only must employees be given feedback about their performance, they must also be kept informed about the organization aims and objectives. Communication enhances mutual understanding and trust. In addition, some human resource practices like performance management require continuous dialogue and feedback. In modern organizations, information technology has made it possible to communicate freely in the organization (Cole, 1995). Technology has also enhanced decision making in terms of quality and ability to involve others in decision making process, for example, teleconferencing and through email services. Unitarist approach can also be observed in the current emphasis on psychological contract between employer and employees which differs from a written employment contract in that it is concerned with implicit expectations, obligations and promises that individual and organizations believe have been made, about what each owes and expects to receive from the other. When the psychological contract is well managed, organizational commitment is enhanced which is the one of the tenets of unitarist approach (Armstrong, 2009).

Employee involvement practices that are evident in modern organizations aim at capturing the ideas of employees and securing their commitment. Beardwell et al. (2007) observes that the concept of employee involvement is strongly grounded in unitarist perspective. Employee involvement initiatives are promoted by management with a view to mobilizing the support and tacit knowledge of employees towards corporate goals. Mechanisms for employee involvement include quality circles suggestion schemes and team-working (Waiganjo and Ngethe, 2012). Employee involvement enhances employee creativity and innovation which are crucial in the modern business environment.

Individualization of the employment relationship instead of collective bargaining is means that employers consult individual employees on one on one basis, this is common especially in small and medium size companies that have sprung up in the current business environment. These are also characterized by such practices as individual based pay and performance related pay and individually negotiated contracts. This scenario negates the presence of unions as advocated by the unitarist perspective, Allan fox (1966) and Ed Rose (2008) argues that the unitary perspective where it exists is found primarily among managers and is therefore often regarded as a managerial ideology. The ideology still exists today for the following reasons: - It enables management to legitimize its authority by regarding the interests of management and employees as being the same and that managers manage in the best interest of the entire organization. For example, when management makes decisions without involving employees it can use this perspective to justify its legitimacy to take such actions. This is because it sometimes becomes necessary for management to act swiftly on an issue without involving the employees. Managers' right to manage emphasizes managers acting in the interests of all in the organization because

they know best. Through the unitarist perspective management is able to assert itself (Waiganjo and Ngethe, 2012). The performance of any business organization is affected by the strategies in place within that organization. Therefore, the practice of strategic management is justified in terms of its ability to improve organizations' performance. This literature provides in-depth knowledge on the subject under study; however, most of the studies were not completely directed towards organizational communication in relation to employee job motivation and job performance and more specifically in the broadcasting industries. Therefore, this study is further situated in selected broadcasting stations in Delta State. It is believed by the researcher that there has been consistent neglect in research in this area especially in the broadcasting industries. Hence, the study will be based on the premise that probably there are not many studies in the field.

Methodology

The research design adopted for this study is descriptive survey method. This is because the method was deemed appropriate, as the study collected information on impact of organizational communication on employee motivation and employee job performance in an organization. Oniye (1997), states that the descriptive survey deals with systematic description of an event in a very factual and accurate manner. Descriptive survey allows both implicit and explicit hypothesis to be tested. It is used as a needs assessment tool to provide information on which to base sound decisions and to prepare the background for more constructive programme of educational research. It also serves as a foundation for more vigorous and precise investigation. The data gathered in a survey are usually responses to predetermined questions that are asked of respondents. The population of the study comprises of all management and non-management staff of all broadcast stations in Delta State, Nigeria. There are four (4) television stations in the state namely: Nigerian Television Authority (NTA), Asaba, Delta State Broadcasting Service (DBS), Asaba and DBS, Warri, the two DBS stations are owned by the Delta State Government. There are twelve (12) radio broadcast stations in the state which they are Bridge FM, Asaba, Crown FM, Warri, Charity FM, Asaba, DELSU FM, Abraka, Hot FM, Asaba, Melody FM, Warri, Mega FM, Warri, Quest FM, Ughelli, Ray Power FM, Oghara, Rize FM, Warri, Trend FM, Asaba and Kpoko FM, Warri.

The sample size for this study comprises of seven broadcasting station three (3) television stations and four (4) radio stations will be selected for the study. The study will adopt the stratified sampling technique. A stratified sampling is a fair representation of the various strata within a given population of interest. Stratified sampling is where the population is divided into strata (or subgroups) and a random sample is taken from each subgroup. To test the theoretical expectations of any relationship, a wide range of different groups is needed to include all the various categories of people as far as possible (Opoku-Amankwa, 2009). The sample forms a good representation of the population since it was impossible to interview everybody to solicit their views for the study. There are 363 members of staff in the selected broadcast stations. Employees of each broadcast stations was divided into two strata: Management Staff and Non-Management Staff. A card drawing simple random sampling was used to select a total of 171 employees as the sample size for the study. 171 out of about 363 staff members who picked YES cards was put together as the sample size while those who picked NO cards was left out of the study.

The data collection method used in this study is a well-structured self-administered questionnaire. The reason for structuring the questionnaire is to reduce variability in the meanings possessed by the questions as a way of ensuring comparability of responses. The questionnaires will be administered to employees of the selected broadcast stations at different job levels (management and non-management) and functions within their office metropolis with the help of research assistants. The instrument comprises three different sections; Section One: seeking information on staff biodata; Section Two: information on management and staff channel of communication; Section Three: comprising of open-end questions which are structured to determine the role of organizational communication and its impact on employee job motivation and job performance. The study face validity and content validity were used to ascertain the validity of the research instrument in relation to the research work. The face validity of the instrument was affirmed by the supervisor. This was done to ascertain if the instrument is well formatted and the sections well structured. The content validity was evaluated by subjecting the research questionnaire to two experts in the field of measurement and evaluation. This was carried out to determine the relevance of the instrument to the research questions and hypotheses.

The information contained in the research instrument were restructured and amended to suit collection of data relevant for assessing the impact of organizational communication and employee job motivation and employee job performance. The reliability of the instrument was evaluated using a pre-test survey. Twenty (20) copies of the questionnaires were administered to the staff of Independent Television Authority ITV, Benin and Edo Broadcasting Service, Benin in Edo State to pre-test the research instrument. The data collected from the retrieved questionnaire were tested using the Cronbach Alpha reliability test to determine the internal consistency of the questionnaire items yielding a Cronbach Alpha value of 0.859. The questionnaires titled "Influence of Organizational Communication on Employees Job Motivation and Job Performance in the Broadcast Organizations in Delta State, Nigeria" was administered to management and non-management staff within a period of two weeks for participants to respond to the questions in the questionnaires. Furthermore, in the event where the respondents' educational level was not adequate, assistance will be given to answer the questions. The completed questionnaires will be retrieved and used for the study. Questionnaires with improper information or those not completely responded to will be discarded and the total completed questionnaire will be used to determine the response rate. Data collected using the questionnaire will be subjected to descriptive statistics and simple regression analysis. The Statistical Packages for the Social Sciences (SPSS) was used to analyze the response based on the formulated hypotheses to know whether the independent variables highlighted in the study has a statistically significant positive effect on the dependent variable.

Results

Data were analyzed to identify, evaluate and describe the influence of organizational communication on employees' job motivation and job performance in the broadcast organizations in Delta State, Nigeria. In presenting primary data generated in the field in this study, the researcher chooses to apply simple percentage tabular presentation mode. This is for convenience, clarity and better understanding.

Table 1: Distribution of Respondents based on their Sex

Sex	Frequency	Percent (%)
Male	58	33.9
Female	113	66.1
Total	171	100.0

From the Table 1 above it shows that 58(33.9%) of the respondents are males while 113 (66.1%) of the respondents are female. This implies that majority of the respondents who dominate the broadcast organizations are female.

Table 2: Age of Respondents

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 61 and Above	38	22.2	22.2	22.2
51-60years	33	19.3	19.3	41.5
41-50years	17	9.9	9.9	51.5
31-40years	47	27.5	27.5	78.9
21-30years	36	21.1	21.1	100.0
Total	171	100.0	100.0	

From table 2, it is evident that participants within the age range of 61 and above 36 (22.2%), 51-60 years had 33(19.3%), 41-50 years had 17(9.9%), 31-40 years 47(27.5%) while 21-30years had 36(21.1%). The result implies that majority of the respondents are between the age range of 21-30 years. This can be attributed to the quest for young and vibrant individuals in the broadcast station as they are believed to have maximum energy to carryout the demanding task of broadcast.

Table 3: Marital Status of Respondents

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Widowed	3	1.8	1.8	1.8
Divorced	3	1.8	1.8	3.5
Married	120	70.2	70.2	73.7
Single	45	26.3	26.3	100.0
Total	171	100.0	100.0	

From the table 3 result it is clear that widowed participants had 3(1.8%), divorced had 3(1.8%), married had 120(70.2%) while single respondents were 45(26.3%). This implies that majority of the respondents were married.

Table 4: Educational Qualification of Respondents

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid M.Sc/Professional	73	42.7	42.7	42.7
B.Sc	69	40.4	40.4	83.0
HND	24	14.0	14.0	97.1
OND	3	1.8	1.8	98.8
College	2	1.2	1.2	100.0
Total	171	100.0	100.0	

From table 4, 73(42.7%) of the respondents are M.Sc/Professional certificate holders, 69(40.4%) of the respondents are B.Sc degree holders, 24(14.0%) of the respondents are HND holders, 3(1.8%) of the respondents have OND while 2(1.2%) of the respondents have college certificate. This implies that the vast majority of staff are M.Sc/Professional certificate holders.

Table 5: Job Status of Respondents

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Head of department	36	21.1	21.1	21.1
Head of section	62	36.3	36.3	57.3
Supervisory cadre	40	23.4	23.4	80.7
Junior Staff	33	19.3	19.3	100.0
Total	171	100.0	100.0	

From the table 5, 36(21.1%) of respondents are heads of department, 62(36.3%) of the respondents are head of section, 40(23.4%) of the respondents are supervisory cadre while 33(19.3%) of the respondents are junior staff. This implies that majority of the respondents are head of sections and management staff.

Hypotheses One: There is no significant relationship between organizational communication and employee job motivation in broadcast organizations in Delta State.

Table 5: Linear regression analysis of relationship between organizational communication and employee job motivation in broadcast organizations in Delta State

	SS	Df	Ms	F	Sig
Regression	.165	1	.165	.953	.330
Residual	29.310	169	.173		
Total	29.476	170			
Variable in the equation					
	B	S.EB	R	R ²	r ² adjustment
(Constant)	3.734	.910			
Employee Job Motivation	.194	.198	.075	.006	.000

N=171, p<.05 level of significance; Dependent variable – Organizational Communication, Predictor (Constant), Employee Job Motivation

As shown in table 5 the computed r value is .075 which indicates that there is a positive linear relationship between organizational communication and employee job motivation in broadcast organizations in Delta State. The r² value is .006 while the adjusted r² is .000. This shows that organizational communication explains 0.6% amount of variance in the employee job motivation in broadcast organizations in Delta State. The computed F-ratio is, F(1, 169) = .953, p<.05 level of significance. Therefore, the null hypothesis which states that there is no significant relationship between organizational

communication and employee job motivation in broadcast organizations in Delta State was rejected. The conclusion was drawn that organizational communication has a significant positive linear relationship with employee job motivation in broadcast organizations in Delta State.

Hypotheses Two: There is no significant relationship between organizational communication and employee job performance in broadcast organizations in Delta State

Table 6: Linear regression analysis of relationship between organizational communication and employee job performance in broadcast organizations in Delta State

	SS	Df	Ms	F	Sig
Regression	.589	1	.589	3.444	.065
Residual	28.887	169	.171		
Total	29.476	170			
Variable in the equation					
	B	S.EB	R	R ²	r ² adjustment
(Constant)	6.052	.771			
Employee Job Performance	-.311	.168	.141	.020	.014

N=171, p<.05 level of significance; Dependent variable – organizational communication, Predictor (Constant), Employee Job Performance

As shown in table 6, the computed r value is .141 which indicates that there is a weak insignificant linear relationship between organizational communication and employee job performance in broadcast organizations in Delta State. The r² value is .020 while the adjusted r² is .014. This shows that organizational communication explain 2.0% amount of variance in the employee job performance in broadcast organizations in Delta State. The computed F-ratio is, $F(1, 169) = 3.444$, p<.05 level of significance. Therefore, the null hypothesis which states that there is no significant relationship between organizational communication and employee job performance in broadcast organizations in Delta State was accepted. The conclusion was drawn that organizational communication has no significant linear relationship with employee job performance in broadcast organizations in Delta State.

Discussion of Findings

This study focused on the influence of organizational communication on employee’s job motivation and Job performance in the broadcast organizations in Delta State, Nigeria. The following findings emerged in the course of the analysis and they are reported as follows: From the result of the study, it was found that job motivation indicators has no significant linear relationship with employee job motivation in broadcast organizations in Delta State. This was revealed in the computed r value of .233 which indicates that there is a weak insignificant linear relationship between indicators of job motivation and employee job motivation in broadcast organizations in Delta State. This

finding is in agreement with that obtained by Osborne and Hammoud (2017) that interacting and sharing ideas with the most experienced and qualified managers or superiors motivate employees to perform better in an organization. It is also in agreement with the findings of Judge and Ilies (2001) that when employees are seen working hard at some activities, conclusion could be drawn that they are driven by a desire to achieve the goal that they value. For instance, an achievement-oriented person is driven by the desire to succeed and is motivated by a desire for promotion and/or accomplishment in order to satisfy the need.

From hypotheses one, the result revealed that job performance indicators has a significant positive linear relationship with employee job performance in broadcast organizations in Delta State. It was further revealed through the computed r value of .058 which indicates that there is a positive linear relationship between job performance indicators and employee job performance in broadcast organizations in Delta State.

Hypotheses two revealed that organizational communication has a significant positive linear relationship with employee job motivation in broadcast organizations in Delta State. This was also buttressed with the computed r value is .075 which indicates a positive linear relationship between organizational communication and employee job motivation in broadcast organizations in Delta State. This finding is in agreement with that of Odine (2015) indicates that effective communication is a very reliable vehicle that helps employees to fulfill their organizational obligations. It also agrees with Jiang, Du, Zhuo and Cui, (2020) that effective communication helps to build trust between employees and the top leadership of the organization which encourages the former to perform efficiently on the job. From research question four and hypotheses four the findings revealed that organizational communication has no significant linear relationship with employee job performance in broadcast organizations in Delta State. This was further buttressed by the computed r value is .141 which indicates a weak insignificant linear relationship between organizational communication and employee job performance in broadcast organizations in Delta State. This finding is supported by Jian et al., (2020), who emphasized that the nature in which the organization interacts or communicates with the employees plays a key role in improving employee performances since it acts as a source of motivation and new knowledge, or skills.

Conclusions

Against the backdrop of the results of several empirical studies, this study sought to examine the extent of correlation between organizational communication on one hand and job motivation and job performance. The study found that job motivation indices such as job environment, pay, bonuses, promotion policy, loans and participating in organization decision making process is not a significant correlate of both job motivation and job performance among broadcast organization employees. However, the study also found that organizational communication has a significant positive linear relationship with employee job motivation in broadcast organizations in Delta State.

Recommendations

Flowing from this finding, the following recommendations were made:

1. Employers and management of different industries must find the most crucial factors before implementing their motivational policies
2. Employees that are duly appreciated for satisfactory performance should not take it for granted as it will project their intentions to the employer whether to repeat such good gesture or not.

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