

10Cs Business Communication-Information and Organizational Performance

John Nkeobuna Nnah Ugoani*

Department of Management Sciences, College of Management and Social Sciences, Rhema University, Aba, Nigeria

Abstract

Effective communication is an important link towards organizational performance. At any level, organizations strive to achieve a certain level of returns that will give them competitive advantage. Business communication includes all communication undertaken, on behalf of a corporation vis-à-vis its internal and external audiences in order to gain support for the achievement of overall organizational performance elates to the final outcomes of top management planning processes. Communication and information are closely related but yet they differ from each other, while communication involves the act of reaching to people, information on the other hand, involves the content. Effective management communication must therefore, be integrated with information which often forms the structural background for the understanding and possible solution to identified problems and therefore, making real and potential contributions to positive human endeavours. A major distinction between communication and information is that while communication often elicits responses, on the other hand, information can be gathered, processed, and recorded but may not elicit any response. For effective organizational communication, communication channels and patterns which are recognized must be borne in mind to reduce communication failures. This is necessary because management communication challenges increase in relation to the size of the organization and unless and until due attention is given to this related phenomenon problems increasingly and inevitably develop and may unfortunately lead to management failure which can be of disastrous magnitude for organizational reputation and overall performance. The qualitative research design was adopted for the study and the result showed positive relationship between 10Cs business communication and organizational performance. The study was not exhaustive, and further study could examine the relationship between lack of proper communication and the performance of government-owned enterprises in Nigeria. It was recommended that top organizational leadership should institutionalize the culture of effective communication in their organizations as a measure of improving overall organizational performance.

Keywords

Management Communication, Organizational Communication, Employee Communication, Co-ordination, Continuity, Modern Performance Philosophy, Management Credibility, Top Management

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1. Introduction

Communication is a medium of transmitting instructions and information to all interested parties such as employees, customers, governments, suppliers, critical stakeholders and the public in general. Good business communication has a

central role to play in the provision of quality services. Business communication which can be oral or written must be clear, concise, complete, correct, considerate, candid, and courteous. It must promote confidence in the minds of people, well co-ordinated and show the elements of continuity so as to enhance organizational performance. The aim of business communication in modern management

* Corresponding author

E-mail address: John_ugoani@rhemauniversity.edu.ng, drjohnugoani@yahoo.com

thought is to achieve a closer understanding between all employees so that a complete awareness of aims, updated information and job responsibility will enable each employee or manager to be fully productive if he is effectively motivated. The dimensions of communication in this sense involve solving organizational problems, the proper treatment of employees, diagnosing individual problems, improving the climate within the organization, the training and development of employees, and adopting a modern management philosophy. The main purpose of an effective business, employee, management or organizational communication which must be two-ways or three ways, and never one-way communication is to develop mutual trust between all the people in the organization so as to minimize the level of mistakes, to reduce misunderstandings, to encourage teamwork and to encourage favourable impulse for motivational purposes and organizational performance. Modern management philosophy emphasizes on the type of communication which ensures that organizational members such as employees and managers become involved as part of a team in which everyone contributes and actively participates in the decision-making processes that affect them. This philosophy has the potency of creating a higher degree of mutual and beneficial understanding that is one of the main goals of effective management communication [1-5]. Communication and information are closely related but yet they differ from each other, while communication involves the act of reaching to people, information on the other hand, involves the content. Effective management communication must therefore, be integrated with information which often forms the structural background for the understanding and possible solution to identified problems and therefore, making real and potential contributions to positive human endeavours. A major distinction between communication and information is that while communication often elicits responses, on the other hand, information can be gathered, processed, and recorded but may not elicit any response. For effective organizational communication, communication channels and patterns which are recognized must be borne in mind to reduce communication failures. This is necessary because management communication challenges increase in relation to the size of the organization and unless and until due attention is given to this related phenomenon problems increasingly and inevitably develop and may unfortunately lead to management failure which can be of disastrous magnitude for organizational reputation and overall performance [6-7]. It is expected that good written organizational communication must be accurate, brief, and clear, should be able to inspire confidence in organizational members and the public to be able to enhance organizational performance. According to Okafor [8] written business

communication should be clear, concise and well structured, and that oral communication has to be direct to be more effective and also that managers must demonstrate more positive non-verbal communication. It is also emphasized that effective written management communication serves as a permanent record, serves as a visible confirmation of a policy or an agreement. Also, lengthy or complex information can be incorporated into a business letter to be read and re-read. In this way, written communication crosses time and space, and provides the important need for continuity. Unlike written communication, oral communication on the other hand, involves spoken words, presentations, meetings and gossiping, while unspoken communication mainly involves body languages, including gestures. Communication is the engine of any organization, and hinges on people understanding the meaning, and replying in terms which move the exchange of ideas forward and preferably in the expected direction. In management, managers communicate to get things done, pass on and obtain information, reach decisions, achieve joint understanding, and develop relationships. In the circumstance therefore, communication, information or report to management must be relevant to the purpose for which the manager wants to use it. It must be *complete* and *correct* otherwise, the manager might well make bad decisions where there is no *complete picture* of the situation. Effective communication is a major link towards organizational performance. At any level, organizations strive to achieve a certain level of returns or performance that will put them in a comfortable position for competitive advantage and continuity [9-10]. Organizational performance relates to the final outcomes of activities that include results of top management planning process. It is the result of the activities of an organization measured against its set objectives[11, 12].

1.1. Research Problem

Even though management effectiveness hinges to a great extent on effective business communication most managers and particularly, chief executive officers (CEOs) do not communicate properly. Lack of proper communication within an organization can pose a huge problem for operational effectiveness and also dangerous for the reputation of the organization. Knowledge workers of today often feel highly demotivated in an organization where there is tardy communication flow and information they require to perform their responsibilities. Critical stakeholders like shareholders and the government require pertinent information to evaluate the operational performance of any enterprise or organization which is also a measure of gauging its reputation. Failure in the communication network negates the efforts of management and demotivates employees who may not have a true sense of direction or leadership, vis-à-vis confusion with authority and responsibility relationships in the organization.

Lack of communication or information reduces the degree of understanding and promotes misunderstanding at all levels of the organization. This challenge persists in many organizations and creating chaos in the management process.

1.2. Research Objective

This investigation was conducted to evaluate the relationship between 10Cs business communication and organizational performance.

1.3. Research Significance

The result of this study will raise the bar on knowledge of students, researchers, academics, policy-makers, governments and the general public as regards the importance of 10Cs of business communication and organizational performance.

1.4. Research Questions

Is clarity important in management communication?

Does good communication require consideration?

Is it true that business communication should be well co-ordinated?

Are you sure that organizational communication does not need continuity?

Is it true that communication must not be complete?

Must business communication be correctly done?

Is confidence an element of good business communication.

Must good business communication be concise?

Is it true that management communication does not require courtesy?

Is information a product of good communication?

Can business communication be candid?

Conceptual Framework

A conceptual framework is the structure of the study which shows its relationship with the principal variables and the research problem. The conceptual framework of this study is based on the assumption that a major purpose of business communication is to help management operate the business more successfully, as shown in figure 1.

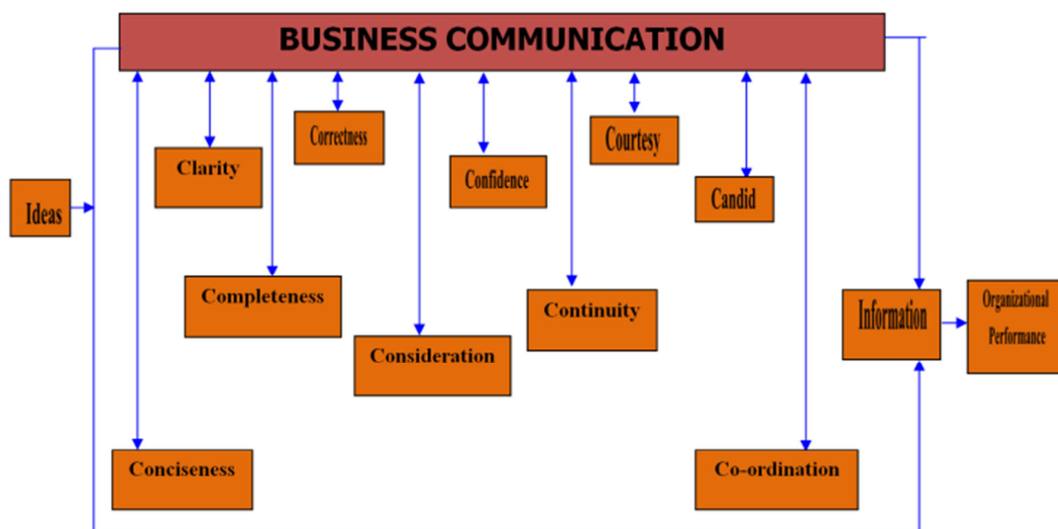


Figure 1. 10Cs Business Communication and Organizational Performance Model.

Source: Author Designed (2021)

Management credibility can be established through regular communication based on good ideas and pertinent information. Both organizational members and significant others associated with an organization need to identify with it to be assured that their particular role is essential to the success of the organization. A good idea is the mother of good business communication, which must not only be clear, concise, correct, complete, and with confidence, but must also have consideration, courtesy, and candid. It importantly requires the attributes of co-ordination and continuity, giving

rise to good information so as to achieve desired objectives. Good business communication does not require an enormous mountain of information, even if it is all relevant because it often leads to information *overload*. Rather, it must be clear, correct and complete, therefore, invoking confidence. Information must be clear to the user for it to be meaningful. This is important because lack of clarity is always a major cause of a breakdown in communication, which is referred to as *noise*. Communication needs to be correct because using incorrect information could have serious and damaging

consequences. Such communication must also be complete to enable users have all the information they require to perform properly in any given responsibility. The element of confidence is essential in management communication because information must be trusted by the managers who are expected to use it. Courtesy ensures that organizational people and others are properly identified and addressed and being candid helps in building mutual understanding. It is expected that quality organizational communication must be well co-ordinated to ensure continuity. Creative and imaginative ideas are necessary in business communication so as to build and integrate pertinent information. And to ensure continuity, formal written directives should be made as soon as instructions are received or when top management reaches important decisions, and distributed to all divisions and departments to promote organizational-wide co-ordination. This is indispensable, because information needs to be integrated from several sources, especially performance review goals and accomplishments, as well as organizational objectives. This aspect cannot be overemphasized because operational information is used to ensure that specific tasks are planned and carried out within the organization by enabling top management to make timely and effective decisions for which it is responsible. Effective business communication positively influences conflict management. Effective communication means listening openly and properly and sending clear and convincing messages. This strategy helps to build harmony, teamwork and collaboration with others to enhance organizational performance. Effective communication in the management context can involve open communication and innovative thinking, both of which positively influence stakeholders' motivation and should be encouraged through various stakeholders' relationship mechanisms. Such mechanisms include *mission reviews*, *open forums*, and *contribution recognition*. *Mission reviews* encourage stakeholders' to tell the management how they are feeling and to ask any questions. *Open forums* are held on a regular basis to review performance, recognize achievements and consider the future. On the other end, *contribution recognition* is for recognizing *outstanding* achievement that embodies the guiding principles, mission, and goals of the organization. Communicating openly and sincerely has tremendous value in inspiring people to share a common purpose of self-esteem, self-respect, and appreciation. It is a super humanistic approach to doing business; managing or leading that produces desired bottomline results. Also, open communication or community communication, enables management to adopt a broader, more socially conscious view of the organization's responsibilities to its employees, customers, suppliers and the communities in which it operates [13-15].

2. Literature Review

Communication is the transmission of information, idea, emotion, skill and others by the use of symbols, words, pictures, figures or graphs. It is the act or process of transmission that is called communication. Communication can be intrapersonal which is the communication that takes place within an individual or interpersonal, which is the communication that involves an individual and another or other people. Communication entails speaking, writing, reading and listening. According to Sannie [16] communication is all embracing because it is dynamic, diverse and also an act rather than a content or information. He posits that communication is distinct from information, although the two are often used interchangeably to mean the same thing, but that while communication is an act information is the content. In communication theory, there are five recognized approaches. These consist of communication being related to culture, speech, persuasive, skills, human relations and information transmission. Therefore, communication can be informational, persuasive relational, educative, transactional among others. Communication serves two basic functions, psychological function, and social function. In business communication for example, communication serves at least two social functions (i) it helps in developing relationships, and (ii) it helps management to fulfill obligations. Apart from mass communication which is a process of delivering information, ideas and attitudes, to a sizeable diversified audience through the use of appropriate mass media, other types of communication often *compressed* within the concept of business communication include: organizational communication, employee communication and management communication [17, 18, 19]. Any means by which an individual transfers meaning, ideas, feelings, emotion or attitude to others is communication. There are speech messages that are transmitted by facial expression, by the use of the eyes, body movement, gesticulation of the hand, shaking the head, in approval or disapproval, smiling or frowning, sometimes, these are accurate ways of expressing oneself than the conventional oral or written messages. Communication is an indispensable management tool and effective communication is at the heart of modern management. It is essential to keep everybody in an organization informed. This is the way to ensure effective leadership, co-operation, co-ordination, support and commitment. People must know about what is going on, what to expect, and what to do and when. As an organization grows in complexity and size, the need for communication also grows, and the leader must not assume that the people know, simply because he or she knows.

2.1. Organizational Communication

Communication is essential to an organization and helps it run on the paths of excellence. According to Ndolo [20] there is a correlation between an effective communication system and high overall organizational performance. He asserts that while communication is essential to an organization, information is vital to effective communication. Organizational communication is the sending and receiving of information within a complex organization which includes internal communication, human relations, management-union relations, as well as downward, upward, and horizontal communication. Corporate or organizational communication includes all communication undertaken on behalf of a corporation, institution or organization vis-à-vis its internal and external audiences, in order to gain support and understanding of that organization as a whole. Corporate communication helps to maintain or create a favourable environment in which the organization can operate and function successfully. Organizational communication is the exchange of information, ideas and feelings – down, up and across organizational lines [21-22].

2.2. Employee Communication

The importance of employee communication cannot be overstated because when organizations commit themselves to effective communication with their employees, a number of important benefits result. Well informed employees are usually satisfied employees. They are better, more productive workers who get more out of their work and do a better job for the organization. Such employees will be the first spokespersons for their organization outside of work. According to Lattimore, et al [23] well-informed employees interacting with organizations' stakeholders' will have significant positive influence on relations' with customers', the community, investors', and the media. When lines of communication are open between employees and employers, organizational goals are more likely to be achieved. They emphasize that achieving successful communication within an organization is necessary amid corporate changes around the world, including corporate takeovers, and mergers, downsizing, scandals, cost cutting and technological changes, organizations face challenges to keep good employees' and to hire new ones, to move ahead. The reason of keeping employees informed about general matters affecting their work-role is that it contributes to increased understanding of management's actions, reduced misunderstanding arising from day-to-day activities and improved trust between employers and employees'. According to Maduabum [24] communication is a two-way process, it is a mutual exchange of ideas, feelings and opinions. Thus, in organizations, provision has to be made for up-ward as well as for

downward communication. He posits that the organization should acknowledge the supreme importance of formal communication channels in the organization and ensuring that adequate mechanisms exist to stimulate and channel the exchange of information, suggestions, feelings and opinions between management and employees. In most large organizations, the lines of communication are vertical, linked closely to the management hierarchy. However, whether communication channels are vertical, horizontal or both, decisions must be made about the methods of communication to be used with regard to: how to keep employees' informed, how employees' views can be generated, and how employees major problems can be discussed jointly, so as to achieve organizational objectives under a cordial atmosphere [25, 26, 27]. Communication is highly considered as an important function in modern management, and communication with employees is a most important aspect of that function. Employee performance is vital to successful organizational performance, and this is importantly affected by how well employees can identify their own goals with those of the organization. Helping employees to do so is often the central objective of employee communication. It is envisaged that to be fully effective, employee communication must be properly organized, and integrated into the structure of the corporate enterprise, have the support of top management to operate in a climate favourable to free and open exchanges of views and attitudes and also have continuity [28, 29, 30].

2.3. Management Communication

Management communication often confusedly used interchangeably with management information, have different connotations, because while communication is the process of transmission, information is the substance of such transmission. Management communication involves reports or meetings at the instance of top management for the benefit of organizational members for overall organizational performance. In the category of reports includes audit reports, financial reports, committee reports, appraisal reports, progress reports, made or received by management for the effective management of the enterprise. For example, top management often engages in managerial appraisal which is an important aspect of management development. This process is essential to organizational performance because it helps to reveal the strengths and weaknesses of managers. For a manager to develop, he or she must receive feedback from management on performance and this will to a great extent reduce animosity on the part of managers who may feel short changed by top management in terms of promotion [31-36]. Management communication is frequently a *one-way traffic*. It is either from the top to the bottom or vice-versa. It may also involve reports to shareholders or vice-versa. For example, in many countries, employers are

required by law to disclose some policy details and relevant information to employee representatives for the goal of collective bargaining agreements. Management must inform and carry employees along on what goes on in the organization, they are also required to develop them to attain their fullest potentials. Even though the spoken word constitutes the major style of management communication in the work environment, but a formal approach in terms of written management communication is inevitable for the important need of continuity [37]. Management meetings may take various forms including; discussions and joint meetings. The former are meetings called by top management to place certain information directly to managers or to put a point of view forward in public. Such meetings may or may not be designed to encourage questions, comments or answers. On the other hand, joint meetings, are often designed to encourage an exchange of views or information between management, and employees representatives or significant stakeholders on how best to manage the enterprise [38]. Effective management approach recognizes that management communication is one of the vital processes to make organizations run successfully. The quality of decisions that management makes rests squarely on the level, accuracy, and amount of information it receives from other employees', managers', and from external sources and on the manner in which it processes such information. The more timely and concise the information, the greater the chances that appropriate management decision will result for greater organizational performance. In management communication, information can be transmitted informally through writing or figures. Whichever way management communication takes, the aim is to achieve organizational goals, and for

information arising from any communication to have value, it must lead to a decision to take action. Management is almost always interested in taking action to reduce costs, losses, increasing turnover, better utilization of available resources, preventing frauds, and enhancing employee motivation. Management communication is central to organizational performance because it helps managers at all levels in the organizational hierarchy to make timely and effective decisions for planning, organizing, directing, controlling, motivating, leading and co-ordinating for which they are responsible to top management and the board of directors [39-42].

3. Research Methodology

The qualitative research design was adopted for the study. The population comprised of the managers in publicly quoted organizations in Nigeria. The sample was selected through the judgmental method; and the sample size was determined using the sample ratio concept. A 5-point Likert-type researcher designed questionnaire titled *Business Communication Questionnaire (BCQ)* was used to generate both quantitative and qualitative information, while top management was interviewed. Secondary data were generated from relevant websites, books, journals, newspapers, magazines, reports, among others. Data generated were complemented and supplemented through each other, organized and coaled in readiness for analysis. Data were analyzed through descriptive statistical technique, and result summarized and presented in figures and tables. The mean cut-off point for the acceptance or rejection of responses was set at 3.00 points [43-44].

4. Presentation of Result

Table 1. Characteristics of Respondents (n=157).

	Description	Category	Total	Percentage
I	Gender	a) Female	65	41.40
		b) Male	92	58.60
Ii	Education	a) Certificates	30	19.11
		b) Diplomas	45	28.66
		c) Degrees	82	52.23
Iii	Age	a) 18 – 35 years	35	22.29
		b) 36 – 60 years	60	38.22
		c) 61 – 75 years	62	39.49
iv	Experience	a) 5 - 10 years	40	25.48
		b) 11 – 20 years	75	47.77
		c) 21 – 35 years	42	26.75
V	Status	a) Low	50	31.85
		b) Middle	37	23.57
		c) High	70	44.58

Source: Fieldwork (2021)

Table 2. Analysis of Responses by Frequency and Mean (n = 157).

S/N	Restatement of Research Questions	Scores					Row scores	Sample size	Mean	Decision mean @ 3 points	Grand mean
		SA	A	N	D	SD					
		5	4	3	2	1					
i	Clarity is important in management communication	60	70	2	2	23	613	157	3.90	True	
ii	Good communication requires consideration.	50	90	1	4	12	633	157	4.03	True	
iii	Business communication should not be well co-ordinated	5	10	2	8	132	219	157	1.39	False	
iv	Organizational communication needs continuity	80	50	5	5	17	642	157	4.09	True	
v	Communication must be complete to be effective	75	65	1	2	14	656	157	4.18	True	
vi	Effective business communication must be correct	90	55	2	5	5	746	157	4.75	True	3.73
vii	Confidence is an element of good business communication	60	85	1	4	7	653	157	4.16	True	
viii	Good business communication must not be concise	10	20	2	5	120	266	157	1.69	False	
ix	Management communication requires courtesy	85	60	3	2	20	698	157	4.45	True	
x	Business communication should be candid as far as possible	65	75	1	2	14	646	157	4.11	True	
xi	Information is a product of good communication	95	45	2	1	14	677	157	4.31	True	

4.1. Discussion

Business communication helps in providing sound information that top management uses to transmit important ideas within and outside of the organization. It involves the dissemination of information about organizational vision and mission, policies, rules and regulations for the interest of organizational members, governments, and other relevant stakeholders. Properly constructed organizational communication fosters recognition of employees achievement, reduces suspicion and uncertainty and helps stakeholders' to identify with the goals of the organization. Where business communication, organizational communication, employee communication or management communication is skillfully handled, it automatically becomes an indispensable component of business success and excellence. As shown in the conceptual framework of this study, ideas become the mother of 10Cs business communication. This is imperative because communicating effectively and giving people enough necessary information can link directly with successful task performance [45]. Communication is a broad area and very important for organizational performance, therefore, knowledgeable respondents were selected for the study as shown in table 1. From the analysis of their responses in table 2, it is understood that in (i) they agreed that clarity is important in management communication. Clarity means the avoidance of vagueness in management language so that parties to it will not have any misunderstanding of terms, words or phrases. In (ii) it was supported that good communication requires consideration. Besides being clear, in business communication, consideration must be given to the reader who may or may not be a *business person* by coming down to his or her level for proper understanding. In (iii) the

respondents did not agree that business communication should not be well co-ordinated. This is true because managers get things done through and with people which requires a well co-ordinated networking. Continuity is imperative in organizational communication as agreed to by respondents in (iv). Written formal communication is of necessity and provides a reference point for organizational continuity and sustainability. No one can strongly argue against the need for completeness in effective communication as in (v). Information must be complete so that the users will not be placed in doubt about what to do. Business communication must be correct as agreed in (vi). This means that the communicator must be complete and correct on the subject in terms of words and expressions to avoid confusion. The respondents in (vii) assert that business communication should promote confidence. This is important. Information must be trusted by managers who are expected to use it for decision making and other functions. Respondents did not agree as in (viii) that business communication must not be concise. This is true because in business communication, it is necessary to write on the subject instead of *beating about the bush*. It was also established in (ix) that management communication requires courtesy. Even though courtesy may not be required in all forms of communication, but it is essential for the communication to be polite. As in (x), it was emphasized that business communication should be candid as far as possible. This agrees with Sannie [16]. According to him, a good business letter is an image maker of the organization from where it originates, so it has to be taken seriously. He emphasizes that it is very necessary that genuine information is provided because of credibility and believability that are usually associated with a message being pushed out of the organization. As in (xi) it was also agreed by respondents that information is a product of good

communication. They could not agree less, because sound information is a component of good communication, and the value of information lies in the action taken as a result of receiving it. At a grand mean of 3.73 over the decision mean of 3.00, it was found that the 10Cs business communication has positive relationship with organizational performance. This original result is splendid and agrees with the view of Ndolo [20] that *there is a correlation between an effective communication system and high overall organizational performance*. This is the objective of the study.

4.2. Scope of Further Study

Many people are skeptical about the performance of many government owned-enterprises. Therefore, further study could examine the relationship between lack of proper communication and the attitude of the public towards this direction.

4.3. Recommendations

Top organizational leadership should institutionalize a system of proper communication in their organizations to improve individual and overall organizational performance.

Management should always insist on getting correct and complete information to enable it make meaningful decisions.

Business communication needs to be concise to avoid *information overload or beatig about the bush*.

Business information should not only be concise but also accurate because using incorrect information could have serious damaging consequences on the organization.

Management communication or information must be relevant to the purpose for which a manager wants to use it. The consequences of irrelevant data are that the managers might become confused by the data thereby wasting time in doing their jobs.

5. Conclusion

Management credibility can be established through regular communication based on ideas and pertinent information. Both organizational members and significant others associated with an organization require proper communication to identify with the organization and be assured that it operates within desired expectations. It is expected that quality organizational communication must be well co-ordinated to ensure continuity which is essential for organizational performance. 157 respondents participated in the study conducted through the qualitative research design and the result showed positive relationship

between 10Cs business communication and organizational performance.

Conflict of Interest

This author declares no conflict of interest in respect of the authorship and/or the publication of this paper.

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Author Contribution

John Nkeobunna Nnah Ugoani, collected, analyzed and interpreted data in respect of this paper. The paper is the intellectual property of the sole author who is therefore, solely, responsible for any omissions or liabilities arising there from.

Originality

Despite the importance of communication in organizational performance this is one of the few works in the areas in Nigeria. The study emphasizes that the 10Cs business communication and information provide the foundation for performance excellence. It insists that management requires accurate and complete information to make effective management decisions.

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Biography



John Nkeobuna Nnah Ugoani is Associate Professor of Management at Rhema University, Nigeria. His research interest focuses on business, management, governance, leadership, and emotional intelligence. John is recognized for presenting the first best PhD Thesis in

Management at the Faculty of Business Administration, Imo State University, Owerri, Nigeria. He has over 130 scholarly publications with full paper readership downloads and abstract views of over 8000 and 30000 respectively and ranked among Top Ten Authors by SSRN. Before entering academia, he was a senior manager at First Bank of Nigeria Plc.