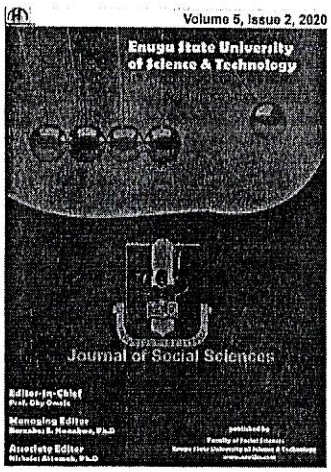


Published: 2020-08-30

Articles

Effects of Ethnic Diversity and Poverty on Crime Rate in Nigeria

Adenuga Fabian Adekoya, Nor Azam Abdul Razak

VIEW PDF

Social Adversity and Mental Health among Individual Client in University of Calabar Teaching Hospital, Nigeria

Chinenye Juliet Njirinze, Butum Bassey Eyong

VIEW PDF

Polytechnic Education as a Strategy for Crime Prevention

Thomas Imoudu Gomment

VIEW PDF

Challenges of Post-crisis Resettlement

A Study of Internally Displaced Persons (IDPs) in Abuja and Edo State, Nigeria

Ada Okau, Thomas Imoudu Gomment

VIEW PDF

Industrial Waste Management and Environmental Pollution in the Niger Delta Region of Nigeria

Issues and Realities

Nichodemus Nnaemeka Abonyi, Joy Ngozi Eleje

VIEW PDF

Effective Communication

A Panacea for Improved Management-Employee Relationships in Private Universities, Southeast, Nigeria

Chukwujekwu Charles Onwuka, Gibson Chunwe Ndubisi, Sunday Evaristus Abonyi

VIEW PDF

A Qualitative Insight into Oil Spill Conflicts in the Niger-Delta Region

The Case of Ilaje Community in Ondo State, Nigeria

Oyen Etta Etta, Diyeli Segun Aigbe

VIEW PDF

Bad Governance and its Threat to Democratic Consolidation in Nigeria, 1999- 2019

James Ocheni Obaka

VIEW PDF

Casualization

A Qualitative Insight into the Experiences of Casual Workers

Nkiru Enukora

VIEW PDF

Problems of Local Government in Nigeria and Dilemma of Exit Strategies

The Historical Nexuses and Viable Antidotes

Hyginus Banko Okibe, Benjamin Onyekachi Eneasato

VIEW PDF

Sycophancy and Dearth of Integrity in Governance

Interrogating Parochial Behaviour in Nigerian Political System

Hyginus Banko Okibe

VIEW PDF

Relationship between Welfare Benefits and Job Satisfaction among Primary Health Care Workers in Nkanu West Local Government Area of Enugu State, Nigeria

Anthony A. Nwatu, Anthonia Chigozie Nwatu

VIEW PDF

THE RELATIONSHIP BETWEEN SEXUAL SATISFACTION AND MARITAL SATISFACTION AMONG UNIVERSITY MARRIED STAFF

Raphael Ugwu Anike, Valentina Chinenye Marire-Nwankwo

VIEW PDF

Information

For Readers

For Authors

For Librarians

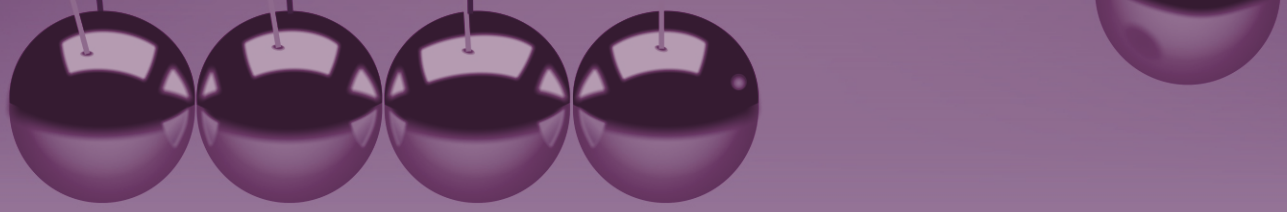
Make a Submission

Browse

Volume 5, Issue 2, 2020

Enugu State University of Science & Technology

Journal of Social Sciences & Humanities



ENUGU STATE UNIVERSITY OF SCIENCE AND TECHNOLOGY

TECHNOLOGY FOR SERVICE

Journal of Social Sciences

Editor-In-Chief
Prof. Oby Omeje

Managing Editor
Barnabas E. Nwankwo, Ph.D

Associate Editor
Nicholas Attamah, Ph.D

published by

Faculty of Social Sciences
Enugu State University of Science & Technology
www.esutjss.com

Journal of Social Sciences

Effective Communication: A Panacea for Improved Management-Employee Relationships in Private Universities, Southeast, Nigeria

Chukwujekwu Charles Onwuka*
Department of Sociology,
Chukwuemeka Odumegwu Ojukwu University,
Igbariam Campus, Anambra State, Nigeria

Gibson Chunwe Ndubisi
Department of Sociology,
Chukwuemeka Odumegwu Ojukwu University,
Igbariam Campus, Anambra State, Nigeria
&
Sunday Evaristus Abonyi
Department of Social Work,
University of Illorin, Kwara State.
**Correspondence: chukwujekwuonwuka@gmail.com*

Abstract
This study focused on effective communication as a panacea for improved management-employee relationship in Caritas University, Amorji-Nike, Enugu, Enugu State and Paul University Awka, Anambra State. The study adopted survey method. Three research questions guided the study. Functionalism was adopted as the theoretical framework of the study. The population of this research work was drawn from the academic and non academic staff of Caritas and Paul universities. The population is made up of 210 academic and 83 non academic staff of Caritas University and 132 academic and 85 non academic staff of Paul University. The sample size of 148 was determined using Taro Yamane formula. Questionnaire is the major instrument used for data collection and was self-administered. Data collection was analyzed using descriptive statistics like percentages, frequency tables. The hypotheses were tested using chi-square (χ^2) statistical inference. The findings of the study show that effective communication is the remedy to effective and improved management-employees relationship in an organization. The researcher recommends that there is need for management to run an all inclusive system where the employees will feel free to contribute their own quota without victimization of any kind. This will go a long way in minimizing misunderstanding and improve management-employee relationship.

Keywords: *Communication, effective, employee, improved, management, organization*

Introduction

Communication is an act or process of which information is transmitted between individuals through a common system of symbols, signs or behaviour (Nwana, 1996). Communication is equally a means by which social inputs are fed into social system. Effective communication occurs when the message the sender intends to convey is

understood accurately by the receiver (Okoye, 2004). In other words, the management functions of planning, organizing, controlling and directing involves effective communication. Management involved indecision making must receive and disseminate information through effective communication.

Effective communication occurs when the message the sender intends to convey is understood accurately by the receiver (Okoye, 2004). Effective communication incorporates the ideas of meaning and consistency of meaning. Meaning is that which the individual who initiates the communication process wishes to convey. In effective communication, the meaning is transmitted in such a manner that the receiving person understands it (Okoye, 2004). According to Dupe (2015), communication is a vital tool in any relationship. Without communication you cannot have relationship whether at work or in other spheres. Communication helps the parties concerned to understand each other for better performance and better relationship since communication enables the parties to have understanding of what each person is putting across. According to Stephen (2011), communication is a critical factor in directing and mobilizing the employees towards the accomplishment of the organizational goals or objectives. By creating understanding it enhances co-operation and promote improve management-employee relationship. According to Okoye (2004), an institution may consist of management, employees, premises, students etc., but it will not come to life unless communications effectively link all these parts together and co-ordinate their activities. The decisions of management must be made known to employees, and some kind of control system arranged to ensure that these decisions are acted on. The decisions themselves should be based on a flow of information reaching management from all parts of the institution.

Communications from the sociological point of view have an importance, which goes beyond the transmission and reception of information. The form which a communication takes place can profoundly affect the attitudes of the employees and the degree to which they understand and support management policies (Okoye, 2004:2). Effective communication brings about high performance from staff as well as improved relationship with management.

Furthermore, knowing fully that poor communication rank as the single most important reason that people do not advance in their career as stated by Lepsinger and Luacia (1997) it becomes necessary that management of Caritas University and Paul University determines the best “channel” in transmitting “messages” to their staff or student for effective and positive feedback. Though there are many barriers to communication, filtering, selective perception, information overload, personal bias, language and communication apprehension.

Hence management must try to address these barriers for effective result (Nebo, Nwankwo & Okonkwo, 2015).

Statement of the problem

Effective communication is essential to a social interaction, and to the building and maintenance of all successful relationship. Poor communication can cause irrevocable damage to relationship, affecting productivity, satisfaction, performance, morale, trust, respect, self confidence and even physical health. Effective communication in private universities is vital for enhanced management-employee relationship. Ineffective communication is a major problem complaint of employees in private universities. Ineffective communication can lead to numerous institutional problems including excessive lackadaisical attitude to work, ineffective problem solving skills, lack of trust and so on. Truly, communication is the key to a successful management-employee relationship and without effective communication, no improved relationship can survive under this atmosphere.

A lot of misunderstanding originates as a result of failure in communication. For instance, there seems to be misunderstanding by the employees on the intention of management or a misinterpretation of institution's policy. In spite of all these however, not much have been done on the influence of effective communication on improved management-employee relationship. These gap which have been left open is what this study intends to fill. To this end, this study is aimed at identifying the roles played by management of both institutions in transmitting and managing information to improve the management-employee relationship of its staff.

Objectives of the study

The general objective of this study is to examine the effects of effective communication on improved management-employee relationships in Caritas University, Amorji-Nike, Enugu, Enugu State and Paul University, Awka, Anambra State. The specific objectives include:

1. to investigate the relationship between effective communication and management-employee relationship in Caritas and Paul universities.
2. to ascertain if poor listening skills of employees have negative impact on the relationship with the management.
3. to know if communication breakdown affects management-employee relationship.

Research questions

The following research questions guided the study:

1. Is there a relationship between effective communication and management-employee relationship in Caritas and Paul universities?
2. Does poor listening skills of employees have negative impact on the relationship with the management of Caritas and Paul universities?
3. Does communication breakdown affect management-employee relationship in Caritas and Paul universities?

Research hypotheses

The following hypotheses were formulated in this study:

1. There is a relationship between effective communication and improved management-employee relationship.
2. There is a relationship between poor listening skills of employees and negative impact on the relationship with the management.
3. There is a relationship between communication breakdown and improved management-employee relationship.

Review of related literature

The importance of communication cannot be overemphasized in any institution or organization. Everything and everyone in an institution is linked to a network of decisions and information, which are in an uninterrupted interaction and totally interdependent on each other. At the end, this whole system is based on communication. Management cannot formulate strategy, or make a decision without information and this information should be communicated. Once a decision is made, communication occurs again. Otherwise, no one will know exactly what decision is taken. In other words, the best idea, suggestion with creative or more subtle plan may not take shape without effective communication (Uka, 2014).

Effective communication provides people with the information they need to become educated and enlightened. According to Salako (2016), communication is the “lifeblood” and a vital tool in the success of every organization. It is the medium through which an organization accomplishes its goals. The benefits of effective communication are successful policies, rich relationships between management and employees, reduces the resistance change, and the ability to accurately and comprehensively express thoughts, feelings and ideas. Effective communication is at the foundation of every successful action. All policies

rise or fall on the effectiveness of its communication (Onifade, Opele & Okafor, 2018). According to Dupe (2015), communication is an essential attribute of leadership. It is essential for effective enterprise policy, and it is used to install procedures and mechanisms to promote sound management-employee relationship.

Communication flow has five types that are essential and must be present in an organization for the overall efficiency of the organization and improved management-employee relationship. The communication flow include: downward, upward, horizontal, diagonal and external. Absence of or poor use of anyone of these is likely to hinder good management-employee relationship. Improvement in communication can be made by adopting a strategy of ensuring that employees are made aware of communication problem, setting up appropriate machinery for communication (upward, downward, horizontal, diagonal), and training employees in relevant technique (Cole, 2005). To improve both upward and downward communication, regular staff meetings should be held and a house journal should be issued regularly. For the same reason, there should be formal appraisal interview between management and employees to discuss the job performance and career prospects of the employees. More formal meetings or inter-department committee would improve horizontal communication. Also communication between management and employees will be improved when an inter-personal trust exists (Osemeke, 2008). An improved management-employee relationship involved in the organization via effective communication will lead to peaceful organization and society. When the management is willing and able to be interested in the welfare and satisfaction of the employees and the employees reciprocating with better behaviour and better performance at their jobs, then the management-employee relationship is good (Dupe, 2015).

Management and employees need to communicate well and see each other as partners in progress for better management-employee relationship. Employee involvement is a sure way of doing this. With well balanced and informative communication, the behaviour of the employees will improve, grievances will be easily resolved and there will be better management-employee relationship (Dupe, 2015). However, what is important about communication is that the receiver must understand the message that has been sent across by asking certain questions; it may be possible to find out if the receiver has actually understood the message. This makes communication to be a two way process in a sense that it prevents the development of psychologically negative attitude among the personnel in an organization. Thus, a feedback mechanism should be built into a communication process. There is need therefore to avoid an excessive amount of one-way communication (Osemeke, 2008).

Good communication is essential to getting any organizational activities done because co-operation is impossible without it. However, difficulties to good communication arising from differences in social, racial or educational backgrounds, compounded by age difference, communication breakdown and poor listening skills (Osemeke, 2008). Osemeke also noted that breakdown in communication and poor listening skills of employees are very critical problems in organizations. It is no surprise that management frequently site communication breakdown as one of their most important problems. However, communication problems are often symptoms of more deeply rooted problems as a result of poor planning which may be the cause of uncertainty about the direction of the organization (Weihrich & Koontz, 2005). According to Weihrich and Koontz (2005), management want to be heard, want to be taken seriously, and want to be understood. Employees should learn the techniques of better listening in order to maintain good relationship with the management. Poor listening can generate costly accidents and cause misunderstanding and rumours in an organization (Weihrich & Koontz, 2005). In other words, effective communication is the responsibility not only of the sender but also of the receiver of the information. According to Hahn (2007), another means of overcoming communication barriers and improving communication in an organization is the consideration of the receivers' emotions and motivations. The function of communication is more than transmitting information. It also deals with emotions, which are very important in inter-personal relationships between management and employees. Furthermore, communication is vital for creating an environment in which people are motivated to work toward the goals of the organization while they achieve their personal aims.

Effective communication between management and employees is critically important for the potential success of an organization. Management need to enact strategies to improve communication that could lead to positive work consequences (Proctor & Doukakis, 2003).

Theoretical framework

The study adopted functionalism as the theoretical framework. Functionalist analysis has a long history in sociology. It is prominent in the work of August Comte (1798-1857) and Herbert Spenser (1820-1903). It was developed by Emile Durkheim (1858-1917) and refined by Talcott Parsons (1902-1979). Functionalism views society as a set of interconnected parts which together form a whole. The basic unit of analysis is society, and its various parts are understood primarily in terms of their relationship to the whole.

The early functionalists often drew an analogy between society and organism such as the human body. They argued that an understanding of any organ in the body, such as the heart or lungs, involves an understanding of its relationship to other organs and, in particular, its contribution towards the maintenance of the organism. In the same way, an understanding of any part of society requires an analysis of its relationship to other parts and, most importantly, its contribution to the maintenance of society (Haralambos, Holborn, Chapman & Moore, 2013). Functionalists argued that, just as an organism has certain basic needs that must be satisfied if it is to survive, so society has basic needs that must be met if it is to continue to exist. In applying this theory to the subject of study it is evident that management-employee relationship in Caritas and Paul universities dependent on effective communication for the maintenance and stability of the system. For an organization to function efficiently there must be element of understanding and trust between management and employees. Both have a role to play for good relationship and progress of the organization. In other words, when one part is not working or is dysfunctional, due to poor communication it will affect the productivity and management-employee relationship. This is backed up by Okoye (2004) who said that institution may consist of management, employees, premises, students etc. but it will not come to life unless communications effectively link all these parts together and co-ordinate their activities.

Methods

The research design used in this research work is the survey design. The study areas are Caritas University, Amorji-Nike, Enugu, Enugu State and Paul University, Awka, Anambra State. A sample size of 148 was selected using the Taro Yamane (1964) formula with 7% error limit of 510 staff randomly selected for the study. 29% was the percentage of the sample size to the population of this study used to select respondents from the two institutions. A total of 85 staff of Caritas was randomly selected in proportion to the total number of both academic and non academic staff while 63 staff of Paul University was randomly selected in proportion to the total number of both academic and non academic staff. Copies of the questionnaire were self administered to the respondents with the help of three research assistants to ensure a high return rate. Descriptive statistics like percentage, frequency tables, etc. were used to describe and interpret the data collected from the field. Chi-square (χ^2) statistical inference was used to determine relationship between variables in the study.

Results

Table one: *Questionnaire distribution of respondents according to institution*

Institution	Caritas University		Paul University		
	Male	**Female**	**Male**	**Female**	**Total**
Academic staff	34(65.4%)	9(27.3%)	21(55.3%)	6(24%)	70(47.3%)
Non academic staff	18(34.6%)	24(72.7%)	17(44.7%)	19(76%)	78(52.7%)
Total	**52(100.0%)**	**33(100.0%)**	**38(100.0%)**	**25(100.0%)**	**148(100.0%)**

Source: Field survey, 2019

Table 1 above shows the distribution of respondents by institution. Results from the table indicated that 34(65.4%) respondents of academic staff of Caritas University were male, while 24(72.7%) respondents of non academic staff were female. On the other hand, 21(55.3%) respondents of academic staff of Paul University were male while 19(76%) respondents of non academic staff were female.

Research question one: Is there a relationship between effective communication and improved management-employees relationship in Caritas and Paul universities?

Table two: *Respondents view on effective communication and management-employee relationship*

	Institution		
Response	**Caritas University**	**Paul University**	**Total**
Yes	59(69.4%)	47(74.6%)	106(71.6%)
No	18(21.2%)	10(15.9%)	28(18.9%)
Don't Know	8(9.4%)	6(9.5%)	14(9.5%)
Total	**85(100%)**	**63(100%)**	**148(100%)**

Source: Field survey, 2019

Table 2 depicts the respondents' views on effective communication and improved management-employee relationship in Caritas University, Enugu and Paul University, Awka. It was observed from the above table that 59(69.4%) respondents of Caritas university believed that there is a relationship between effective communication and improved management-employee relationship, 18(21.2%) respondents said that there is no relationship while 8(9.4%) said that they don't know. On the other hand, 47(74.6%) respondents of Paul University are of the view that there is a relationship between effective communication and management-employee relationship, 10(15.9%) respondents said that there is no relationship while 6(9.5%) respondents said that they don't know. This indicates that the proportion of

employees of both universities believed that there is a relationship between effective communication and improved management-employee relationship.

Research question two: Does poor listening skills of employees have negative impact on the improved relationship with the management in Caritas and Paul universities?

Table three: *Respondents view on poor listening skills of employees and relationship with the management*

	Institution		
Response	**Caritas University**	**Paul University**	**Total**
Yes	51(60.0%)	41(65.1%)	92(62.1%)
No	24(28.2%)	14(22.2%)	38(25.7%)
Don't Know	10(11.8%)	8(12.7%)	18(12.2%)
Total	**85(100%)**	**63(100%)**	**148(100%)**

Source: Field survey, 2019

The above Table 3 depicts respondents' views on poor listening skills of employees and relationship with the management of Caritas and Paul Universities. As indicated in the above table, 51(60.0%) respondents of Caritas University are of the view that poor listening skills of employees have negative impact on the relationship with the management, 24(28.2%) said the poor listening skill have no negative impact while 10(11.8%) respondents said that they don't know. On the other hand, 41(65.1%) respondents of Paul University are of the view that poor listening skills of employees have negative impact on the relationship with the management, 14(22.2%) respondents said that poor listening skills of employees does not have negative impact on the relationship with the management, while 8(12.7%) respondents said that they don't know. This indicates that the proportion of employees of both universities believed that poor listening skills of employees have negative impact on the relationship with the management of Caritas and Paul Universities.

Research question three: Does communication breakdown affect management-employee relationship in Caritas and Paul Universities?

Table four: *Respondents views on communication breakdown and management-employee relationship*

	Institution		
Response	**Caritas University**	**Paul University**	**Total**
Yes	46(54.1%)	42(66.7%)	88(59.4%)
No	27(31.8%)	16(25.4%)	43(29.1%)
Don't Know	12(14.1%)	5(7.9%)	17(11.5%)
Total	**85(100%)**	**63(100%)**	**148(100%)**

Source: Field survey, 2019

The above Table 4 depicts respondents' views on communication breakdown and management-employees relationship. As indicated in the above table, 46(54.1%) respondents of Caritas University are of the view that communication breakdown affects management-employee relationship, 27(31.8%) said that communication breakdown does not affect management-employee relationship while 12(14.1%) said that they don't know. On the other hand, 42(66.7%) respondents of Paul University are of the view that communication breakdown affects management-employee relationship, 16(25.4%) respondents believed that communication breakdown does not affect management-employee relationship while 5(7.9%) said that they don't know. This indicates that the proportion of employees of both universities believed that communication breakdown affects management-employee relationship.

Test of hypotheses

The following hypotheses were tested in this study:

Hypothesis one

H_1: There is a relationship between effective communication and improved management-employee relationship

H_0: There is no relationship between effective communication and improved management-employee relationship

	Institution		
Response	**Caritas University**	**Paul University**	**Total**
Yes	59	47	106
No	18	10	28
Don't Know	8	6	14
Total	**85**	**63**	**148**

Source: Field survey, 2019

Cells	Fo	Fe	Fo – Fe	$(Fo - Fe)^2$	$\frac{(Fo - Fe)^2}{Fe}$
E1	59	25	34	1,156	46.24
E2	47	25	22	484	19.36
E3	18	25	-7	49	1.96
E4	10	25	-15	225	9
E5	8	25	-17	289	11.56
E6	6	25	-19	361	14.44
Calculated Chi-square					**102.56**

Degree of freedom = (r-1)(c-1)

(3-1)(2-1)

df = (2)(1) = 2 at 0.05 level of significance

χ^2Cal = 102.56

χ^2Tab = 5.991

Decision rule

Sine χ^2 calculated (102.56) is > χ^2 tabulated (5.991), we reject H_0 hypothesis which states that there is no relationship between effective communication and improved management-employee relationship in Caritas and Paul Universities and accept H_1 hypothesis which states that there is a relationship between effective communication and improved management-employee relationship in Caritas and Paul Universities.

Hypothesis two

H_1: There is a relationship between poor listening skills of employees and negative impact on management

H_0: There is no relationship between poor listening skills of employees and negative impact on management

	Institution		
Response	**Caritas University**	**Paul University**	**Total**
Yes	51	41	92
No	24	14	38
Don't Know	10	8	18
Total	**85**	**63**	**148**

Source: Field survey, 2019

Cells	Fo	Fe	Fo – Fe	$(Fo - Fe)^2$	$\frac{(Fo - Fe)^2}{Fe}$
E1	51	25	26	676	27.04
E2	41	25	16	256	10.24
E3	24	25	-1	1	0.04
E4	14	25	11	121	4.84
E5	10	25	15	225	9
E6	8	25	17	289	11.56
Calculated Chi-square					**62.72**

Degree of freedom = (r-1)(c-1)

(3-1)(2-1)

df = (2)(1) = 2 at 0.05 level of significance

χ^2Cal = 62.72

χ^2Tab = 5.991

Decision rule

Sine χ^2 calculated (62.72) is > χ^2 tabulated (5.991), we reject H_0 hypothesis which states that there is no relationship between poor listening skills of employees and negative impact on management in Caritas and Paul Universities and accept H_1 hypothesis which states that there is a relationship between poor listening skills of employees and negative impact on management in Caritas and Paul Universities.

Hypothesis three

H_1: There is a relationship between communication breakdown and improved management-employee relationship

H_0: There is no relationship between communication breakdown and improved management-employee relationship

	Institution		
Response	**Caritas University**	**Paul University**	**Total**
Yes	46	42	88
No	27	16	43
Don't Know	12	5	17
Total	**85**	**63**	**148**

Source: Field survey, 2019

Cells	Fo	Fe	Fo – Fe	$(Fo - Fe)^2$	$\frac{(Fo - Fe)^2}{Fe}$
E1	46	25	21	441	17.64
E2	42	25	17	289	11.56
E3	27	25	2	4	0.16
E4	16	25	-9	81	3.24
E5	12	25	-13	169	6.76
E6	5	25	-20	400	16
Calculated Chi-square					**55.36**

Degree of freedom = (r-1)(c-1)

(3-1)(2-1)

df = (2)(1) = 2 at 0.05 level of significance

χ^2Cal = 55.36

χ^2Tab = 5.991

Decision rule

Sine χ^2 calculated (55.36) is > χ^2 tabulated (5.991), we reject H_0 hypothesis which states that there is no relationship between communication breakdown and improved management-employee relationship in Caritas and Paul Universities and accept H_1 hypothesis which states that there is a relationship between communication breakdown and improved management-employee relationship in Caritas and Paul Universities.

Discussion of findings

From the analysis of the generated data on effective communication and improved management-employee relationship, it was observed that more of the respondents (Table 2) in both Caritas and Paul Universities believed that there is a relationship between effective communication and improved management-employee relationship. This finding confirms the view of Dupe (2015) that without communication you cannot have relationship whether at work or in other spheres. He is also of the opinion that communication helps the parties concerned to understand each other for better performance and better relationship since communication enables the parties to have understanding of what each person is putting across.

It was also revealed from the findings of the study in Table 3 that poor listening skills of employees have negative impact on the improved relationship with the management of Caritas and Paul Universities. The finding of this study is in agreement with the works of Weihrich and Koontz (2005) that employees should learn the techniques of better listening in order to maintain good relationship with the management. Poor listening can generate costly accidents and cause misunderstanding and rumours in an organization.

Findings emanating from the study in Table 4 however revealed that communication breakdown affects management-employee relationship in Caritas and Paul Universities. This finding confirms the views of Hahn (2007) that the function of communication is more than transmitting information. It also deals with emotions, which are very important in inter-personal relationships between management and employees.

Furthermore, the three hypotheses that guided the study were all tested. Results of the three hypotheses showed a significant relationship.

Conclusion

The study focused on effective communication as a panacea for improved management-employee relationship in Caritas University, Amorji-Nike, Enugu, Enugu State and Paul University, Awka, Anambra State. The findings of this study showed that effective communication cannot be overemphasized. Any management both government establishment and private that is desirous of ensuring the success and improved relationship of employees, should be conscious of implementing effective communication programmes for a better result. In order words, effective communication process should be an integral part of management strategy because it goes a long way in actualizing the organizational goals. Organisation must spend time to determine the communication needs and finance the cost of it to get employees informed and be able to evaluate the impact of it on organizational activities.

Finally, effective communication for both the management and employee is the panacea for sustained and improved relationship. Setting appropriate machinery for communication (upwards, downwards, horizontal, diagonal & external) and training employees in the relevant techniques of communication will go a long way in maintaining an improved management-employee relationship.

Recommendations

Based on the findings of the study, the following recommendations are advanced to guide the government, organizations, institutions, policy makers and the general public in tackling issues bordering on effective communication and improved management-employee relationship:

- Management should develop an effective communication network within the institution to help minimize misunderstanding, improving information management and cordial relationship between management and employees.
- Management should articulate a structure that suits the specific planning for effective communication.
- There should be training and re-training, seminars of employees to enable them be at abreast with the use of the Google applications and email address or any other means of communication deemed fit by the management.
- Finally, there should be an open communication system in which employees will feel free to share feedback, ideas and even criticize at any point in time. This will help to build trust and improve management-employee relationship without being victimized by the management.

References

Cole, G.A. (2005). *Management, theory and practice*. London: Dp. Publication Ltd.

Dupe, A.A. (2015). Organisational communication, the panacea for improved labour relations. *Studies in Business and Economics*. *10*(2), 5-16.

Haralambos, M., Holborn, M., Chapman, S. & Moore, S. (2013). *Sociology: Themes and perspectives* 8th Edition. London: Harper Collins Publishers Limited.

Nebo, C.S., Nwankwo, P.N. & Okonkwo, R.I. (2015). The role of effective communication on organizational performance: A study of Nnamdi Azikiwe University, Awka. *Review of Public Administration and Management*. *4*(8), 131-148.

Nwana, L.E. (1996). *Organisational behaviour*. Onitsha: Onwubiko Printing and Pack Ind. Nig. Ltd.

Okoye, J.C. (2004). *Communication effectiveness in public and private organizations*. Enugu: HRV Publishers.

Onifade, T.A., Opele, A.M. & Okafor, L.I. (2018). Communication: An effective tool for employee performance in Unilever Nigeria Plc. *International Journal of Management Technology*. *5*(2), 16-27.

Osemeke, M. (2008). Effective communication and performance improvement in Nigeria. *Journal of Research in National Development*. *6*(2).

Proctor, T. & Doukakis, I. (2003). Change management, the role of internal communication and employee development. *Corporate communications: An International Journal*. *8*(4), 268-277.

Salako, M.A. (2016). Effective communication and employee performance in Cadbury Nigeria Plc. Unpublished thesis submitted to department of business administration, Bells University, Ota, Ogun State.

Steven, C. (2011). *Research methodology in business and social sciences*. Owerri: Canon.

Uka, A. (2014). The communication and its influence on the effectiveness of the organization. *Mediterranean Journal of Social Sciences*. *5*(2), 165-170.

Weihrich, H. & Koontz, H. (2005). *Management: A global perspective*. New Delhi: Tata McGraw-Hill.