

A STUDY OF ORGANIZATIONAL COMMUNICATION, ORGANIZATIONAL
CULTURE, AND LEADERSHIP STYLES AFFECTING ORGANIZATIONAL
EFFECTIVENESS IN FLOUR MILLS OF NIGERIA PLC



Iwaeni Tunji Anderson

This Independent Study Manuscript Presented to

The Graduate School of Bangkok University

in Partial Fulfillment

of the Requirements for the Degree

Master of Business Administration

Academic Year 2021

Copyright of Bangkok University

This manuscript has been approved by
the Graduate School
Bangkok University

Title: A Study of Organizational Communication, Organizational Culture, and Leadership
Styles Affecting Organizational Effectiveness of Flour Mills of Nigeria

Author: Iwaeni Tunji Anderson

Independent Study Committee:

Advisor

Assoc. Prof. Dr. Suthinan Pomsuwan

Field Specialist

Dr. Papob Puttimanoradeekul



Iwaeni Tunji Anderson M.B.A, April 2023 Graduate School, Bangkok University

A Study Organizational Communication, Organizational Culture, and Leadership

Styles Affecting Organizational effectiveness in Flour Mills of Nigeria (55 pp.)

Advisor: Assoc. Prof. Suthinan Pomsuwan, Ph.D.

ABSTRACT

The objectives of this research paper is to study impact of organizational communication, organizational culture, and leadership style on the organizational effectiveness of Flour Mills of Nigeria Plc. The three independent variables of this study are organizational communication, organizational culture, and leadership style. The dependent variable of this study is organizational effectiveness. Quantitative research was used for the collection of the data for this research. A total of 248 responses were collected through convenient sampling with 218 valid and 30 invalids, which included 154 males and 64 females who are working with Flour Mill Nigeria Plc.

Online questionnaires were sent out to the respondents, which comprises multiple-choice questions for demographic data and a five-point Likert scale for questions regarding both independent and dependent variables. The data analysis methods used were descriptive statistics and multiple linear regression analysis. The results supported all the three proposed

Keywords: Communication, Culture, Leadership Style, Organizational, Effectiveness

ACKNOWLEDGEMENT

In completing this independent study research was a hectic process for me and I was having too much difficulties ranging from my personal issue to finances which has affected me since the beginning of this research work. I would like to express my sincere appreciation to my advisor Assoc. Prof. Dr. Suthinan Pomsuwan, who has really supported me to make sure that I complete this Master Degree program, despite all my delays and excuses, he has continued to offer me guidance that led to the completion of this study. Even through the hard time of the Covid-19 pandemic and anytime of the day that i contacted him (Assoc. Prof. Dr. Suthinan Pomsuwan) for assistant he's willing to help me, and his continuous support enabled me to start this research and complete it successfully. Through his online lessons, he provided me all the information, guides, and assistance that were helpful for the completion of this research.

I would like to thank my family and friends who helped me to overcome this academic challenges and provided me with their passionate support needed throughout my research study and my cousin Mr. Oluwafemi Iwaeni who helped in distributing this questionnaire to the staff of Flour Mill Nigeria Plc although it was a hard decision for him but he make sure that I get the number responses that I need to complete the process and also to the staff of Flour Night.

Last, I want to express my sincere gratitude to the staff of Flour Mill Nigeria Plc by helping me to make sure that I complete this MBA program by participating in my independent study research

TABLE OF CONTENTS

	Page
ABSTRACT.....	iii
ACKNOWLEDGEMENT.....	iv
LIST OF TABLES.....	ix
LIST OF FIGURES.....	x
CHAPTER 1: INTRODUCTION.....	1
1.1 The Importance and Problem of the Study.....	1
1.2 Organizational Communication	2
1.3 Organizational Culture	2
1.4 Leadership Style	3
1.5 Organizational Effectiveness.....	3
1.6 Research Problems.....	4
1.7 Objectives of the Study.....	4
1.8 The Conceptual Framework.....	4
1.9 Method of Study.....	5
1.10 Tools and Statistics Used.....	5
1.11 Scope of the Study.....	5
1.12 Benefits of the Research	6
1.13 Limitations of the Research	7
1.14 Definitions of Terms	8
CHAPTER 2: LITERATURE REVIEW.....	9
2.1 The Background of Business Industry	10
2.2 Organizational Communication	11

TABLE OF CONTENTS (Continued)

	Page
CHAPTER 2: LITERATURE REVIEW (Continued)	
2.3 Organizational Culture	15
2.4 Leadership Style	17
2.5 Organization Effectiveness	20
CHAPTER 3: METHODOLOGY	
3.1 The Type of Research and Tool	21
3.2 The Research Design	23
3.3 The Quality of Research Tool	24
3.4. The Data Collection	26
3.5 The Population and Sample	27
3.6 The Sampling Technique	27
3.7 The Research Procedures and Timeline	28
3.8 The Hypotheses Test and Data Analysis	29
CHAPTER 4: ANALYSIS AND FINDINGS	
4.1 Analysis of Demographic Data	30
4.2 Analysis of Organizational Communication	33
4.3 Analysis of Organizational Culture	34
4.4 Analysis of Leadership style	35
4.5 Analysis of Organizational Effectiveness	35
4.6 Analysis of the relationship between Organizational Communication, Organizational Culture, Leadership Style And Organizational Effectiveness	36

TABLE OF CONTENTS (Continued)

	Page
CHAPTER 5: SUMMARY, CONCLUSION, AND DISCUSSION	39
5.1 Summary and Conclusion	39
5.2 Discussion	40
5.3 Recommendation for Implications.....	42
5.4 Recommendations for Future Research	43
BIBLIOGRAPHY	45
APPENDIX.....	49
BIODATA.....	55

LIST OF TABLES

	Page
Table 3.1: The Range of Mean Interpretation.....	24
Table 3.2: The Total Reliability Test Results	24
Table 3.3: The Reliability Test Results for Organizational Communication	25
Table 3.4: The Reliability Test Results for Organizational Culture	25
Table 3.5: The Reliability Test Results for Leadership Style	25
Table 3.6: The Reliability Test Results for Organizational Effectiveness	25
Table 4.1: Demographics Data of 218respondents	30
Table 4.1.1: Demographics Data Employment Status	30
Table 4.1.2: Demographics Data Gender	31
Table 4.1.3: Demographics Data Age	31
Table 4.1.4: Demographics Data Income.....	32
Table 4.1.5: Demographics Data Total Working Years	32
Table 4.1.6: Demographics Data Effectiveness Organization	33
Table 4.2: Mean and Standard Deviation of Organizational Communication.....	33
Table 4.3: Mean and Standard Deviation of Organizational Culture	34
Table 4.4: Mean and Standard Deviation of Leadership Style	35
Table 4.5: Mean and Standard Deviation of Organizational Effectiveness.....	35
Table 4.6: Analysis of impact of Organizational communication towards Organizational effectiveness	36
Table 4.7: Analysis of impact of Organizational Culture towards Organizational effectiveness	37
Table 4.8: Analysis of impact of Leadership towards Organizational effectiveness.	38

LIST OF TABLES (Continued)

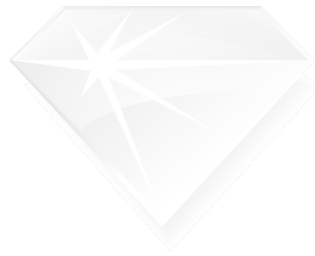
	Page
Table 4.9: Summary of the Hypotheses Testing	38



**BANGKOK
UNIVERSITY**
THE CREATIVE UNIVERSITY

LIST OF FIGURES

	Page
Figure 1.1: Sample size of population	6



**BANGKOK
UNIVERSITY**
THE CREATIVE UNIVERSITY

CHAPTER 1

INTRODUCTION

1.1 The Importance and Problem of the Study

The definition of leadership varies from person to person. The term “Leadership” has been used in different human behavior such as businesses, academics, politics and social works etc. (Messick & Kramer, 2004) explained that leadership trait can be defined based on the individual’s perspective, abilities and their characteristics and the kind of environment they find themselves in. However, there are different form of effective communication among organization such as performance review, accuracy, frequency and accurate information about the organization’s policy which is directly related with employees’ happiness at the job performance at work place (Neves & Eisenberger, 2012). it shows that there is strong relationship between communication, perceived support on employee performance (Allen, 1995).

Lately, the leadership has been involved in a new effective tactics to manage the company and its employees. The traditional personnel administration has been transforming to human resource management. it provides a better value to tactical integration of new leadership style into a successful management of employees and enhance the performance of employees. (Obiwuru, Okwu, Akpa & Nwankwere, 2011) explained that “The effective leader must be a good diagnostician and adopt style to meet the demands of the situation in which they operate.

Different leadership styles are used that fit to employees on the basis of amount of directions, empowerment, and decision-making power. An administrative phenomenon reflects the contingency of leadership behavior or style, situation and performance criteria have been left to suffocate on their own”. Therefore, the employees’ performance gets impacted due to lack of proper roadmap and application of leadership style in delegating daily duties at the organization.

1.2 Organizational Communication

Effective communication has a positive impact on the customer satisfaction, positive attitude of employees which leads to success of organization (Tsai, Chuang & Hsieh, 2009). Effective communication is one of the growing evidences to keep organizational employees to work together to achieve organization goals and objectives. On the other hand, the 21st century has transformed the organization to be more challenging, ability to be quicker in terms of response to the need to customer. Therefore, it is needed to provide a clear direction for employees to work on with full information. (Tsai, Chuang & Hsieh, 2009) claim that organization's employees do not really understand the importance of communication or establishing better communication system among the colleagues. it is main role of managers to enhance the communication of employees in the workforce, train them and encourage them to communicate each other through providing communication skills training (Tsai, Chuang & Hsieh, 2009). It concludes that effective communication skills by the supervisor can positively impact on the positive job satisfaction as well as job performance.

1.3 Organizational Culture

Positive organization culture has positive impact on value, atmosphere, search for excellence as well as attitude of employees toward organization (Miller, 2006). In addition, (Miller, 2006) advises that positivity at the work-place leads to better opportunities, employee satisfaction, better team management and entire organizations (Waggoner, 2013). therefore, creating a positive organizational culture supports two-way communication among the employees which promotes happiness and job satisfaction. Employers always expect their frontline employees to be happier by the effective communication, create positive environment and happiness among the employees (Leonsis, 2010).

It will lead to organization success (Leonsis, 2010; Miller, 2006). An organization culture can be categorized as weak or strong based on degree of staff's agreement toward the organizational values, policy and practices. The more employee committed to organization's culture and practice organization values, the more organizational strong an organization culture can get (Gordon & DiTomaso, 1992).

1.4 Leadership Style

The term “leadership” is a practice which motivates an individual to achieve the organization targets or goals. The skill model of leadership can be categorized into five main points such as 1) competitive, 2) individual attitude, 3) results oriented, 4) experience in the field, and 5) environmental influence (Mumford et al., 2000). On the other hand, (Saasongu, 2015) explained leadership skills as an individual perspective and behavior to motivate all subordinates in reaching organizational goals. In addition, (Fry, 2003) defined leadership as a tactics to convince and inspire staff for the growth and development of organization. The idea of leadership has been changed over a period of time. At the beginning of 20th century, concept of leadership has changed over time. researchers basically refer leaders as born leaders. they possess a significant quality from other non-leaders. However, (Edoka, 2012) explained leadership as a process through which leader influences the people’s behavior, attitude and thoughts. the style of leadership is categorized as Transactional Leadership, Transformational Leadership, Laissez-Faire Leadership and Charismatic Leadership.

1.5 Organizational effectiveness

Organizational Effectiveness is basically related with improving the goals and objectives of organization with more accuracy (Hankins, Gladys Gossett, Franklin & Sharilyn, 2017). The fact is that organization effectiveness has been consisted of individual’s preference and values. (Vinitwatanakhun, 1998) explain that organization effectiveness must be focus on organization and its human resources and assists in each individual to achieves skills in order to monitor the current and new environment and support it. In addition, (Baker & Branch, 2002) claim that organizations with effective management technique behave more responsible and complete the task with limited resources to enhance their effectiveness.

In order to analyze the impact on performance of employee, the study is performed based on three main categories of independent variables that consists of organizational culture, communication and leadership tactics. This study is intended to evaluate the effect of organizational culture, communication and leadership styles on the performance of Flour Mills Plc, contribute to observed studies on organizational culture, communication and leadership style on affective employee performance.

1.6 Research Problems

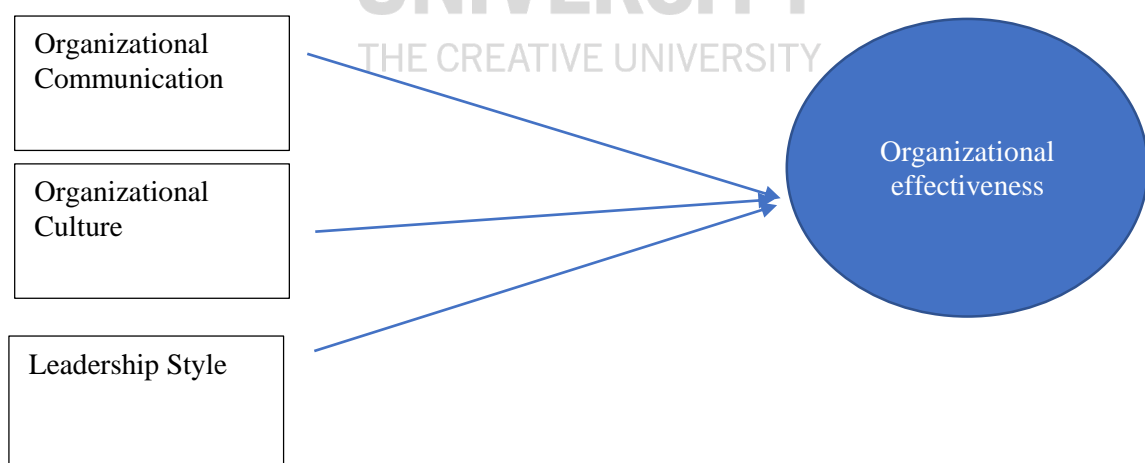
1. Does organizational communication have an impact on organizational effectiveness of Flour Mills of Nigeria Plc
2. Does organizational culture have an impact on organizational effectiveness of Flour Mills of Nigeria Plc.
3. Does leadership style have an impact on organizational effectiveness of Flour Mills of Nigeria Plc.

1.7 Objective of the Study

1. To study the impact of organizational communication on the organizational effectiveness of Flour Mills of Nigeria Plc
2. To study the impact of organizational culture on the organizational effectiveness of Flour Mills of Nigeria Plc
3. To study the impact of leadership style on the organizational effectiveness of Flour Mills of Nigeria Plc

1.8 Theoretical Framework / Conceptual Framework

Figure 1.1: Conceptual Framework



1.9 Method of Study

The primary method used for this study will consist of quantitative method through distribution of the survey. The approach used will be of distributing the survey online as it's

the most applicable approach, citing the current pandemic situation of Covid-19, as well as several restrictions imposed on reducing as much of direct contact as possible. The population of this survey consists of employee working in Flour Mills of Nigeria plc. Non-probability sampling technique is used to gather the data

1.10 Tools and Statistics Used

This study research is conducted using distribution of questionnaire. Online survey is created which can be easily gathered and analyzed statistically. The questionnaire will consist of close-ended questions which best fit for this kind of study that include quantitative data to be analyzed. The primary data gathered through questionnaire will include categories of demographic information, general information and questions relating to testing independent and dependent variable of organizational communication, organizational culture and leadership style in relation to employee performance. The statistical analysis conducted using quantitative method will include descriptive analysis and statistical analysis.

1.11 Scope of the Study

1.11.1 Independent Variables:

1.11.1.1 Organizational communication

1.11.1.2 Organizational Culture

1.11.1.3 Leadership Style

1.11.2 Dependent Variable: Organizational effectiveness of Flour Mills of Nigeria Plc

1.11.3 Population and Sample:

The primary research method for this study is a quantitative method by an online survey. The population of this study are the employees of Flour Mills Nigeria Plc both full-time, freelancers, part-time and contract workers in Lagos Nigeria. The samples were collected from the population by non-probability sampling; convenience sampling.

According data available on the company website Flour Mills of Nigeria Plc have the total of 12,000 employees. In order to perform the study among sample of population, the

questionnaire must be created while using previous study. The total sample of 252 was collected within the organization among the employee

Figure 1.2: Sample Size of Population

Population size	Confidence level = 95%			Confidence level = 99%		
	Margin of error			Margin of error		
	5%	2,5%	1%	5%	2,5%	1%
100	80	94	99	87	96	99
500	217	377	475	285	421	485
1.000	278	606	906	399	727	943
10.000	370	1.332	4.899	622	2.098	6.239
100.000	383	1.513	8.762	659	2.585	14.227
500.000	384	1.532	9.423	663	2.640	16.055
1.000.000	384	1.534	9.512	663	2.647	16.317

Check Market. (2020). *How to determine population and survey sample size*. Retrieved from <https://www.checkmarket.com/blog/how-to-estimate-your-population-and-survey-sample-size/>

Based on the table above, the population of employees working in Flour Mills of Nigeria Plc. consists of 12,000 employees, hence at 5% margin of error for confidence level of 95%, 278 samples will be taken into consideration for this research study.

1.12 Benefits of the Research

The aim of conducting this research is to provide in-depth information on the subject matter and provide detail analysis for top management of Flour Mill Nigeria Plc. Additionally, the data collected during this research work will be use to proffer solutions and foster effectiveness within the organization. The critical part of this research is to use case study to analysis the existing and future issue that cut across the framework use in this research. The aim is to gather the data from employee of this organization.

In this research author explore the impact organizational communication on the

organizational effectiveness, organizational culture on the organizational effectiveness, leadership style on the organizational effectiveness with the organization Flour Mill Plc

1.13 Limitations of the Research

The author found the major limitation in the population determined. The current on-going global pandemic (COVID-19) situation has affected data gathering, there was serious constraint in selecting industry and organization needed to fit the research work also the population size. Another limitation of this study was the research method used.

This study used a quantitative research method conducted by an online survey and there some major drawbacks in online inaccurate answers, and quick responses without proper. Awareness. The respondents might be uncomfortable to answer about themselves and this is major drawback. Also, since the company used in this research is outside Thailand distance communication is a major barrier to the research.

1.14 Definition of Terms

The below are terms used in this research and the dictionary definitions: The definition for these terms was done according to Oxford Dictionary.

Employees: It refers to the employees who are working as temporary, full-time, part-time and contract employees.

Leadership: The action of leading a group of people or an organization

Effectiveness: The degree to which something is successful in producing a desired result; success.

Culture: The ideas, customs, and social behavior of a particular people or society

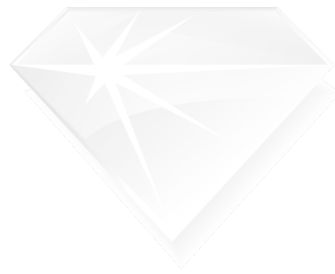
Organizational Communication: It is a broad field that encompasses all forms of communication that enable organizations such as businesses, government agencies, and non-profits to function, grow, connect with stakeholders, and contribute to society

Organizational Effectiveness: Measure how your organization achieves its goals. An effective organization runs smoothly and works well.

Organizational Culture: Organizational culture is the collection of values, expectations, and practices that guide and inform the behavior of all team members. Think of it as the collection of attributes that make your business what it should be.

Conceptual Framework: Defined as a network or “level” of linked concepts that together provide a comprehensive understanding of a phenomenon. Each concept in the conceptual framework plays an ontological or epistemological role within the framework.

Employee Performance: The act or process of performing a task or function



**BANGKOK
UNIVERSITY**
THE CREATIVE UNIVERSITY

CHAPTER 2

LITERATURE REVIEW

2.1 The Background of Business Industry

This research explores the influence of the independent variables (Organizational Communication, Organizational Cultural, and Leadership Style) on the dependent variable (Organizational Effectiveness). The supporting literature is highlighted in this section and the data for further investigation is collected for the employees of Flour Mill Nigeria PLC. The company have 12,000 employees and it was founded in 1960 with many subsidiaries like Apapa Bulk Terminal, Northern Nigeria Flour Mills and Nigerian Eagle Flour Mills.

Various types of employees were used in the population of this research paper

1. Part-time employees
2. Full-time employees
3. Contract employees
4. Freelancer employees

2.2 Organization Communication

The success or failure of the organization depends on its communication process. The effectiveness of the communication depends on the number of barriers the communication process has, the fewer the barriers the more effective the communication process and improve the organizational effectiveness (Itang-Eko & John, 2019). According to (Pauley, 2010, p. 12), “an employer has no greater responsibility than to develop effective communication”. The process of communication is based on three-element, sender, medium, and receiver, any noise or distribution in the three elements causes the communication to be non-affected.

(Mattelart, 1996) further stated that "lack of understanding of the organizational sometimes hierarchy in the organizational becomes an impediment in the ability of the employees to understand the organizational" (p 56). Therefore, more elements distribute the communication process, not proper communication result affects the organizational effectiveness. The following are the other factors that affect the communication process, attitudinal barriers, behavioural, language barriers, and environmental barriers.

2.2.1 Attitudinal Barriers

The different attitude of the employees and leader often creates communication barriers in the organizations. For instance, the different perceptions people have of power and status. Some people treated the employees based on their colour, background, and status and have a negative attitude towards the particular race or colour. The promotions are given in the base of the colour or ethical background generate the nature communication barriers among the employees and the leader (Itang-Eko & John, 2019).

2.2.2 Language Barriers

The employees from the same nations still have different dialects or do not have the same level of ability in a language resulting in language barriers. "Sometimes barriers occur when we use inappropriate levels of language or we use jargon or slang which is not understood by one or more of the people communicating" (Itang-Eko and John, 2019, p 34). Therefore, these barriers result in affect communication and affect the organizational effectiveness as the correct message is not been delivery

2.2.3 Environmental Barriers

Some of the communication barriers are caused by the source of medium and the employees do not have control over it, such as messages can be blocked by environmental

factors, physical setting, or situations where communication takes place (Itang-Eko & John, 2019)

2.2.4 Organizational Communication and Organizational Effectiveness

Several researchers in past and present suggest that effective communication is important for organizational success, as it creates a system of employees working together to achieve organizational objectives and is successful and integrated. In the modern era, the market is uncertain and continues to change and organizations need to respond to the changes fast to stay competitive in the market. To stay competitive in the market the organization needs to be effective and aware, organization member needs clear, pertinent and full information about the modern trend in the market.

The study suggests that effective communication was seen as important to any organization operating in the modern era. As the securing open interactions with the free flow of information, communication process, managing organization and aids in creating an open and adaptive communication method bring in large-scale organizational benefits (Szukala, 2001; Zaremba, 2003; Tourish & Hargie, 2004; Eisenberg et al., 2009). The researches by (Gibson & Hodgetts, 1986; Schmidt & Gardner, 1995; Conrad & Poole, 2005; Miller, 2006; Stoner et al., 2006; Harris & Nelson, 2008; Papa et al., 2008) have identified that the good functional methods of communication are needs of the organizations at all the level as it aids in guarantees the success as the information is brought in for the all the stakeholder. This information is employed to make changes to remain competitive in the market.

Blazenaite (2011) reported the precondition of the effective organizational communication methods made. The finding of the research suggests that functional comprehensive communication method development by an organization helps in the effective communication process and the information is delivered to the right party aids in achieving the employees and integrated goals at an organization level. The research consists of a

conceptual framework and the framework highlight the external and internal elements that impact the communication method, this is based on the matrix of organizational communication stages. The research is based on a single element of the organizational communication system and effectiveness criteria determining its internal communication sub-method. The research finding suggests that the communication method is a development possibility to practically secure an effective and functional communication method at an organization.

Ebrahimi, Chamanzamin & Sourati (2014) identified changes in the management attitude towards the organization. In the past couple of decades, the organization achieves its goal/objective by employing tools that help in creating harmony among people and control. In the 21st century, the organizational structure adapts to meet demand and a mix-cultural workforce creates room for the broader perspective and special attention is paid toward the organization's culture, language, and organizational communication method. The research purpose is to assess the impact of organizational communication on managers' performance in government agencies of Astart. The research aims to state the factors which influence the organizational communication process and evaluate the role of the factors on organizational performance. To examine the communication process, the researcher implies (Vanra & Botherox, 2006) communication model and collects the information for 48 government agencies to be measured. The finding of the research suggests information has a greater impact on the performance of the managers in government agencies in Austria. The appropriate information factor strongly follows the latent variable of relationship with appropriate employees, and other factors respectively fall into later stages.

Therefore, the researchers identify and evaluate the impact of organizational communication on organizational effectiveness. The research by (Blazenaite, 2011) explains the importance of communication in achieving individual aim/objective and combining the

individual aim/objective relates to the improve the organization's aim. The research by (Ebrahimi, 2014) includes the element of language, and mix-cultural teams' additional factors to influence the organizational effectiveness. Each research aids the researchers to get a deep and clear understanding of the communication process and its influence on organizational effectiveness.

2.3 Organizational Culture

The moving and changing market and competition in the market have pushed the organization to understand the concept of the organizational culture. The organizational culture is defined as the value, belief, sort of professional behaviour, practice of work, procedures, assumptions, and rituals in an organization (Aoyama, 2014; Ghost & Srivastave, 2014; Martin, 1992; Schein, 1992; Broms & Gahmberg 1983). The organizational culture is part of the organization's mission and vision statement, defining the desired behavior of employees and the way the organization function. According to (Gordon & DiTomaso, 1992) the organizational culture works as a glue that holds the stakeholders together and the stronger the culture tends to be, improve the organization's effectiveness (Kotter & Heskett 1992; O'Reilly, 1989).

“The word culture has been derived from the idea of cultivation which means the patterns of development” (Victoria, Olalekan & Evangeline, 2021, p.361). (Childress, 2013) suggests the concept of corporate culture and that this concept has been commercialized meaning of the organizational culture (Deal & Kennedy, 1982). In recent times, the organizational culture has become a major component of everyday organizational functioning because the performance of the internal stakeholders depends on the sort of organizational culture. Some researchers suggest that the culture results in the employment agreement or disagreement with commitment towards and congruence with organizational norms, practice, values, and beliefs (Delcamp, 2006; Sorensen 2002; Smart & John, 1996). The agreement

among the internal stakeholder over the organizational culture improve the cultural elements of the organization (Kotter & Heskett, 1992).

Gochhayat, Giri & Suar (2017) examined the influence of the strong or weak organizational culture on organizational effectiveness, irrespective of the taxonomy, the influence of organizational effectiveness on Indian technical education. It also predicts the mediating role of organizational communication. 167 respondents were involved in this research and respondents have a background of engineering and management schools on organizational culture and organizational effectiveness and 334 subordinates on organizational communication by questionnaire survey. The finding of the research suggests that the organizational culture influences organizational effectiveness and the higher educational organization needs to employ on strengthening organizational culture, organizational communication to improve their effectiveness.

Aktas, Cicek, & Kiyak (2017) the authors identified the importance of organizational culture and its relationship to organizational efficiency. In this research, the relationship between organizational culture and organizational efficiency is studied. The effect of stability and variability of the external and internal environment is examined. The research selects 40 top organizational employers/managers to collect the data. The questionnaires are created to collect the data. The finding of the research demonstrates that the organizational culture types are related to some organizational efficiency dimensions. The existing environment external, stability or variability, and the top manager's value play an important role in the relationship between the organizational culture and organizational effectiveness.

Therefore, the researchers identify and evaluate the impact of organizational culture on organizational effectiveness. The research by (Gochhayat et al., 2017) explains the strong or weak organizational culture on organizational effectiveness. The finding support (Gochhaya et al., 2017) is closed related to this research aim and framework. The research by (Aktas et

al., 211) includes the elements of external, internal, stability, and variability of organizational culture influence the organizational effectiveness. Each research aids the researchers to get a deep and clear understanding of organizational culture and its influence on organizational effectiveness.

2.4 Leadership Style

The researchers and scholars in the past and present define leadership differently. According to (Dubrin, 2009) mentioned leadership is a person's ability to motivate and inspire confidence and support among the employees which are required to achieve the organizational goals. (Robbins & Coulter, 2007) suggest that leadership reflects the action done by the leader. (Saasongu, 2015) further suggests that leadership is an individual behaviour to guides a group to achieve common goals. (Fry, 2003) agreed with other researchers and stated that leadership is an organizational strategy to motivate, enhance employees' potential for individual growth and development. Therefore, it concluded that leadership is considered a strategy that aids in developing the workforce, improving organizational effectiveness, and achieving organizational goals.

Leadership style

There are many types of leadership styles the leader employed for organizational effectiveness. According to (Edoka, 2012), Democratic Leadership is referenced as participative leadership style, as the style involves the employees and leader in the decision-making process (determining what to do and how to do it). In leader in the Free Resign Leadership style allows the employees to make all the decisions and the leader is responsible for the decisions made by the employees (Regan, 2020).

The Autocratic leadership style is different from the Democratic Leadership and Free Resign Leadership style. In the Autocratic leadership style, the leader has the most of the

authority and the leader does not concern about the employee's attitudes toward decisions. In this setting, the leaders control and tell the employees about the way things are done and how they want to accomplish the organizational goals without getting suggestions from the employees (Edoka, 2021). According to (Robbins & Coulter, 2004). In the Transactional Leadership style, the leader leads principally by employing social exchange or communications. (Anyango, 2015) further suggests that the Transactional Leadership Styles focus on the transactions between the leaders and employees. "Transformational Leadership Style involves stimulating; inspiring and transforming organizational members or employees to achieve an extraordinary outcome" (Regan, 2020, p. 5).

The Laissez-Faire Leadership Style where the leader gives the employees full authority and freedom to decide and carry out tasks in whatever way they saw fit. Lastly, in the Charismatic Leadership Style, the leader influences the employees by their charm, inspiration, emotion, and magnetism (Dubrin, 2009). Those are leadership styles available and each leader employed the leadership as per their personal needs or situation demand. Implying the correct leadership style aids in improving the organization's effectiveness.

The Style of Leadership and Organizational Effectiveness

The leadership style of an organization does have a strong impact on organizational success, achieving the goals, employee engagement, and employee satisfaction (Bhargavi & Yaseen, 2016). "Some researchers have concluded that by using effective leadership styles, leaders inspire and enable their staff to be successful (Al-Khaled & Chung, 2020, p. 57). Its leader's responsibility is to employ effective leadership styles to inspire levels of performance in the proficient progress of organization employees. Moreover, the leadership style and organizational effectiveness are strongly related. According to (AlKhajeh, 2018) effective leadership style influences organizational effectiveness which aids in obtaining a sustainable competitive edge and growth in management. The effective employment of the style of

leadership aids the organization to accomplish its objective, goal more effectively by creating connecting employee performance and organizational effectiveness.

Amin, Durmaz & Demir (2021) mentioned research provides an in-depth understanding of different sorts of leadership, the significance of leadership and the implication of region within the governmental and region focused in the research is Kurdistan, Iraq. As the research discusses leadership does not exist at the highest level of the organization but also be found in society, for instance, small activist groups, schools, universities, small businesses, government, and other working or non-working environments. The translational leadership, ethics, and attitude of leadership are more effective than another form of leadership in improving the employee's performance as well as in restoring the faith of people in the organization, government, and other working space.

Regen (2020) explains the relationship between leadership styles, organizational performance, and organizational culture is examined. The research look into the effect of leadership styles and an organization's culture uses on its overall performance. Moreover, the issue in this research is to determine if leadership styles, the organizational culture affect the performance of the organization. The core research objective is to examine the influence of leadership styles on organizational performance and examine the influence of organizational culture on organizational performance. To examine the relationship between the variables the research develops the conceptual framework. Explanatory Research is employed by the researcher. The data in this study is collected through secondary sources. The data obtained from the secondary research focuses on the leadership styles and culture influence on the performance.

Therefore, the researchers evaluate the impact of leadership style on organizational effectiveness. The research by (Amin, 2021) provides a deep understanding of the different types of leadership styles. The finding suggests that leadership style influences all are seen at

all levels of an organization, and leadership does aid in creating a positive organizational environment. This results in leadership style and organizational effectiveness having a positive relationship. This finding supports the research aim and framework of this research. The research by (Regen, 2020) examines the organizational leadership style along with performance that influences organizational effectiveness. Each research aids the researchers to get a deep and clear understanding of leadership style and its influence on organizational effectiveness.

2.5 Organization Effectiveness

According to (Hankins, Glady, Gossett, Franklin & Sharilyn, 2017) suggest that organizational effectiveness is a "group's efficiency in meeting its goals and objectives". Organizational effectiveness has not been explored in-depth and effectiveness is considered as a by-product of employee preference and value. Hence, the best way to evaluate the effectiveness cannot be identified, and the not element of the effectiveness has been evaluated. The lack of assessment problems and theoretical problems are largely the concern of the researchers, not of the organizational stakeholders or the public.

Which are the public needs to often make judgments about the effectiveness of organizations (Kim & Cameron, 2013). The organizational theory literature explores and considers organizational effectiveness to be controversial and elusive. The core sponsor of this controversy comes from the fact of organizational effectiveness has consisted of many synonymous and goal attainment (Kim & Cameron, 2013).

In this research, the research desire to examine the influence of employee performance. Therefore, the researchers examine the three factors that influence the effectiveness of the organization, which are the organizational culture, communication, and

leadership styles. This research focus on evaluating the influence of the three independent variables on the performance of Flour Mills PLC contributes to observed research on organizational culture, communication, and leadership style on affective employee performance.

Raof (2019) explores the elements of organizational efficiency and identify the dimension of the organizational structure and use them which benefiting it to the higher education sector. The sample of this research represents the directors and workers of the university of technology for the aim of promoting the sector of the higher education sector, which is important for vital joint, considered as a core pillar in giving the community of experiences and competencies. The research collects the data by distributing the questionnaire and data collected from this process meet the requirement of the research. The respondents of this research represent the group's managers Sam and centres, including some of the workers, which consist of 80 workers.

The collected data is analyzed and explores the relation between the elements of the organizational effectiveness of leadership, technology, management, and adaptation was determined. The research identifies that the dimension of the organizational structure is complex, central, and official. The most element of the research is to identify the importance of the organizational effectiveness relates to the organizational structure as well as the results of the organizational impact of the organizational structure and manner to select the organizational structure that enhances the continuity of the study organizational and it's too competitive in a rapidly changing environment.

Latifi, & Shooshtarian (2014) explain that the employees in all organizations desire to work in an environment of trust and make a real contribution to achieving the organizational aim and objectives. In the research meaning of organizational structure and its impact on organizational effectiveness understand and its influence has been understood. The

population is drawn from all the workers working in corporations operating in medium and large organizations in Fars Province in Iran. The finding of the research suggests that there is a positive relationship between organizational structure and organizational effectiveness.

Therefore, the researchers identify and the research evaluates the impact of organizational structure on organizational effectiveness. The research finding of (Raouf, 2019) suggested that there is a positive relationship between organizational structure dimension and organizational effectiveness. (Latifi & Shooshtarian, 2014) examined the organizational structure that influences organizational effectiveness. Each research aids the researchers to get a deep and clear understanding of the organizational structure and its influence on organizational effectiveness.

CHAPTER 3

METHODOLOGY

The primary components of this chapter will include descriptions of the research design and rationale for the research, the methodology that will be used in the study. Research method is a step through which the study is performed through finding the data, choosing the data, conducting the data and analyzing the data based on the study of organizational communication, organizational culture and leadership styles affecting organizational effectiveness of flour mills of Nigeria Plc. The study is performed based on research design, sample and sample size, sampling method, data collection and data analysis. The study is executed based on main question such as the process to collect the data and where to find the sample size of population. In fact, it is important to know how to evaluate the outcome from the collected data. Mostly, it is performed based on qualitative and quantitative research method.

3.1 The Type of Research and Tool

The tool used to conduct this online survey for this research paper is online google form. The questionnaire is divided into five (5) segments. The demographic data question (6 questions), the organizational communication (Independent Variable 1, 5 questions), organizational culture (Independent Variable 2, 4 questions), leadership style (Independent Variable 3, 5 questions), and Organizational effectiveness (Dependent Variable, 3 questions). The survey consists of 24 questions in total.

Part 1: Demographic Data (6 questions)

This part consists of questions about the respondents' general information such as age, gender, salary and how long they have been working for the organization. The questionnaire

also contains question about what aspect of the organization is important to them.

Part 2: Independent Variable 1 (4 questions)

This part of the questions consist of Organizational Communication

It was about how effective the organizational communication is to the employees, discussing your problems with your superior without any hindrances, how much you feel your immediate superior can do to further your career in an organization, and language barrier within the organization.

Part 3: Independent Variable 2 (4 questions)

This party of the questionnaire consists of how the organizational culture play an important role in the performance Flour Mill Nigeria plc employees, Is the people within the organization free to express their opinion , The organization emphasize on human development, trust, openness and participation, and In overall, is the employee happy with the working culture in the organization.

Part 4: Independent Variable 3 (4 questions)

This party of the questionnaire consists of leadership style within the organization does leaders allow employee to appraise their own work, Leaders help employees with work direction and needs, the leaders are passionate about employees success, and does the employee satisfied with their leaders within the organization and their operation style.

Part 5: Dependent Variable (3 questions)

This party of the questionnaire consists of questions like I believe organizational communication is integral part of organization effectiveness and company success, I believe organizational culture is integral part of organization effectiveness and company success, and I believe Leadership style is integral part of organization effectiveness and company success.

3.2 The Research Design

A research design is a process through which the study is executed. In this section, the scholar uses descriptive or explanatory research design. It is process to design the proper plan which illustrates how the data is gathered, executed and analyzed. In fact, research design is an overall outline of how the investigation of research take place such as how the questionnaire is distributed, collected and instrument is used to execute the data in order to analyze it.

The online questionnaire will be measured as the following:

3.2.1 Part 1: the fact: nominal and ordinal scales

3.2.2 Part 2-4: the attitude of independent variables: interval scale (the least (1) to the most (5))

3.2.1 Part 5: the attitude of dependent variable: interval scale (the least (1) to the most (5))

Scale 5 - Strongly Agree

Scale 4 - Agreed

Scale 3 - Neutral

Scale 2 - Disagree

Scale 1 - Strongly Disagree

For part 2-5 of the questionnaire, which consists of Likert's 5 point scale, the statistical mean range for the interpretation of the mean are calculated below:

$$\text{Range} = (\text{Maximum} - \text{Minimum}) / \text{Scale Level}$$

$$\text{Range} = (5 - 1) / 5 = 0.8$$

Table 3.1: The Range of Mean Interpretation

Range	Interpretation
1.00 - 1.80	Extremely Disagree

(Continued)

1.81 - 2.60	Disagree
2.61 - 3.40	Neutral
3.41 - 4.20	Agree
4.21 - 5.00	Strongly Agree

The statistics used will be 2 types:

1. Descriptive statistics, which is composed of frequency, percentage, mean, and standard deviation.
2. Inferential statistics, which is composed of the Multiple Regression Analysis Test.

3.3 The Quality of the Research Tool

The online questionnaire was checked for validity and approved by the advisor Assoc. Prof. Dr. Suthinan Pomsuwan. The reliability test is important to measure the validity and consistency of the questionnaire. Reliability is used in the pre-test questionnaire distributed to 20 respondents and will be tested using Cronbach's Alpha statistical software, with total reliability of 0.971. The required value to be accepted is 0.7-1.00.

Table 3.2: The Total Reliability Test Results

Cronbach's Alpha	N (number) of Items
.971	48

Table 3.3: The Reliability Test Results for **Organizational Communication**

Cronbach's Alpha	N (number) of Items
.959	16

Table 3.4: The Reliability Test Results for **Organizational Culture**

Cronbach's Alpha	N (number) of Items
.908	12

Table 3.5: The Reliability Test Results for **Leadership Style**

Cronbach's Alpha	N (number) of Items
.914	12

Table 3.6: The Reliability Test Results **Organizational Effectiveness**

Cronbach's Alpha	N (number) of Items
.901	8

3.4 The Data Collection

Data Collection is a process through which data is collected. Basically, data collection is executed through 2 steps such as primary data and secondary data. Primary data is collected through survey questionnaire, interview or focus group of total sample size and secondary data is collected through literature, publications and academic paper (Bryman & Bell, 2011).

This study is performed through survey questionnaire. The questionnaire is categorized into

two main sections. the first section consists of participant's personal information which consisted of information data such as age, sex, marital status, education, income level etc.

The second part of questionnaire is consisted of close end questions, it provides a wide range of response for the respondents to choose one from likert scale type questions. it assists the respondents to choose the correct answer which is best suited to the respondent's point of view. Likert scale type questions helps the respondents to tick the answer without wasting their time. On the other hand, secondary data is gathered through the books, academic paper, journal based on the topic of organizational communication, organizational culture and leadership styles affecting organizational effectiveness of flour mills of Nigeria Plc. The questionnaire is created while considering the terms such as organization communication, organizational culture and leadership style affecting organizational effectiveness. Once the questionnaire is created, the next process is distributed the questionnaire among the total number of sample size of 252 respondents to collect the data.

3.5 The Population and Sample

A sample is a group of people who represents the total population from a selected location. The sample size must be chosen based on total population size of selected place or country. There are 12,000 employees in the Flour Mills of Nigeria Plc. In order to perform the study among sample of population, the questionnaire must be created while using previous study, academic paper or literature paper. it helps the questionnaire to be more precise, easy to understand and more related to subject study. Once the questionnaire is properly created. the next step is to spread in each and every department of the organization and everyone is given a chance to be chosen for sample to represent overall population size. There are total number of 383 respondents chosen to perform the study based on organizational communication, organizational culture and leadership styles affecting

organizational effectiveness (Bryman & Bell, 2011).

The Sample is evaluated through the total number of a population. Therefore, the sample size of Nigerian population must be 383 respondents since There are 12,000 employees in the Flour Mills of Nigeria Plc. The data collected from the selected sample size of 383 respondents represents the overall population of Nigeria (Wilson & Collins, 2010). Therefore, the selection of small size of population plays an essential role in analyzing the overall population based on organizational communication, organizational culture and leadership styles affecting organizational effectiveness (Azen & Walker, 2011).

3.6 The Sampling Technique

Sampling study is a strategic tool to select the sample size out of total population who represent the point of view of overall population size. the sampling method is categorized into 2 types of sampling such as probability sampling method and non-probability sampling method. Probability sampling method is categorized into four main categories such as simple random sampling, systematic sample, stratified sample and cluster sample (Mccombes, 2022). from all these sampling methods, the scholar chooses simple random sampling method. In which, every member of population has an equal chance of being selected. This technique is most suitable as it provides every people from total population a chance for being chosen without being biases.

The total number of 252 respondents has been chosen from different department in an organization. In order to do so, the scholar visits all the unit of the organization to perform the survey questionnaire based on the study of organizational communication, organizational culture and leadership styles affecting organizational effectiveness of flour mills of Nigeria Plc. The sample size respondents are the one who are easily accessible to execute this study smoothly (Fritz & Morgan, 2010). So, simple random sampling method is best suitable

approach to evaluate the organizational effectiveness based on organization communication, organizational culture and leadership style.

3.7 The Research Procedure and Timeline

There were four phases in the investigative process for this study:

First stage, the research was comprehensive studied by secondary information gathered. This includes information and data assembled from academic journals, various academic books related to my research topic, and previous studies done by researchers. This study began this since September, 2021 and the secondary information was collected and it was reviewed throughout February, 2022

Second stage, I began the data collection model and procedure and to proper analyze the data collected, questions for the online questionnaire were generated with the supervision of my advisor Assoc. Prof. Dr. Suthinan Pomsuwan. The information in the questionnaires was demographics data, organizational communication, organizational culture, leadership style, and organizational effectiveness. The questionnaire was developed at the end of March 2022.

Thirdly, the questionnaire was tested for validity by the advisor of this field. The reliability was tested by Cronbach's Alpha by conducting a pilot test. The pilot test of 12 samples was conducted in April, 2022 and the questionnaire was handle to fill their data and finally, the information's collected from the participant was analyze for the research findings during the month of May 2022.

Fourth stage, the online questionnaire form was sent to the staff of the company through WhatsApp message. The process takes about a week or more.

3.8 The Hypotheses Test and Data Analysis Hypotheses:

H1:: The impact of organizational communication affecting

organizational effectiveness of Flour Mills of Nigeria Plc

H2: The impact of organizational culture affecting organizational effectiveness of Flour Mills of Nigeria Plc

H3: The impact of leadership style affecting organizational effectiveness of Flour Mills of Nigeria Plc

The followings are the statistical tools used for data analysis:

3.8.1 Descriptive Statistics: These statistics were used to analyze the demographic data of the respondents. The information included is age, gender, education, and more. A descriptive statistic is used to analyze and summarize the characteristics and observations of the data and present them in the form of percentages.

3.8.2 Inferential Statistics: These statistics are used to interpret the meaning of the data, and the relationship between the variables. Multiple Regression Analysis was used to test the hypotheses and to study the relationship between the independent variables

CHAPTER 4

ANALYSIS AND FINDINGS

This section of the study focusses on analyzing the data gathered for the study of organizational communication, organizational culture and leadership styles affecting Organizational effectiveness of Flour Mills of Nigeria Plc.

In total 252 participants participated in this survey. Out of which 4 respondents had a missing value, hence in total only data of 248 respondents was processed for testing and analyzing.

The outcome of the data is reflected in tables below.

4.1: Analysis of demographic data

4.2: Analysis of organizational communication

4.3: Analysis of organizational culture

4.4: Analysis of leadership style

4.5: Analysis of organizational effectiveness

4.6: Analysis of the relationship between organizational communication, organizational culture, leadership style and organizational effectiveness

4.1 General Information

Table 4.1.1: Are you currently working at **Flour Mills of Nigeria Plc.**

Demographic Data	Frequency	Percentage (%)
1. Employment Status		
Yes	218	87.9
No	30	22.1
Total	248	100.0

The first question was regarding if respondents are currently working at Flour Mills of Nigeria Plc. And of 248 respondents, 218 are working currently and 30 of the respondents are not part of the Flour Mills. Hence 87.9% of the respondent continued with the survey and 22.1% respondents who are not working at Flour Mills discontinued their participation.

Table 4.1.2: Gender

Demographic Data	Frequency	Percentage (%)
2. Gender		
Male	154	70.6
Female	64	29.4
Total	218	100.0

The second question was regarding gender and 154 respondents were male which accounts for 70.6% and 64 respondents were female which accounts for 29.4%.

Table 4.1.3: Age

Demographic Data	Frequency	Percentage (%)
3. Age		
18 - 25 years old	17	7.8
25 - 30 years old	36	16.5
31 - 35 years old	94	43.1
35+ years old	71	32.6
Total	218	100.0

Next question was regarding the age group of respondents. The outcome shows that most of the respondents were from the age group of 31 to 35 years old with 43.1%, followed

by age group of 36-40 years with 26.6%. 25-30 years old accounted for 36 respondents and 18-25 years had 17 respondents. The least number was of above 40 years old with 13 respondents.

Table 4.1.4: Income

Demographic Data	Frequency	Percentage (%)
4. Income		
Under 20,000 Baht	29	13.3
20,000-35,000 Baht	62	28.4
35,001-50,000 Baht	113	51.8
Above 50,000 Baht	14	6.4
Total	218	100.0

Question no. 4 was regarding the income of the respondent and most of the respondent were in the income level of 35,001 to 50,000 baht with 51.8% of respondent. It is followed by 28.4% with 20,000 to 35,000 baht. 13.3% had under 20,000 baht and only 6.4% were at the range of above 50,000 baht.

Table 4.1.5: For how long you have been working at **Flour Mills of Nigeria Plc.**

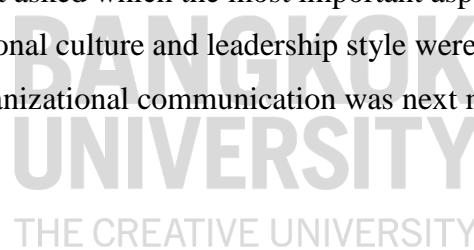
Demographic Data	Frequency	Percentage (%)
5. Total Working Years		
Less than 1 year	28	12.8
2-4 years	72	30.0
5-7 years	105	48.2
More than 7 years	13	6.0
Total	218	100.0

Respondents were next asked for how long they have been working at Flour Mills of Nigeria and 48% of the respondents have been working for 5 to 7 years. 33% of the respondent have been working for 2-4 years and 12.8% have been there for less than 1 year. Only 6% of the total respondent have been working for more than 7 years.

Table 4.1.6: What is the most important aspect of **effectiveness organization**

Demographic Data	Frequency	Percentage (%)
6. Organizational effectiveness		
Organizational Communication	40	18.3
Organizational Culture	89	40.8
Leadership Style	89	40.8
Total	218	100.0

Respondents were next asked which the most important aspect of effectiveness organization is and organizational culture and leadership style were equally voted highest with 40.8% respectively. Organizational communication was next most important with 18.3% of respondent choosing it.



4.2 Analysis of Organizational Communication

Table 4.2: Mean and Standard Deviation of **Organizational Communication**

Independent variables	Mean	Std. Deviation	Interpretation
Organizational Communication	4.44	0.577	Strongly Agree

The table above measures the questions related to organization communication. The respondent was requested to rate each statement from 1 to 5 with 5 means strongly agree and

1 means strongly disagree. The mean reflects the overall rating of the questions. It can be notice that mean value of 4.44 for each question reflect that respondent have an effective communication with management and supervisor, they feel free to discuss with their immediate superior on problem and difficulties. They find immediate superior are helpful in talking about advancement in career and also find high language and environmental barrier that impact their communication.

4.3 Analysis of Organizational Culture

Table 4.3: Mean and Standard Deviation of Organizational Culture

Independent variables	Mean	Std. Deviation	Interpretation
Organizational Culture	4.43	0.579	Strongly Agree

The next table was regarding organizational culture and the respondent rated the questions equally high with mean value of 4.43. The highest rating was of 4.43 for respondent as they are happy with the work culture in the organization, followed by emphasis on human development, trust, openness and participation. Organizational culture plays an important role in respondent performance was next best and lastly People are free to express their opinion in organization was rated the lowest of all.

4.4 Analysis of Leadership style

Table 4.4: Mean and Standard Deviation of Leadership Style

Independent variables	Mean	Std. Deviation	Interpretation
Leadership Style	4.46	0.577	Strongly Agree

Next, respondent was asked with questions regarding to leadership style and the highest mean value was of 4.46. Leaders allow employee to appraise their own work was rated highest followed by leaders are passionate about employee success and respondents are satisfied with leaders. The last popular was leaders helping employees with work direction and needs.

4.5 Analysis of Organizational Effectiveness

Table 4.5: Mean and Standard Deviation of Organizational Effectiveness

Independent variables	Mean	Std. Deviation	Interpretation
Organizational Effectiveness	4.47	0.555	Strongly Agree

Next respondents were asked on organizational effectiveness and the mean score was of 4.47. Respondent believe leadership style is the most important part of an organization effectiveness and company success, followed by organizational communication and finally organizational culture.

4.6 Analysis of the relationship between organizational communication, organizational culture, leadership style and organizational effectiveness

This part of the study represents an analysis of the relationship between the independent variables organizational communication, organizational culture, and leadership style, and the dependent variable organizational effectiveness. The type of statistic used in this part of inferential statistics and statistical analysis to determine the data was multiple linear regression.

1. Analysis of impact of Organizational communication towards Organizational effectiveness
2. Analysis of impact of Organizational Culture towards Organizational effectiveness
3. Analysis of impact of Leadership styles towards Organizational effectiveness

Table 4.6: Analysis of impact of Organizational communication towards Organizational effectiveness

Variable	b	Beta	t	Sig	Interpretation
1. Communication	.164	.161	2.858	.005	Accept

Adjusted R-square = .912, F = 742.541, *P<0.05 Independent variable = .000

Independent variable = Organizational communication

Dependent variable = Organizational effectiveness

Table 4.6 showed that multiple regression analysis was conducted to measure the hypothesis, testing if Organizational communication affecting Organizational effectiveness of Flour Mills of Nigeria Plc. The outcome of the test is shown in tables provided above. The model summary table shows R square value of .912, indicate than 91.2% of the variation in organization effectiveness can be explained from organization communication. This is quite high and that reflect equation to be reliable and stable. The coefficient table shows the sig. value of the variables and value of .005 are below testing variable of .01, which indicate there is a relationship between organization effectiveness to organizational communication

Table 4.7: Analysis of impact of Organizational Culture towards Organizational effectiveness

Variable	b	Beta	t	Sig	Interpretation
1. Culture	.254	.247	4.206	.000	Accept

Adjusted R-square = .912, F = 742.541, *P≤0.05 Independent variable = .000

Independent variable = Organizational culture

Dependent variable = Organizational effectiveness

Table 4.7 shows that the regression analysis was performed to test the hypothesis that organizational culture influences the organizational effectiveness. The results of the tests are shown in the table above. The summary model table shows an R-squared value of 0.912, indicating that 91.2% of the variation in organizational effectiveness can be explained by organizational communication. This is very high and reflects the high reliability and stability of the formula. The value in the coefficient table shows sig of 0.000 is below the 0.01 of the test variables, suggesting a relationship between organizational effectiveness and organizational communication.

Table 4.8: Analysis of impact of Leadership towards Organizational effectiveness

Variable	b	Beta	t	Sig	Interpretation
1. Leadership	.549	.570	9.979	.000	Accept

Adjusted R-square = .912 , F = 742.541, *P≤0.05 Independent variable = .000

Independent variable = Leadership style

Dependent variable = Organizational effectiveness

Table 4.8 show the significant relationship level between organization effectiveness and leadership with the B value of .549 which is the highest compared to other dependent variables like organizational communication and organizational culture. The hypothesis is accepted because of the Anova of .000. The R square value of .912 show the link between variables.

4.9 Summary of the Hypothesis Testing

Hypothesis	Result
Organizational Communication	Supported
Organizational culture	Supported
Leadership Style	Supported

The above table represents a summary of the hypothesis results. As shown in the table, all three proposed hypotheses for this study were supported

CHAPTER 5

SUMMARY, CONCLUSION AND DISSCUSION

This section covers 4 elements: summary and conclusion, discussion, recommendations for implications and recommendation for future research. They are as follows:

- 5.1 Summary and Conclusion
- 5.2 Discussion
- 5.3 Recommendations for Implications
- 5.4 Recommendations for Future Research

5.1 Summary and Conclusion

In total 252 respondents participated, out of which 218 respondent outcomes was processed and its result is summarized below.

70% of the respondents were males and 43% of the respondent were from age group of 31 to 35 years old. Nearly 52% of the respondent had an income range of 35,000 to 50,000 baht and around 48% of the workforce has been working from 5 to 7 years.

In terms of organizational effectiveness, 41% of respondents find both organizational culture and leadership style equally the important aspect of effectiveness. As per organization communication, it shows that that respondent has an effective communication with management and supervisor, they feel free to discuss with their immediate superior on problem and difficulties. They find immediate superior are helpful in talking about advancement in career and also find high language and environmental barrier that impact their communication. In regards to organizational culture, respondent as they are happy with the work culture in the organization, followed by emphasis on human development, trust, openness and participation. Finally, leadership style preferred is where leader allow employee to appraise their own work was rated highest followed by leaders are passionate about

employee success and respondents are satisfied with leaders. The last popular was leaders helping employees with work direction and needs.

The outcome of multiple regression shows that there is a relationship between organization effectiveness to organizational communication, culture and leadership style. The B values shows the level of relationship and .549 value shows leadership have strong relationship with organizational effectiveness, followed by organizational culture at .241 and lastly organizational communication at .164.

5.2 Discussion

Many factors affect organizational effectiveness and result in the success or failure of the organization. As per this research, the factors which affect organizational effectiveness are organizational communication, organizational culture, and leadership style (The framework presented in chapter 1 presents the relationship between them). The communication process is an important element for the organization, and the organization needs to understand the barriers present in the communication process (Itang-Eko & John, 2019). The barriers in the communication process affect communication.

The barriers that affect the communication process are highlighted in chapter 2. The factors of barriers are attitudinal barriers, language, and environmental factors. The attitudinal barriers relate to the leader's ability to avoid favoring employees due to a similar race, background, or gender and create an environment in which employees can communicate with feely, and feel free to share their problems without jeopardizing their job. The response from table 4.7 suggests that respondents agree that a positive and fair leader aid them to share ideas, and the capability to solve problems and grow in careers. The language barrier is considered the main issue that affects the organizational communication process. An

employee from the same nation can still speak a different language. Lastly, the environmental barriers are other issues in communication that reduce effective communication.

The respondents of this research agree that the communication process is affected by language and environmental factors present during the communication process (Table 4.7). As the researcher put all sub-elements of the organizational communication process together, suggesting that organizational communication influence organizational effectiveness, it is identifying that organizational communication does have an important impact on generating (Sourati & Ebrahimi, 2014).

The second factor is the organizational culture which affects the organizational effectiveness. The culture is to norm and set of values of belief in. An organizational culture that has a strong culture believe, believe that all culture is an equal trend to performing better compared with an organization with a poor cultural model. The researcher highlights in chapter 2 that cultural communication; examines the organizational cultural importance to organizational effectiveness (Gochhayat, Giri & Suar, 2017; Aktas, Cicek & Kiyak, 2011). The literature is present in chapter 2 and questions asked in the survey agreed that strong organizational culture is based on the employee is free to express ideas and opinions.

The organization ensures that employee trusts the management, and develop a plan for them, openness, and participation. Those elements improve the work culture in the organization. Moreover, the result of this research suggests that employees believe and agree that strong organizational culture is important to enhance organizational effectiveness. The success or the failure of the organization depends on this element, as the employee may be from the same name, like the language barriers, they may have a different cultural value. Therefore, the strong organizational cultural value does influence organizational effectiveness and the result in present in chapter 4 support the relationship between organizational culture and organizational effectiveness.

Lastly, the leadership style plays an important role in enhancing employee performance which relates to the organization's success covert to the organizational effectiveness. There are a few leadership styles that leaders can use. However, the style of leadership style depends on the situation or the organizational culture of leading. As per Bhargavi and (Yaseen,2016; AL-Khaled & Chung, 2020), the leadership styles, leaders inspire and enhance their employees to be successful and help the organization to gain a competitive edge. The research by (Regen, 2020) supports the view of other research presented. Based on which the questions asked in the survey and the result suggests that respondents of this research do agree that leadership style helps them to perform better (Table 4.9). Therefore, a strong relationship between the leadership style and organizational effectiveness is found in this research

5.3 Recommendations for Implications

The finding from this study reflects that organizational effectiveness can be depicted from leadership style, organizational communication and organizational culture. The primary research conducted reflect with findings that organizational effectiveness can be determined based on communication, culture and leadership style depicted within the organization. The outcome of the finding shows similarity with the theoretical implication presented by previously conducted studies and authors. The implication of this study are as follows:

1. The communication process is an important element for the organization, and the organization needs to understand the barriers present in the communication process. Organization effectiveness equally relies on the barrier, language and other environmental factors in communicating successfully within organization. Communication finding are crucial as they will result in successful communication within the organization and produce result orientated result.

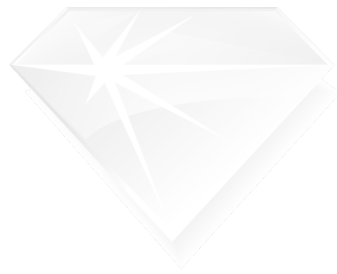
2. Organizational culture is equally important and is it believe poor organizational culture can impact the performance of the company. The organizational culture is built around trust and openness and that reflect a strong organizational culture for any business and that is important in enhancing effectiveness.
3. The style of leadership style dictates the organizational effectiveness. Leadership style though play a crucial role in performance of the employee and success of the organization; however, it comes down to the leadership style implemented by the management. Hence, organization will gain competitive advantage heavily based on the leadership style implemented.

5.4 Recommendations for Future Research

Based on the outcome of the study, some of the recommendation that are insisted for future research are as follows:

1. The outcome of the study is based on the findings gathered from the data which consists of 218 respondents from Flour Mills of Nigeria Plc. Future researcher can measure the variable on different target market and different factory, to find comparison with the research study.
2. The study focusses on factors of organizational communication, organizational culture and leadership theory, however future researcher can implement other factors or add in additional factors to measure the organization effectiveness. Factors such as organizational innovation or geographic scope can be used. Similarly, organizational performance can be measured instead or organization effectiveness.
3. Third, the study is measured using quantitative analysis where data of large respondent is gathered and measured using open-ended questionnaire. However, much larger data could also be gathered stretching over 400 employees to find more effectiveness of the outcome.

4. Next, qualitative research could be used instead of quantitative research as it will conduct in-depth analysis of the study in compare to limited and open-ended measurement that is produced of quantitative study.



**BANGKOK
UNIVERSITY**
THE CREATIVE UNIVERSITY

BIBLIOGRAPHY

- Allen, M. W. (1992). Communication and organizational commitment: Perceived organizational support as a mediating factor. *Communication Quarterly*, 40, 357–367
- Al Khajeh, E. (2018). *Impact of leadership styles on organizational performance*. Retrieved from <https://ibimapublishing.com/articles/JHRMR/2018/687849/687849-1.pdf>
- Anyango C.A. (2015). *Effects of Leadership Styles on Employee Performance at BOA Kenya Limited, Kenya*: Open University of Tanzania
- Arkkelin, D. (2014). Using SPSS to Understand Research and Data Analysis. *Psychology Curricular Materials*, 1, 1-195.
- Azen, R. and Walker, C.M. (2011). *Categorical Data Analysis for the Behavioral and Social Sciences*. New York: Routledge.
- Beyer, W. (2017). *Handbook of Tables for Probability and Statistics* (2nd ed.). CRC.
- Bhargawi, S. & Yaseen, A. (2016). Leadership styles and organizational performance. *Strategic Management Quarterly*, 4, 87-117.
- Bryman, A. (2008). *Social Research Methods* (3rd ed.). New York, USA; Oxford University.
- Bryman, A., & Bell, E. (2011). *Business research methods* (3rd ed.). New York: Oxford University.
- Burn. (2000). *Methodology for Education Research*. New York: Cambridge University.
- Check, J., & Schutt, R. K. (2012). Survey research. In J. Check & R. K. Schutt (Eds.).

- Research methods in education.* (pp. 159–185). Thousand Oaks, CA: Sage Publications.
- Check Market (2020). *How to determine population and survey sample size*, Retrieved from <https://www.checkmarket.com/blog/how-to-estimate-your-population-and-survey-sample-size/>
- Creswell, J.W., (2013). *Research Design: Qualitative, Quantitative, and Mixed Methods Approaches*. NY: SAGE.
- Crowther, D. & Lancaster, G. (2008) “*Research Methods: A Concise Introduction to Research in Management and Business Consultancy*” Butterworth-Heinemann.
- Dubrin, A. (2012). *Essentials of Management, Cengage Learning Academic Centre, USA*, 2009. 255-333
- Edoka, J. (2012). *Effective Leadership and Organizational Performance: A Case Study of N.Y.S.C Kogi State, University of Nigeria Nsukka, Nigeria*. 22-24
- Elliot, R., Fischer, C. T., & Rennie, D. L. (1999). Evolving guidelines for publication of qualitative research studies in psychology and related fields. *British Journal of Clinical Psychology*, 38, 215–229.
- Fritz, A. E., & Morgan, G. A. (2010). *Sampling*. Retrieved from <http://knowledge.sagepub.com/view/researchdesign/n398.xml>
- Fry, L.W. (2003). *Towards a Theory of Spiritual Leadership. The Leadership Quarterly*, 14, 693-727.
- Ghauri, P. N., & Grønhaug, K. (2005). *Research Methods in Business Studies: A Practical Guide*. London: Pearson Education.
- Gordon, G. G. & DiTomaso, N. (1992). Predicting corporate performance from organisational culture. *Journal of Management Studies*, 29, 783-799.
- Hankins, Gladys Gossett, Franklin, Sharilyn, (2017), *Central Area Links*,

- Incorporated Organizational Effectiveness Handbook 2017*, Incorporated
- Itang-Eko, E and John, G. (2019). Organizational Communication and Workplace Efficiency: A Study of Flour Mills Nigeria Limited. *Journal of Mass Communication*, 4(3), 27- 50.
- Leonsis, T. (2010). *The Business of Happiness*. Washington, DC: Regnery.
- Malhotra, N.K. (2004) *Marketing Research*. New Jersey: Prentice Hall.
- Mattelart, A, (1996). *The Invention of Communication*. Minneapolis: University of Minnesota
- McCombes S., (2022). *Methodology*. Retrieved from <https://www.scribbr.com/methodology/sampling-methods/>
- Messick, D. M. & Kramer, R. M.(2004). *The Psychology of Leadership: New Perspectives and Research*. New Jersey: Lawrence Erlbaum.
- Miller, K. (2006). *Organizational Communication Approaches and Processes*. Boston, MA: Wadsworth, Cengage Learning.
- Mumford, M.D., Zaccaro, S.J., Harding, F.D., Jacobs, T.O., & Fleishman, E.A. (2000). Leadership skills for a changing world: Solving complex social problems. *Leadership Quarterly*, 11(1), 11-35.
- Neves, Pedro & Eisenberger, Robert (2012). Management communication and employee performance: the contribution of perceived organizational support. *Human Performance*, 25(5), 452-464.
- Obiwuru, T.C. ,Okwu, A.T., Akpa, V.O., & Nwankwere, I.A.(2011). Effects of Leadership Style on Organisational Performance: *Journal of Business and Management Research*, 11(7), 100-111.
- Pauley, J. A. (2010). *Communication: The Key to Effective Leadership*. Milwaukee, WI: ASQ Quality.

- Regan D (2020). *The Effect of Leadership Style and Organizational Culture on Performance of Small and Medium Enterprises in Jig-Jiga City: A Literature Review*. Jig Jiga University.
- Saasongu N. (2015); Effects of Leadership style on Organizational Performance in Small and Medium Scale Enterprises in Nigeria. *International Journal of Research in management and Business Studies*,2(2),24-25
- Singleton, R. A., & Straits, B. C. (2009). *Approaches to social research* (5th ed.). New York: Oxford University
- The deal, T. E. & Kennedy A. (1982). *Corporate Culture, The Rites and Rituals of Corporate Life*. Reading: M.A: Addison Wesley
- Tsai, M.-T., Chuang, S.-S., & Hsieh, W.-P. (2009). An integrated process model of communication satisfaction and organizational outcomes. *Social Behavior and Personality: An international journal*, 37(6), 825-834.
- Victoria, A , Olalekan, A, Evangeline, N (2021). Organizational Culture and Organizational Performance: A Review of Literature. *International Journal of Advances in Engineering and Management*,3(1), 361-372.
- Vinitwatanakhun, M. W. (1998). *Factors affecting organizational effectiveness of nursing institutes in Thailand*. 1-5. Retrieved from <http://www.journal.au.edu/au techno/2002/apr2002/article8.pdf>
- Waggoner, J. (2013). *Do happy workers mean higher profit?* Retrieved from <http://www.usatoday.com/story/money/personalfinance/2013/02/19/treating-employees- well-stock-price/1839887/>
- Wilson, J. (2010). *Essentials of Business Research: A Guide to Doing Your Research Project*. New Jersey: Sage.
- Worldmeters. (2022). *Population*. Retrieved from <https://www.worldometers.info/world-population/nigeria-population/>

APPENDIX

EXAMPLE OF THE QUESTIONNAIRE

ONLINE QUESTIONNAIRE:

Title: A study of Organizational communication, Organizational Culture and Leadership styles affecting Organizational effectiveness of Flour Mills of Nigeria Plc.

Details: This online survey research was aimed to comprehend study of Organizational communication, Organizational Culture and Leadership styles affecting Organizational effectiveness of Flour Mills of Nigeria Plc. This study is part of the requirement to complete BA715: Independent Study, Graduate School at Bangkok University.

The components of this research will be covered in 5 parts: demographic data questions, Organizational communication, Organizational Culture, Leadership styles, and Organizational effectiveness.

The information provided will be used solely for the purpose of academic resources and confidential information provided will be protected.

Thank you very much for your kind cooperation.

Screening Question**1. Are you currently working at Flour Mills of Nigeria Plc.**

- Yes
 No (End of questionnaire)

Demographic Information**2. Gender**

- Male
 Female

3. Age

- 18-25 years
 25-30 years
 31-35 years
 36-40 years
 40 years above

4. Income

- Under 20,000 baht
 20,000-35,000 baht
 35,001-50,000 baht
 Above 50,000 baht

General Information

5. For how long you have been working at Flour Mills of Nigeria Plc.

- Less than 1 years
 2-4 years
 5-7 years
 More than 7 years

6. What is the most important aspect of effectiveness organization?

- Organizational Communication
 organizational Culture
 Leadership Style

Testing Variables

Rate your statement from strongly disagree to strongly agree options

Organizational Communication	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Do you think you have an effective communication with your management and supervisor					
Do you feel free to discuss with your immediate superior the problems and difficulties in job without jeopardizing your position					
How much do you feel your immediate superior can do					

to further your career in an organization					
There is high language and environmental barrier that impact your communication in the organization					

Organizational Culture	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
The organizational culture play an important role in your performance for Nigeria plc.					
The people are free to express their opinion in the organization					
The organization emphasize on human development, trust, openness and participation					
Overall, I am happy with the work culture in the organization					

Leadership Style	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Leaders allow employee to appraise their own work					
Leaders help employees with work					

direction and needs					
The leaders are passionate about employees success					
I am satisfied by my leaders and their operation style					

Organizational Effectiveness	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
I believe organizational communication is integral part of organization effectiveness and company success					
I believe organizational culture is integral part of organization effectiveness and company success					
I believe Leadership style is integral part of organization effectiveness and company success					

End of Questionnaire. Thank you for your time!

BIODATA

First Name - Last Name: Iwaeni Tunji Anderson

Email : tee4all2000@gmail.com

Educational Background High School at Delight International School

Bachelor Degree at Stamford International University

Master Degree at Webster University

Working Experience IT Project Manager and International Business

