

**COMMUNICATION OVERLOAD AND WORKER PRODUCTIVITY IN
CHAMPION BREWERIES UYO, AKWA IBOM STATE, NIGERIA**

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ABSTRACT: *This research was designed to ascertain the relationship between communication overload and worker productivity in Champion Breweries Uyo, Akwa Ibom State, Nigeria. Survey Research Design was adopted for the study and a sample size of 165 was drawn. For the purpose of the study to be achieved, four hypotheses were formulated. The major instrument for data collection was a structured questionnaire administered to the respondents using simple random sampling technique. Data collected were analyzed using percentage and Regression analysis. From the analysis, the result revealed that communication overload has significant effect on worker productivity. Based on the findings, it is concluded that A fulfilled meeting leads to a crucial organizational outcome, allowing staff members to share information, generate ideas and ensure that everyone is on the same page, they can also prove detrimental to productivity. As a result of this, Management of Champion Breweries Uyo, should pay attention to various component under study as it improves the productivity of organization and also Management of Champion Breweries needs to extensively improve the leadership skills of their leaders, as leadership can be seen as a key driving force behind a successful organization. Leaders, who are regarded as being loyal, honest and trustworthy, will set an example to other employees (either their direct subordinates or other employees) to transfer such characteristics back to the organization.*

KEYWORDS: communication overload, workers productivity, email, instant message, meeting

INTRODUCTION

In recent years, there has been an increasing demand on Workers in Organizations to be more effective, efficient and productive in our today Technology-saturated workplace. The growth of technologically driven industries in the Modern World today has been rapid, and is one of the most important significant development in the Business circles, which has placed a demand on Organizations to employ Workers that will bridge the gap of the astronomical demand for the Outputs. In an effort by Organization to open line of communication and to keep their workers continually informed, workers experience Communication overload.

All organizations, both public and private entities rely on some form of communication to send their messages across to their target audience, or inform their target audience of the mission and vision of their entity. Workers mostly hype productivity at the work place when effective communication is at its ultimate. For instance, when the information about an

organization's policies and procedures are at its optimum level with openness and accuracy; and also when the communication channel provided is adequate, factual and has good feedback (Kacmar, Bawden, and Robinson, 2012).

Communication is the mainstream of any organization growth. There is need for interaction and understanding of management-worker relations, as this could boost increased performance, invariably reflecting in the total output of all parties involved in the communication processor chain. According to Banihashemi (2011), communication as a medium, a means of performance ends, or as constitutive, as the end in itself. Communication is a process of transmitting information from one person to another. According to Stephen (2011), communication is a critical fact in directing and mobilizing the workforce towards the accomplishment of the organizational goals or objectives. According to Williams (2007) smart managers understand that the end effective, straight forward communication between managers and employees is essential for success. This is because organizations today, are in the battle of improving Workplace Productivity even as these workers are consistently inundated with different forms of communication.

We are constantly exposed to an ever-increasing number of communications channels, each with an increasing volume of messages, demanding more and more of our work-time. Unfortunately, not all of these communications are relevant. In fact, recent research by Harvard scientist suggests that we live in a hyperconnected organizational environment that is characterized by communication overload, negatively impacting individual and organizational performance. The reasons for communication overload are varied: teams are increasingly becoming cross-functional, organizations are becoming global and organizational silos are breaking down. All resulting in a need to improve Worker Productivity, as an employee, within and between teams, across the organization and beyond organizational boundaries. Workers productivity is essential to respond effectively to the souring demands of customers and employees that is rapidly changing through complex dynamic features of Humans wants and need. The availability of communication platforms and their ease of use causes communication overload and thus impacts on Workers productivity.

As a result, is Communication Overload killing workers productivity, is hurting workers or does it make them efficient, effective, excellent and productive workers. Despite a significant, intensive studies by scholars on the background effect of communication overload, it is imperative to note that something remains elusive; A comprehensive study of the relationship between communication overload and workers productivity. Therefore, this research work is to study and conduct a fact finding mission on Communication Overload and Workers Productivity: A case study of Champions Breweries Plc, Uyo.

Statement of the Problem

Many organizational routine and activities sometimes witness lapses in concentration in the performance of statutory duties by workers, due to communication overload, which originates from failure to handle excessive communication channels. As a result, it is pertinent to stress that in communication, emotions, environment, psychological and technical characteristics of the medium is relevance to enhance the organizational performance. In the view of Okoye

(2004), psychological transmission goes beyond reception of information but understanding and feedback. In essence, does communication overload work to improve the workers output?

According to Chudi-Oji (2013), in spite the laudable roles of effective communication in improving workers productivity, it is regrettable that some organizations pay lip service to the maintenance of effective communication systems. Studies have shown that effective communication helps employees to coordinate activities, achieve goals. It is also vigorous in socialization, decision-making, problem solving and change-management processes. This again ensures that members of an organization or institution are working towards a common goal and purpose. Most organizations have challenges and continue to find the most effective channels for communicating with the constituents. In performing their roles as workers in an organization, to what extent does communication overload affect their productivity and the organizational productivity level as a whole? Is there a relationship between communication overload and workers productivity? It is for the reason that this study is set to fill that gap in literature.

Objectives of the Study

The main goal of this study is to assess the relationship between communication overload and workers productivity in champions Breweries, Uyo. The specific objectives are as follows:

- i. To examine the relationship between Email and Effectiveness.
- ii. To examine the relationship between Instant Message and Output.
- iii. To determine the relationship between Meeting and Effectiveness.
- iv. To determine the relationship between Communication Overload, Worker Productivity and Job Stress.

Research questions

In order to attain above objectives, the following research questions must be taken into consideration.

- i. What is the relationship between Email and Efficiency?
- ii. What is the relationship between Instant message and output?
- iii. What is the relationship between Meeting and Effectiveness?
- iv. What is the relationship between Communication Overload, Worker Productivity and Job Stress?

Research Hypotheses

H₀₁: There is no significant relationship of Email on the Efficiency of the Productivity of a Worker in Champion Breweries, Uyo.

H₀₂: There is no significant relationship of Instant message on the Output of Worker Productivity in Champion Breweries, Uyo.

H₀₃: There is no significant relationship of Meeting on the Effectiveness of the Productivity of a Worker in Champion Breweries, Uyo.

H₀₄: There is no significant relationship between Communication Overload, Worker Productivity and Job Stress.

LITERATURE REVIEW

Concept of Communication

Communication comes from the Latin word ‘communicare’, which means to share. It is fascinating to note that the French word ‘communis’ means common or to hold in common (Banahene & Sarfo, 2008). Simply put, communication is a negotiation of a shared meaning. Great many Authorities in the field of communication have different perspectives about it. According to Wood (2004), Communication is a systematic process in which individuals interact with and through symbols to create and interpret meanings. Keyton (2011), observed that communication is the process of transmitting information and common understanding from one person to another.

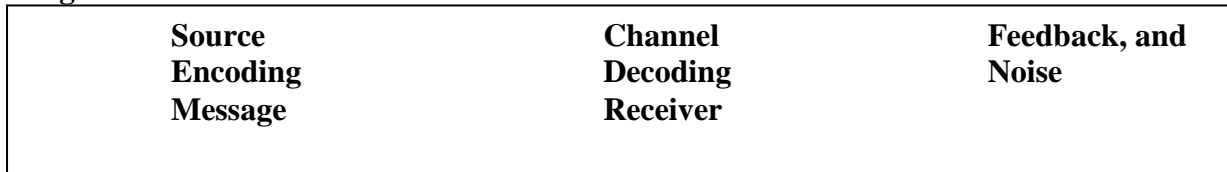
As a result, it has become inexplicably interwoven which is manifest in the ever increasing instances, which our information society operates “under a more-faster-better philosophy of life” (Levy, 2009). When people are overloaded they feel frustrated, their decision-making ability degrades, they feel burned-out, and they feel a lack of control over their own environment (Burchell, 2015; Eppler & Mengis, 2004; Speier, Valacich, & Vessey, 1999; Sutcliff & Weick, 2008). This becomes a burning issue for most organizations, as this can greatly impact the productivity of the worker. Yet people’s frustrations with being overloaded illustrate a distinctive communicative concern; one that introduces issues that are highly relevant in a contemporary society that uses a variety of information and communication technologies (ICTs) to be in constant communication (Bayer, Campbell, & Ling, 2016; Burchell, 2015; LaRose et al., 2014; Van Dijck, 2013; Wajcman, 2015).

These changes likely influence people’s perceptions of a construct like communication overload. Certainly, many people feel empowered by the increased access to new communication technologies (Hargittai, Newman, & Curry, 2012), but there are times that some of the affordances surrounding new media, like accessibility, are perceived negatively. Past research indicates that problems associated with feeling overloaded can have negative consequences (Eppler & Mengis, 2004). In the middle part of the 20th century, organizational scholars became especially interested in how people and organizations made decisions. Simon’s (1957) seminal works on the concepts of satisfying and bounded rationality were highly relevant to notions of overload because they defined conditions where people were limited by existing resources and made decisions that were sufficient, rather than optimal. When people receive too much information, they resolve this dilemma by reducing the information indiscriminately to restore balance and reduce their overload (Weick, 1970).

2Communication Process

The most widely used model of communication process (Claude Shannon and Warren Weaver) developed, consists of eight components as follows:

Figure 1



This is shown in the diagram below:

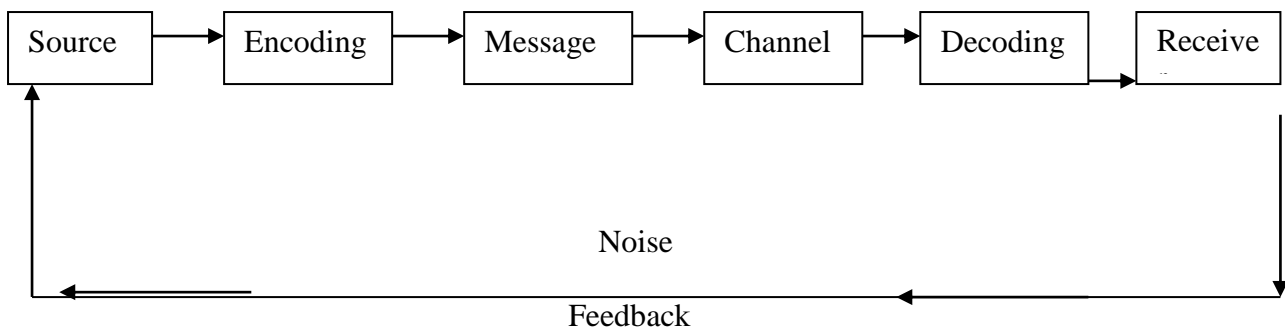


FIG. 1: Shannon and Weaver’s Model Communication Process

This is shown in the diagram above: **Fig 1** Shannon and Weaver’s Model of Communication Process An elaboration of the model of communication process

The source is the initiator of communication, who wants to transmit his ideas, thoughts, needs, intentions or other pieces of information to another person.

Encoding is a process in which the ideas to be conveyed are translated into a code or set of symbols or some other format of expression.

The message is the actual physical product from the source – encoding. It represents the meaning which the source wants to convey.

The channel is the medium through which the message transmits. It is connecting link between the sender (the source) and the receiver.

Decoding is the process which translates the message into a form that can be understood by the receiver.

Receiver is the person to whom the message is directed (conveyed).

Feedback is the response from the receiver which enables the sender (the source) to determine whether the message was received and understood as originally intended.

Noise includes those factors in each of the components of communication that reduces the accuracy or fidelity of message. Thus, it can occur at any stage in the communication process.

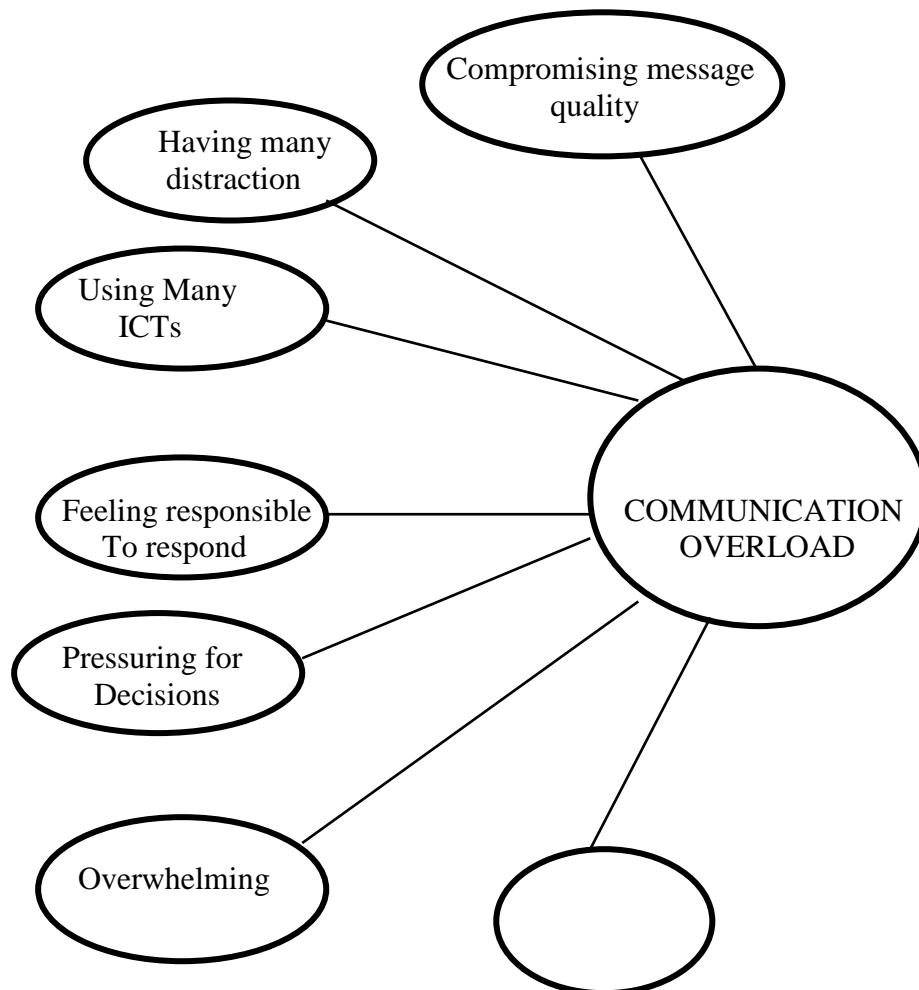
Antecedents of Communication Overload

FIG.2: Formative Model of Communication Overload (Stephens and Keri., 2018)

Stephens *et al.*, 2018; posits that, all seven of these dimensions play an important role in conceptualizing communication overload. Arguing that Prior studies that have only included few of these dimensions have not captured the conceptual domain of the construct. As a result, her study found that this concept extends beyond the workplace and we explored it in everyday life. Furthermore, this study helps communication scholarship move closer to demystifying and developing a multidimensional conceptualization of communication overload. In order to check the excesses of communication overload, Katie McBeth (2018), suggested the following steps to curb it.

Set Rules that meet your Objective or Desired Productivity for that Day

Not all conversations are going to be urgent, so it can help to create a set of rules that meet your objective. These rules can be flexible, depending on what you have planned for any given day, but the idea is to limit what conversations you engage in so that you're only moving forward, and not procrastinating or stalling projects. Your rules can be based on different factors, such as time management, action requests, or specific contacts.

Here are some examples:

Time Management: Only respond to emails or messages at the beginning or end of the day. Or only respond to emails after 12pm, so you can spend your most productive morning hours on your projects. Do your best to keep your inbox clean, so you can spend as little time as you need on responding to important emails.

Action Requests: Only respond to emails or messages that have a clear and articulate call to action. If anything seems vague or unsure, you can ask for clarification, or respond to them later in the day and explain your request (politely) for clearer communication. Be sure that you also understand the importance of being clear and concise on your end of an email. Taking an email etiquette course can help you become better at composing emails or instant messages.

However, Steve Tobak (2010), offered a different opinion and suggested different ways out of Communication Overload.

- **Every Meeting** - physical or virtual - must have an objective, an agenda, a start time and an end time; everybody who attends every meeting must have a specific and definitive purpose for being there.
- Stop adding people to processes and groups - Every person you add to every process, group, communication, team, whatever, adds complexity and reduces productivity because people tend to say and do things, then others tend to respond, and so-forth. It's always easier to herd fewer cats.
- Question the broad use of predefined email distribution lists, reconsider every individual you cc on an email, and most importantly, don't automatically hit "Reply to All."
- Reconsider internal meetings to prepare for other internal meetings, layers and layers of review meetings, the wisdom of "all hands" meetings, and panicked, kneejerk reactions to involve the whole damn world in a crisis.
- Encourage and reward employee accountability, risk-taking, and initiative for resolving problems on their own.

CONCEPTUAL FRAMEWORK

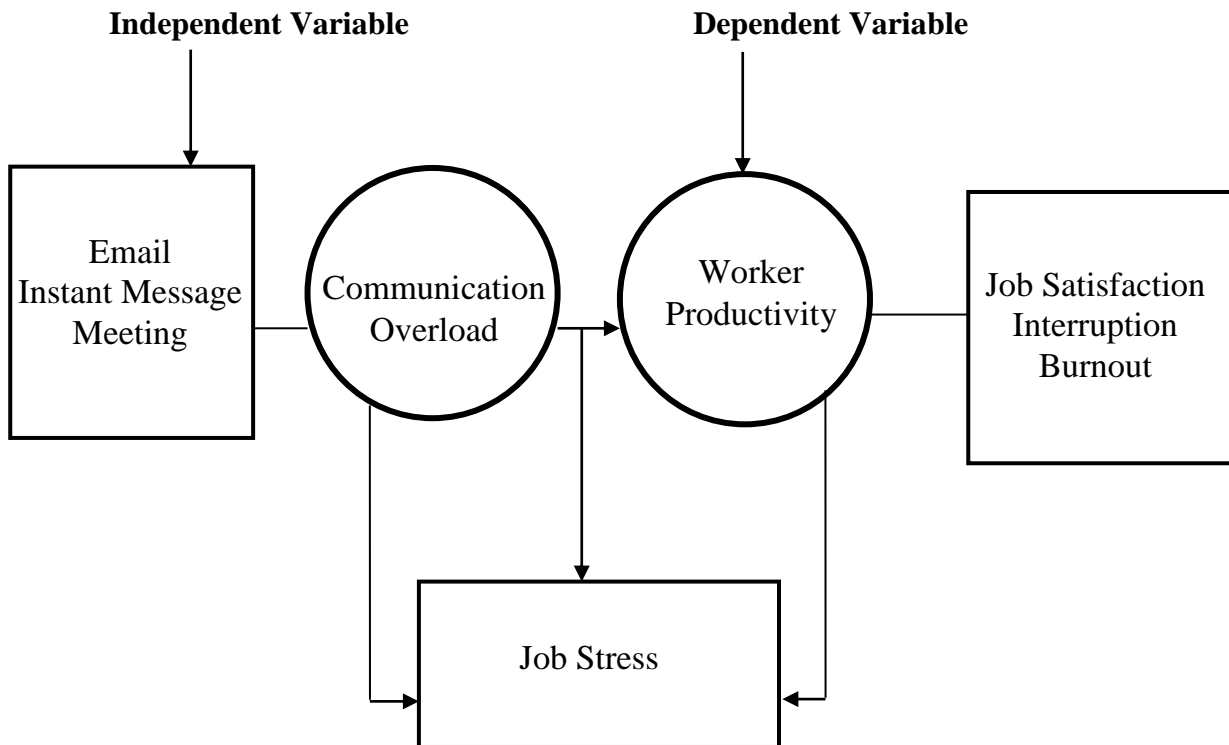


FIG. 3: Conceptual Framework by the researcher

Concept of Communication Overload

According to Karr-Wisniewski & Lu (2010), we depend on technology more now than we ever have, especially in the workplace, in fact many of today's organizations, and many of today's professions, could not exist without it. As a result, the importance of technology can not be relegated to the background, because of its share importance to Business Organizations today. However, with all its apparent advantage comes with its disadvantages as well. Communication overload arises because people have bounded capacities for processing Communicated information. Communication overload is a person's inability to engage in excessive number of simultaneous communication acts. This is primarily a problem of synchronous information. With the advent of new communications channels, workers in organizations often gets bungled with constant interruptions of barrage of communication outlets by new communication technologies.

Karr-Wisniewski and Lu (2010) posited that "dimensions of technology overload are based on individualized perceived measures" and that "two knowledge workers exposed to the same work environment may vary as to their perceived levels of information, communication, and system feature overload based". These brings to fore the ability of workers to interpret and appreciate the usefulness of technology in their work environment, which will necessarily impact on their perceived output level .To this end, further studies have proved that perceptions of increasing overload among individuals are not entirely a negative thing (Cho et al., 2011). Cho et al., concluded that receiving large amounts of information can actually

benefit employees in particular ways, for example, these authors found a link between the amount of information an employee receives and their rate of identification with their organization (2011). Rate of identification refers to an individual's sense of inclusion within the organization or their sense of belonging (Cho et al., 2011). Essentially, they conclude that "unlike most previous studies presenting negative effects of communication overload, this study demonstrated that communication overload indirectly and positively affected job satisfaction, being mediated by organizational identification" (Cho et al., 2011, p. 52). In turn, being satisfied with ones job and feeling a sense of identity and belonging to the organization contributes to more effective employees and thus a more productive workforce. The old age problem of limited channels and a narrow flow of information has morphed into a new problem of hyper-communication where people are overloaded with information on a daily basis. Does the abundance of technology make us feel like we should be constantly available for work? Is extra communication just an attempt to control telecommuters and flextime users in the face of this virtualization? Regardless of the reason, communication overload has become a significant contributor to stress in the workplace that causes a severe decline in effectiveness and the annihilation of productivity in employees (Alexandria Nelson, 2017).

According to Eoin Whelan (2017):

"Communication overload is the undesirable condition arising when communication demands from ICT channels, such as social media, exceed users' processing capacities, leading to lost productivity and quality of life". He claims that there is a clear link between cognitive control and communication overload. As a result, in order to enhance productivity and quality of life, it is vital we evolve and develop the cognitive abilities necessary to combat this communication burden.

Concept of Worker Productivity

The conceptualization of worker productivity has gained increasing attention in the last decade. Direct measures are now commonly used in research within economics and related fields; they frequently serve as approximations of workers' productivity. Organizations today are eager to improve Worker productivity, because they see the need to, due to the demand placed on them by the society, as well as increasing competition. In actual terms, productivity is a component which directly affects the company's profits (Gummesson, 1998; Sels et al., 2006). In today's global economy competition is fierce. Productivity is a serious issue. Not measuring productivity means insight can't be gained into how to improve it. Business success depends on tracking performance and identifying problem areas.

Productivity hinges on employing and retaining the best staff. There are positive signs in the business community with many SMEs looking at ways to inspire employees and improve efficiencies. Many businesses are addressing productivity concerns by introducing a wave of measures from flexible working to workplace wellness plans, bonuses and perks. A factory worker may turn out 100+ products each day, but if the products aren't made to a sufficient

standard, both time and materials are being wasted. It goes without saying that quality is the hardest aspect of employee productivity to measure (Melissa and Jones,2018).

Productivity may be evaluated in terms of the output of an employee in a specific period of time. Typically, the productivity of a given worker will be assessed relative to an average out for employees doing similar work. It can also be assessed according to the amount of units of a product or service that an employee handles in a defined time frame (Piana, 2001).

Worker Productivity

According to Carol Woods (2018), Worker productivity refers to the amount of output produced per work hour. In other words, the calculation is: $\text{Productivity} = \text{output} / \text{work hours}$. Worker productivity is an assessment of the efficiency of a worker or group of workers. In a general sense, productivity can be defined as the ratio between a measure of output and a measure of input. Mark Beatson & Ksenia Zheltoukhova (2015), were of the opinion that Productivity can be thought of as how effectively value (output) is produced from inputs (people, capital equipment, land, energy, and so on). In a general sense, productivity can be defined as the ratio between a measure of output and a measure of input. The productivity of workers could thus be measured as an output, e.g. sales or units produced, relative to an input, e.g. the number of hours worked or the cost of labour (Jan Sauermann, 2016)

William A. Ruch (1994) was of the view that productivity includes effectiveness (producing the right products or services), efficiency (prudent utilization of resources), and quality (meeting technical and customer specifications). Experts have cited a need for a measurement program that gives an equal weight to quality as well as productivity. If quality is included in the ratio, output may have to be defined as something like the number of defect-free units of production or the number of units which meet customer expectations or requirements (Gerhard Plenert, 2002). He goes further to posit that Productivity is an overall measure of the ability to produce a good or service. More specifically, productivity is the measure of how specified resources are managed to accomplish timely objectives as stated in terms of quantity and quality. According to Christopher Hann (2013), One of the areas where efficiency can be optimized is the work force, through increasing individual productivity-- defined as the amount of work (products produced, customers served) an employee handles in a given time. Productivity is efficiency in production: how much output is obtained from a given set of inputs. As such, it is typically expressed as an output–input ratio. Single-factor productivity measures reflect units of output produced per unit of a particular input.(Chad Syverson 2011)

Email and Efficiency

E-mail is ubiquitous in today's organizations. Knowledge workers use e-mail constantly throughout their workday, but at the same time it is a source of great stress (Hair, Renaud, & Ramsay, 2006). Email is notoriously known to be the impediment of the recovery process. Its accessibility contributes to experience of work overload since it allows employees to engage in work as if they never left the workspace, and at the same time, inhibits their ability to psychologically detach from work-related issues via continuous connectivity," (Liuba Belkin et al,2016) Employees' job satisfaction is a very important factor in increasing job

performance (Temguliene, 2012; Hira, 2012; Judge et al., 2001), productivity (Bataineh, 2011), and reducing employees' turnover (Mobley, 1977).

Instant Messaging (IM).

Instant messaging is making people want to stay connected to the Internet for an inordinate period of time, a phenomenon that is also helping to foster a greater sense of "online community" that no other application has done previously (Alvestrand, 2002). Today, it is a globally accepted means of communication, where people can chat, send and receive files, transfer documents and perform other features that are related. Some of the most common IM applications are AOL Instant Messenger, MSN Messenger, Yahoo Messenger, Google Talk, and Skype. All IM systems support avatars (a movable icon representing a person in cyberspace or virtual reality graphics), in addition to user icons. Instant messaging has also become the latest employee productivity tool (Hinds & Kiesler, 2002).

Meeting and Effectiveness

Meetings are an integral part of employees' everyday workplace experiences. In the workplace, people meet to generate ideas, talk about problems, develop solutions, and make decisions (Romano & Nunamaker, 2001; Van Vree, 2011) What happens in workplace meetings has implications for individual employee attitudes such as work engagement as well as for team and organizational performance (Allen & Rogelberg, 2013; Kauffeld & Lehmann Willenbrock, 2012). Employees' behaviors and experiences in meetings can affect many different aspects of their jobs and also influence the general success of an organization (e.g., Kauffeld & Lehmann-Willenbrock, 2012; Rogelberg, Allen, Shanock, Scott, & Shuffler, 2010) Meetings are an important context for understanding organizational behavior and employee attitudes. They provide a window into social dynamics in the workplace (Meinecke & Lehmann-Willenbrock, 2015) On average, employees of today's organizations spend six hours per week sitting in meetings (Rogelberg, Leach, Warr, & Burnfield, 2006; Schell, 2010).

Communication Overload, Job Stress And Worker Productivity

Communication overload produces Job stress and in turn, it impacts on the productivity of a worker. It is for this reason Nathan Zeldes (2016) posits that, lower productivity can increase stress further, making for a lovely vicious circle. This happens because when you are productive you are happier and more confident – taking pleasure in a job well done, humming along in a state of effective creativity. In this mode you can cope with your incoming messages without giving in to stress and anxiety. But how do you arrive to this ideal state or break through a non-productive cycle, since the overload increased your stress – which lowered your productivity in the first place – leaving you even less capable of coping with the overload?

To look at the possible outcomes of this, Eoin Whelan (2016) " gathered survey data and conducted in depth interviews with knowledge workers from a variety of sectors. What we found is that the communication burden in the workplace is much more nuanced than previously thought". He reported that ", the majority of workers reported regularly feeling stressed due to the mass of content they are exposed to via enterprise social media platforms", because of a "modern workplace malady known as 'communication overload,' a productivity-killing infirmity characterised by too many meaningless meetings and an

excessive number of emails, notifications and alerts that are devoid of importance, context or urgency" (Sara Bean, 2017).

THEORITICAL FRAMEWORK

The three theories under review for the purpose of this research work is the Cognitive Load Theory, Media Richness Theory (MRT) and the Social Influence Theory (SIT) which reveals a worker disposition regarding the issue of communication overload.

Cognitive Load Theory

To understand cognitive load theory, we need to understand how memory functions. The learner uses multiple senses to input and process information through attention and pattern recognition the input is processes in working or short term memory. Working memory concerns the amount of information the brain can hold and manipulate at once. Without an organizational method, the learner will not be able to process data. The organization method, or schema, used to manipulate the data would be stored in long term memory. Schema determines how new information is processed and stored. For learners, to “know” something it must be stored and retrieved from the long term memory (Paas & Sweller, 2004).

Cognitive load refers to the total amount of mental effort being used in the working memory (Chandler & Sweller, 1991). The amount of information that the brain can process is limited, as a result, being continously bombarded with different source of communication channel becomes a source of concern and deep reflection. In order to effectively manipulate information the cognitive load must be less than the cognitive limit of the working memory (Paas & Sweller, 2004). In essence this means that a worker is not supposed to be overloaded with streams of communication outlets, because, the cognitive working memory is limited. Schema acquisition is the ultimate goal of cognitive load theory.

Human Interruption Theory

Cognitive studies suggest that a certain level of interruption can actually improve performance by increasing an individual’s focus on the primary task and allowing the individual to multitask However, they have also shown that excessive interruptions affect human behavior by negatively impacting recall, accuracy, efficiency, stress level, and ultimate performance (Cohen 1980; McFarlane et al. 2002; Van-Bergen 1968). Information technologies have remarkably provided ways to enable multitasking, but at the same time, when individuals handle too many tasks simultaneously that their performance will suffer from inevitable interruptions. It is estimated that such interruptions cost the US economy as much as approximately \$650 billion a year (Lohr 2007). For example, one study had participants perform a document editing, media viewing, and search task using a computer while exposing them to different levels of interruptions. The study found significant differences across all tasks between low and high levels of interruptions on annoyance, frustration, time pressure, mental effort, and task respect (Adamczyk et al. 2004).

METHODOLOGY

A survey research design approach was adopted for the study. For the purpose of this study, a total population of two hundred (200) consisting of male and female entrepreneurs in Uyo

metropolis is used and this was ascertained using judgmental which is also regarded as purposive sampling techniques. Furthermore, a purposive sampling is applicable to this study because the respondents are unique hence; it gives a wider view selection of the respondents of the study at ease effort. A breakdown of the respondents that forms the study population in Uyo metropolis (See Appendix 1). From the population sample 23 male and 23 female were chosen from the tailoring fashion designers, beading 17 male and 17 female, agro allied 25 male and 25 female, hair dressers 19 male and 19 female and make-up/costume artists 16 male and 16 female were selected in Uyo metropolis using purposive sampling techniques to help draw a conclusion on the research objectives.

Primary and secondary data were used and the primary data were generated through firsthand information gathered from the entrepreneurs in Uyo metropolis in Akwa Ibom State. Secondary data were sourced from both published and unpublished papers and records on issues that border on the subject matter under study. Data collected from primary sources were further analyzed with the Regression Analysis to ascertain the effect that exist between the independent and dependent variables. The test will be carried out at a 95% Confidence interval, with 5% (0.05) level of significance. The reliability was determined through the Cronbach alpha reliability test. The resulting coefficient for 16 items was 0.614. Since the result co-efficient was above the threshold of 0.5, the instrument was ascertained reliable and adopted for the study.

Testing of Hypotheses

Ho₁: There is no significant effect of Email on Worker' Efficiency in Champion Breweries, Uyo

Table 4.2.1 Regression analysis Email and Worker' Efficiency

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.762 ^a	.475	.471	.44420

a. Predictors: (Constant), Email

ANOVA^a

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	49.445	1	49.445	62.587	.000 ^b
	Residual	50.576	164	.790		
	Total	100.021	165			

a. Dependent Variable: Worker' Efficiency

b. Predictors: (Constant), Email

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	.470	.089		6.430	.000
	Email	.666	.021	.762	12.827	.000

a. Dependent Variable: Worker' Efficiency

The model summary in table 4.2.1 shows an R- value of 0.762. This suggests a strong influence of Email on Worker' Efficiency. The R square- value of 0.471 shows that 57.1% variation in email was accounted for by variations in Worker' Efficiency. The ANOVA table indicates that the regression model significantly predict the dependents variable given the F- value of 62.587 and its corresponding P- value of 0.00. This implies that there is significant effect of Email on Worker' Efficiency in Champion Breweries, Uyo. Also, the B-coefficient of 0.666 implies that holding every other thing constant, the model predict 0.666 unit increase in email given a unit increase in Worker' Efficiency.

Hypothesis Two:

Ho₂: There is no significant effect of instant message on worker's output in Champion Breweries, Uyo.

Table 4.2.2 Regression analysis showing result for instant message on worker's output Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.652 ^a	.575	.571	.43420

a. Predictors: (Constant), instant message

ANOVA^a

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	49.445	1	49.445	62.587	.000 ^b
	Residual	50.576	164	.790		
	Total	100.021	165			

a. Dependent Variable: worker's output

b. Predictors: (Constant), instant message

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	.570	.089		6.430	.000
	instant message	.766	.021	.652	12.827	.000

a. Dependent Variable: worker's output

The model summary in table 4.2.2 shows an R- value of 0.571. This suggests a strong influence of instant message on worker's output. The R square- value of 0.571 shows that 57.1% variation in instant message on worker's output. The ANOVA table indicates that the regression model significantly predict the dependents variable given the F- value of 62.587 and its corresponding P- value of 0.00. This implies that there is significant relationship between instant message on worker's output . Also, the B-coefficient of 0.766 implies that holding every other thing constant, the model predict 0.766 unit increase in instant message on worker's output.

Hypothesis Three:

H₀₃: Meeting at Work does not affect Worker's Effectiveness in champion Breweries, Uyo.

Table 4.2.3 Regression analysis showing result for Meeting and Worker's Effectiveness. Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.972 ^a	.779	.774	.43220

a. Predictors: (Constant), Meeting

ANOVA^a

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	49.445	1	49.445	62.587	.000 ^b
	Residual	50.576	164	.790		
	Total	100.021	165			

a. Dependent Variable: Worker's Effectiveness

b. Predictors: (Constant), Meeting

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	.570	.089		6.430	.000
	Meeting	.766	.021	.972	12.827	.000

a. Dependent Variable: Worker's Effectiveness

The model summary in table 4.2.3 shows an R- value of 0.972. This suggests a strong influence of meeting on worker's effectiveness. The R square- value of 0.774 shows that 77.4% variation in meeting was accounted for by variations in workers effectiveness. The ANOVA table indicates that the regression model significantly predict the dependents variable given the F- value of 62.587 and its corresponding P- value of 0.00. This implies that Meeting at Work affect Worker's Effectiveness in champion Breweries, Uyo. Also, the B- coefficient of 0.766 implies that holding every other thing constant, the model predict 0.766 unit increase in meeting given a unit increase in worker's effectiveness.

Hypothesis Four

H₀₄: There is no significant relationship between Communication Overload, Worker Productivity and Job Stress.

Table 4.2.2 Regression analysis showing result for instant message on worker's output Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.559 ^a	.589	.585	.43420

a. Predictors: (Constant), job stress

ANOVA^a

Model	Sum of Squares	Df	Mean Square	F	Sig.
1 Regression	49.445	1	49.445	52.687	.000 ^b
Residual	50.576	164	.790		
Total	100.021	165			

a. Dependent Variable: Communication Overload, Worker Productivity

b. Predictors: (Constant), job stress

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
1 (Constant)	.570	.089		6.430	.000
Job stress	.666	.021	.559	12.827	.000

a. Dependent Variable: Communication Overload, Worker Productivity

The model summary in table 4.2.2 shows an R- value of 0.585. This suggests a strong influence of Communication Overload, Worker Productivity and Job Stress. The R square-value of 0.585 shows that 58.5% variation in communication overload, worker productivity on job stress. The ANOVA table indicates that the regression model significantly predict the dependents variable given the F- value of 52.687 and its corresponding P- value of 0.00. This implies that there is significant relationship between Communication Overload, Worker Productivity and Job Stress. Also, the B-coefficient of 0.666 implies that holding every other thing constant, the model predict 0.766 unit increase in Communication Overload, Worker Productivity and Job Stress on job stress.

DISCUSSION OF FINDINGS

Based on the research question one provided in chapter one above which states that, does email affect the efficiency of workers in Champion Breweries, Uyo. The result of the analysis presented in table 4.2.1 shows an R- value of 0.762. This suggests a strong influence of Email on Worker' Efficiency. The R square- value of 0.471 shows that 57.1% variation in email was accounted for by variations in Worker' Efficiency. The ANOVA table indicates that the regression model significantly predict the dependents variable given the F- value of 62.587 and its corresponding P- value of 0.00. This implies that there is significant effect of Email on Worker' Efficiency in Champion Breweries, Uyo. Also, the B-coefficient of 0.666 implies that holding every other thing constant, the model predict 0.666 unit increase in email given a unit increase in Worker' Efficiency. As supported by John D'Ambra, Christine Van Toorn & Geoffery Dang (2007), insisted that E-mail now plays a significant role in organisational communication to the extent that many organisations now depend upon the use of email in the support of business and administrative processes.

Research question two, to investigate the effect of instant message on worker's output in Champion Breweries, Uyo. The result of the analysis presented in table 4.2.2 shows an R-

value of 0.571. This suggests a strong influence of instant message on worker's output. The R square- value of 0.571 shows that 57.1% variation in instant message on worker's output. The ANOVA table indicates that the regression model significantly predict the dependents variable given the F- value of 62.587 and its corresponding P- value of 0.00. This implies that there is significant relationship between instant message on worker's output . Also, the B-coefficient of 0.766 implies that holding every other thing constant, the model predict 0.766 unit increase in instant message on worker's output. Early studies on the purpose of IM usage were conducted by Handel and Herbsleb (2002) and Isaacs et al. (2002) tested an IM system called Hubbub, developed by AT&T, and analyzed the content of 139 conversations of 28 Hubbub users. The results showed that more than 90% of the conversations were job related (91.4%), of which 31% concerned the arrangement or coordination of work procedures.

Research question three, to assess the impact of meeting on worker's effectiveness in Champion Breweries, Uyo. The result of the analysis presented in table 4.2.3 shows an R-value of 0.972. This suggests a strong influence of meeting on worker's effectiveness. The R square- value of 0.774 shows that 77.4% variation in meeting was accounted for by variations in workers effectiveness. The ANOVA table indicates that the regression model significantly predict the dependents variable given the F- value of 62.587 and its corresponding P- value of 0.00. This implies that Meeting at Work affect Worker's effectiveness in champion Breweries, Uyo. Also, the B-coefficient of 0.766 implies that holding every other thing constant, the model predict 0.766 unit increase in meeting given a unit increase in worker's effectiveness. As supported by Surbhi S, (2015) Meetings bring people together to discuss a predetermined topic. Swinton (2005) effective communication in business meetings is about disagreement, expressing opinions, voicing concerns and harnessing the energy to create a solution that people want and care about. Anne Catambay (2017), Meetings are an unavoidable part of the corporate landscape, and although they often serve a necessary function, allowing staff members to share information, generate ideas and ensure that everyone is on the same page, they can also prove detrimental to productivity.

The model summary in table 4.2.2 shows an R- value of 0.585. This suggests a strong influence of Communication Overload, Worker Productivity and Job Stress. The R square-value of 0.585 shows that 58.5% variation in communication overload, worker productivity on job stress. The ANOVA table indicates that the regression model significantly predict the dependents variable given the F- value of 52.687 and its corresponding P- value of 0.00. This implies that there is significant relationship between Communication Overload, Worker Productivity and Job Stress. Also, the B-coefficient of 0.666 implies that holding every other thing constant, the model predict 0.766 unit increase in Communication Overload, Worker Productivity and Job Stress on job stress. As supported by Nathan Zeldes (2016) posits that, lower productivity can increase stress further, making for a lovely vicious circle. This happens because when you are productive you are happier and more confident – taking pleasure in a job well done, humming along in a state of effective creativity. In this mode you can cope with your incoming messages without giving in to stress and anxiety. Sara Bean, (2017) Employees suffering from high stress levels have lower engagement, are less productive and have higher absenteeism levels than those not working under excessive pressure, according to research from professional services firm Towers Watson.

CONCLUSIONS

In this study both statistical and theoretical findings was used to examine the relationship between communication overload and worker productivity. A contextual variable Job-stress was used to mediate this relationship and a model was developed for the present study. This research, therefore accepted that there is a positive relationship between the instant message on worker's output. A fulfilled meeting leads to a crucial organizational outcome, allowing staff members to share information, generate ideas and ensure that everyone is on the same page, they can also prove detrimental to productivity. Moreover, the key finding of this study revealed that communication overload has a positive relationship on all the three worker productivity components. A instant message means higher level of worker productivity.

Furthermore, email has a positive effect on worker's efficient. Therefore, the moderating role of communication overload and dimensions of worker productivity play a role in influencing of employee outcomes. In addition, the mediation of the communication overload, worker productivity and job-stress shows a positive relationship. This implies that, managers may act as one of the organizations agents in forming and administrating the organizations obligations. Thus, the fulfillment of promised favourable treatment from a manager, would lead to a favourable organization outcomes.

The findings of this study advocate for a strong focus on the employment relationships, in order to build mutual trust, respect and obligation between the employer and employee to address the drastic declines in worker productivity.

Recommendations

Based on the findings of this study;

It is highly recommended that specific care be taken at the beginning of the employment relationship to firstly establish and agree to a fair communication model that would benefit both parties in the employment relationship. Employers should establish the expectations of their employees as soon as possible as this will assist employers with managing the expectations of their employers from the start.

Employees should be allowed to participate in decision making, to enable feel them valued by the organization. Champion Breweries needs to extensively improve the leadership skills of their leaders, as leadership can be seen as a key driving force behind a successful organization. Leaders, who are regarded as being loyal, honest and trustworthy, will set an example to other employees (either their direct subordinates or other employees) to transfer such characteristics back to the organization.

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