Effective Communication as a Tool for Achieving Organizational Goals in Larrydam Hotels, Ilesha

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Abstract	Original Research Article

The study examined the impact of effective communication on the achievement of organizational goals in the hospitality industry using Larrydam Hotels as a case study. Descriptive research design was adopted to gather data for the study through the distribution of questionnaire to the respondents selected for the study. Meanwhile, from the 50 copies of questionnaire distributed to the respondents, only 41 copies of questionnaire were returned and used for the study. Both descriptive and inferential statistics were adopted to investigate the objectives of the study using SPSS 23 version. The result of the study indicated that effective communication has a significant positive relationship with the achievement of organizational goals and objectives. The result of the study indicated that there was significant evidence that effective communication influence the achievement of organizational goals in Larrydam Hotels with t-statistics computed for the test of 13.969 and p-value of 0.000 which was less than the critical value of 5% with positive beta coefficient of 0.913. The study concludes that effective communication has a significant positive impact on the achievement of organizational goals in Larrydam Hotels. The study recommends that companies in the hospitality industry should pay close attention to message clarity and feedback mechanism to ensure effective communication which will in turn lead to achievement of organizational goals.

Keywords: Effective communication, organizational goals, hospitality industry, organizational performance, message clarity.

CHAPTER ONE

INTRODUCTION

1.1 Background to the Study

Communication is the lifeblood of any organization. It is the process through which information, instructions, ideas, and feedback are exchanged between individuals or groups to coordinate activities, make decisions and achieve set objectives (Adebayo, 2019). In the context of organizational operations, effective communication facilitates understanding, reduces confusion, builds trust, and promotes collaboration among employees and management. When properly harnessed, it becomes a powerful tool for achieving organizational goals such as improved productivity, customer satisfaction, employee engagement, and profitability (Adler, 2019).

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In Nigeria's hospitality industry, especially in service-based enterprises like hotels, effective communication is critical. Staff must clearly understand customer needs, follow standard procedures, and work cohesively across departments (Edeh & Okonkwo, 2018). Larrydam Hotels in Ilesha, Osun State, operates in a highly competitive environment where customer satisfaction is paramount. Therefore, communication plays a vital role in ensuring smooth operations, staff coordination, and delivery of high-quality services.

Despite the importance of communication, many organizations still grapple with breakdowns in the communication process, leading to misunderstandings, errors, low morale, and ultimately, failure to achieve strategic goals (Akpan, 2016). This study thus explores the extent to which effective communication contributes to the realization of organizational objectives in Larrydam Hotels, Ilesha.

1.2 Statement of the Problem

Many organizations experience setbacks not because of lack of skilled manpower or resources, but due to poor communication systems (Armstrong, 2020). In hospitality settings like Larrydam Hotels, ineffective communication can result in service delays, customer complaints and operational inefficiencies. Observations suggest that information flow within the hotel may not be optimal, possibly affecting staff performance and overall goal attainment. The problem this study seeks to address is whether communication practices in Larrydam Hotels are effective enough to support the achievement of its organizational goals.

1.3 Research Questions

1. To what extent does clarity of message impact employee task understanding in Larrydam Hotels?
2. How does feedback mechanism contribute to employee performance in Larrydam Hotels?

1.4 Research Objectives

The main objective of the study is to analyse the impact of effective communication as a tool in achieving organizational goals. The specific objectives are to;

1. Examine the impact of message clarity on employee task understanding in Larrydam Hotels.

2. Assess how feedback mechanisms contribute to employee performance and overall communication effectiveness.

1.5 Research Hypotheses (Null Hypotheses)

- **H_o1**: Message clarity has no significant impact on employee understanding of tasks and responsibilities in Larrydam Hotels.

- **H_o2**: Feedback mechanisms do not significantly influence employee performance or communication effectiveness.

1.6 Significance of the Study

This study is significant to various stakeholders. For management, it provides insights into how communication influences staff efficiency and organizational performance. For employees, it highlights the importance of clear information flow for carrying out duties effectively. For scholars and future researchers, it contributes to existing literature on organizational communication, especially within the hospitality sector in Nigeria.

Moreover, this research will help identify practical solutions to communication challenges and recommend frameworks that can be applied to similar organizations for improved performance.

1.7 Scope of the Study

The study is confined to Larrydam Hotels, Ilesha, Osun State. It focuses on examining communication practices among management and staff, the tools and channels of communication used, and how they impact organizational goals. The scope is limited to internal communication and does not cover external communication with customers or partners.

1.**8 Definition of Terms**

1. **Communication**: The exchange of information between individuals through verbal, non-verbal, or written means.
2. **Effective Communication**: The process by which a message is clearly sent and accurately received and understood.
3. **Organizational Goals**: The defined objectives that an organization strives to achieve.
4. **Hospitality Industry**: A sector that includes services such as accommodation, food and drinks and customer service.

CHAPTER TWO

LITERATURE REVIEW

2.1 Conceptual Review

2.1.1 Communication

Communication is the process of exchanging information, thoughts, ideas, and messages between individuals or groups through spoken, written, or non-verbal means (Robbins & Judge, 2019). In organizational settings, effective communication involves a clear and mutual understanding between management and employees which enhances coordination, productivity and goal attainment.

In the context of service-oriented organizations like hotels, communication becomes even more crucial because staff must interact with guests and with one another under time-sensitive and performance-based conditions (Bovve & Thill, 2021). A breakdown in communication—whether between staff or between management and employees—can lead to delays, misunderstandings, and customer dissatisfaction. Thus, the ability of employees to share and receive information effectively is essential for delivering quality service and maintaining a competitive edge (Daft, 2021).

2.1.2 Effective Communication

Effective communication refers to the successful transmission and receipt of information, where the message is not only delivered but also understood and acted upon appropriately. Its core elements include clarity, accuracy, timeliness, completeness, and appropriate feedback (Kreitner & Kinicki, 2021).

Beyond just conveying messages, effective communication also builds trust, fosters a healthy organizational culture, and encourages participation and inclusiveness. It enables employees to align their individual efforts with broader organizational goals. In an environment like Larrydam Hotels, where teamwork and customer service are pivotal, effective communication minimizes operational errors and strengthens internal collaboration.

2.1.3 Organizational Goals

Organizational goals are strategic objectives set by management to guide decision-making and measure success (Miller, 2021). These may include profitability, customer satisfaction, operational efficiency, and employee performance. Communication plays a key role in aligning employees with these goals.

Employees must be aware of and understand these goals to work toward them effectively. When goals are clearly communicated, it becomes easier to allocate tasks, monitor progress, and hold individuals accountable. Communication also reinforces a shared sense of purpose, motivating staff to contribute meaningfully to the hotel's vision and mission (Lunenberg, 2010).

2.1.4 Indicators of Effective Communication

- **Clarity of Message**: Ensures that instructions and expectations are understood with minimal ambiguity.

- **Feedback Mechanism**: Provides a two-way interaction that allows improvement and clarification.

These indicators serve as measurable aspects of communication quality within an organization. Clarity of message helps employees avoid errors and confusion in task execution. Feedback mechanisms create a culture of continuous improvement, where suggestions and corrections are welcomed. Communication channels ensure that information is not only available but also accessible and timely. Together, these elements form the foundation for a communication system

that supports the achievement of organizational goals.

2.2 Theoretical Review

This study is anchored on two major communication theories:

2.2.1 Shannon and Weaver's Model of Communication (1949)

This model presents communication as a linear process involving a sender who encodes and transmits a message through a channel to a receiver who decodes it, with possible interference from "noise." It emphasizes that for communication to be effective, the message must be accurately transmitted and received without distortion. The model highlights essential components of communication such as the source, message, channel, receiver, feedback, and noise.

In the organizational context, especially in hotels, this model helps in identifying where breakdowns occur—whether in encoding (poorly constructed instructions), channel selection (using inappropriate media), or noise (interruptions or distractions). For instance, if management at Larrydam Hotels sends a memo that is unclear or lost in a flooded WhatsApp group, the intended action may not occur. Thus, this theory is foundational to diagnosing and improving communication effectiveness in organizations.

2.2.2 The Systems Theory

Systems theory views an organization as a complex set of interrelated parts working together to achieve a common goal. Each part of the organization (departments, teams, units) must interact effectively for the entire system to function efficiently. Communication is the critical link that connects these subsystems, allowing for information flow, decision-making, coordination, and feedback.

Applied to Larrydam Hotels, systems theory illustrates how poor communication between departments—say, between housekeeping and front desk—can disrupt workflow, affect guest satisfaction, and hinder overall performance. Thus, the theory reinforces the need for integrated and structured communication practices that support the smooth operation of all organizational units.

2.3 Empirical Review

Okoye & Eze (2020) conducted a study on the impact of communication in selected hospitality firms in Enugu, Nigeria. Their findings revealed that when communication is timely and clear, employees are more productive, and customers experience fewer service-related issues. The study emphasized that frontline workers in hotels require daily briefings and structured communication to meet customer needs effectively.

Adebayo & Olanrewaju (2019) investigated internal communication practices in small and medium-sized hotels in Lagos. They concluded that a lack of feedback mechanisms and overreliance on verbal instructions led to errors and miscommunication among staff. They recommended incorporating modern communication tools such as mobile apps and internal messaging platforms to enhance clarity and coordination.

Chukwuemeka (2021) evaluated the relationship between communication channels and employee motivation in the hospitality industry. His research found that organizations using a mix of digital (emails, WhatsApp) and traditional (memos, noticeboards) communication tools reported better employee engagement and fewer complaints. The study also found that the presence of clear feedback loops significantly boosted employee confidence and performance.
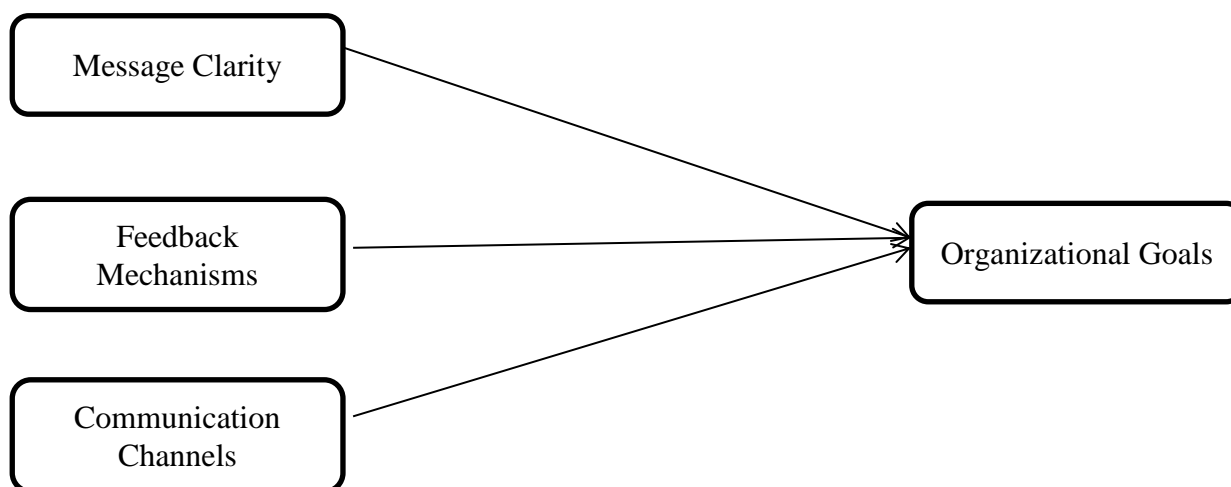
Despite the relevance of these studies, there is limited research focusing on hotels in semi-urban areas like Ilesha. Larrydam Hotels provides a unique setting to examine how effective communication contributes to achieving organizational goals in a less technologically advanced, yet service-driven environment. This study aims to bridge this gap by providing localized evidence.

2.4 Conceptual Framework

The conceptual framework for this study is based on the premise that effective communication (independent variable)—measured through

message clarity**,** feedback mechanisms**,** and communication channels—has a direct influence on the achievement of organizational goals (dependent variable)**.**

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│  Message Clarity │ ──────┐
└──────────────────┘       │
                           │
┌──────────────────┐       ▼   ┌──────────────────────┐
│     Feedback     │ ────────► │ Organizational Goals │
│    Mechanisms    │       ▲   └──────────────────────┘
└──────────────────┘       │
                           │
┌──────────────────┐       │
│  Communication   │ ──────┘
│     Channels     │
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Chapter Three

Methodology

3.1 Area of Study

The area of study is Larrydam Hotels, located in Ilesha, Osun State, Nigeria. Ilesha is a semi-urban town known for its growing hospitality and tourism sector. Larrydam Hotels serves both local and visiting guests, offering lodging, catering, and event services. The hotel has various operational departments such as front desk, housekeeping, food and beverage, and administration. This setting provides a practical environment for assessing the role of communication in achieving organizational goals, especially in a customer-centered industry.

3.2 Research Design

This study employs a descriptive survey research design. This design is appropriate for examining existing conditions and relationships, particularly the perceptions, experiences, and practices related to communication within Larrydam Hotels. It allows the researcher to describe the current state of communication practices and their relationship to the achievement of organizational goals using quantitative and qualitative data.

3.3 Population of the Study

The population of this study includes all staff members of Larrydam Hotels, Ilesha. This includes management staff, front desk officers, kitchen and catering staff, housekeepers, maintenance personnel, and administrative workers. The target population is estimated to be between 40 and 60 employees.

3.4 Sample Size and Sampling Technique

Given the small and manageable size of the hotel staff, the study adopts a census sampling technique, where all members of the population are involved in the study.

3.5 Research Instrument

The primary research instrument used in this study is a structured questionnaire. The questionnaire is divided into sections:

- Section A: Demographic information

- Section B: Questions on clarity of message

- Section C: Questions on feedback mechanisms

- Section D: Questions on communication channels

- Section E: Questions on the achievement of organizational goals

The instrument utilizes a 5-point Likert scale ranging from Strongly Agree (5) to Strongly Disagree (1), allowing for quantitative analysis of responses. Open-ended questions may also be included to gather qualitative insights.

3.6 Validity and Reliability of the Research Instrument

3.6.1 Validity

The instrument's content validity was ensured by aligning each questionnaire item with the research objectives and communication indicators. The instrument was reviewed by my supervisor who is an academic in research methodology to assess the appropriateness and clarity of the questions.

3.6.2 Reliability

A pilot test was conducted with five staff members from a similar hospitality firm within Ilesha to determine the reliability of the questionnaire. The internal consistency of the items was tested using Cronbach's Alpha, and a coefficient of 0.78 was obtained, indicating a high level of reliability.

3.7 Method of Data Analysis

Data collected from the questionnaires will be analyzed using descriptive and inferential statistical tools. Descriptive statistics such as frequency counts, mean scores, and percentages will be used to summarize the data. To test the hypotheses and examine relationships between variables, Regression analysis will be applied at a 0.05 significance level, using Statistical Package for the Social Sciences (SPSS).

These analyses will help in identifying the strength and direction of the relationship between communication effectiveness and goal achievement within Larrydam Hotels.

CHAPTER FOUR

DATA PRESENTATION, ANALYSIS AND INTERPRETATION

4.1 Presentation of Data

This chapter focused on the presentation and discussion of results. Meanwhile 50 copies of questionnaire were distributed to the respondents, 41 valid copies of the questionnaire were used for this study. Both descriptive and inferential statistics were adopted to achieve both the general and specific objectives of the study.

Table 4.1 Analysis Table Showing the Demographic Characteristics, Frequency and Percentage of the respondents

Demographic Characteristics	Frequency
Gender: Male	14
Female	27
Total	41
Age: Below 25	16
25-30	11
31-40	10
41-50	3
50+	1
Total	41
Years of Experience: Less than 1	12
1-5	17
6-10	7
10+	5
Total	41

Source: Field Survey (2025)

Table 4.1 provides a demographic breakdown of the 41 respondents who participated in the 2025 field survey. The data shows a significant gender disparity, with a majority of respondents being female (27) compared to males (14). The age distribution indicates a youthful workforce; the largest group is "Below 25" with 16 respondents, followed by the "25-30" age bracket with 11 respondents. Together, these two groups constitute over 65% of the sample. The number of respondents decreases with increasing age, with only 3 respondents in the 41-50 age group and a single respondent aged 50 or older. In terms of professional experience, the largest cohort (17 respondents) has "1-5 years" of experience, followed closely by those with "Less than 1" year of experience (12 respondents). This aligns with the age data, showing that a large portion of the workforce is relatively new to their careers. Conversely, fewer employees have extensive experience, with only 7 respondents having "6-10 years" and 5 having "10+" years of experience. In summary, the typical respondent in this survey is a young female with five or fewer years of work experience.

4.2 Analysis of Research Objectives

Table 4.2: Descriptive Statistics on Message Clarity

Descriptive Statistics			
	N	Mean	Std. Dev
Organizational goals and expectations are well communicated to staff.	41	3.76	1.463
I rarely receive contradictory information from different sources in the hotel.	41	4.17	1.160
Clear communication helps me complete my tasks efficiently.	41	4.02	1.235

Source: Field Survey (2025)

Table 4.2 reveals that respondents generally perceive message clarity positively within the hotel. The statement "I rarely receive contradictory information from different sources in the hotel" scored the highest mean of 4.17 (Std. Dev = 1.160), suggesting a high level of consistency in communication. This is followed by "Clear communication helps me complete my tasks efficiently" (Mean = 4.02, Std. Dev = 1.235) and "Organizational goals and expectations are well communicated to staff" (Mean = 3.76, Std. Dev = 1.463).

Table 4.3: Descriptive Statistics on Feedback Mechanism

Descriptive Statistics			
	N	Mean	Std. Dev
My supervisor provides timely feedback on my work performance.	41	3.88	1.229
I have opportunities to express my opinions or suggestions to management.	41	4.24	1.019
The feedback I receive helps me improve my job performance.	41	3.66	1.237

Source: Field Survey (2025)

Table 4.3 indicates a positive view of feedback mechanisms. Respondents showed the strongest agreement with having "opportunities to express my opinions or suggestions to management" (Mean = 4.24, Std. Dev = 1.019). This is followed by supervisors providing timely feedback (Mean = 3.88, Std. Dev = 1.229) and the feedback received being helpful for improving job performance (Mean = 3.66, Std. Dev = 1.237). Overall, the data suggests that while communication is generally perceived as clear and effective, the opportunity for upward communication (giving suggestions) is felt more strongly than the helpfulness of downward communication (receiving feedback).

Table 4.4: Descriptive Statistics on Goal Achievement

Descriptive Statistics			
	N	Mean	Std. Dev
My performance is evaluated based on clearly communicated expectations.	41	4.68	.610
Good communication has contributed to the growth and development of the hotel.	41	4.39	1.022
Overall, I believe that effective communication supports the achievement of the hotel's goals.	41	4.49	.870

Source: Field Survey (2025)

Table 4.4 presents descriptive statistics on goal achievement, showing very high levels of agreement among the 41 respondents. The statement "My performance is evaluated based on clearly communicated expectations" received an exceptionally high mean score of 4.68 with a low standard deviation of 0.610, indicating strong consensus. Respondents also strongly agreed that "effective communication supports the achievement of the hotel's goals" (Mean = 4.49) and that "Good communication has contributed to the growth and development of the hotel" (Mean = 4.39). These high mean scores suggest employees perceive a direct link between clear communication and positive outcomes

4.3: Test of Hypotheses

Table 4.5: Model Summary on the Variables of Communication

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.913[a]	.833	.829	.33188

a. Predictors: (Constant), Communication

The Multiple Correlation Coefficient (R) is 0.913, indicating a very strong, positive linear relationship between communication and goal achievement. The R Square (R^2) value of 0.833 is particularly revealing; it means that 83.3% of the variance in goal achievement can be explained by the variance in communication. The Adjusted R Square is very close at 0.829, which adjusts for the number of predictors in the model, confirming the model's robustness and strong explanatory power.

Table 4.6: Analysis of Variance for the variables of Communication and Goal Achievement

ANOVAª

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	21.493	1	21.493	195.128	.000ᵇ
	Residual	4.296	39	.110		
	Total	25.789	40			

a. Dependent Variable: Goal Achievement

b. Predictors: (Constant), Communication

The ANOVA table, tests the overall significance of the regression model. The F-statistic is exceptionally high at 195.128 with a significance value (p-value) of .000. Since this p-value is less than the conventional alpha level of 0.05, it indicates that the regression model is statistically significant and provides a much better fit than a model with no predictor variables. This means that communication is a significant predictor of goal achievement.

Table 4.7: Regression Results for the Variables of Communication and Goal Achievement

Coefficientsª

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.069	.183		11.305	.000
	Communication	.620	.044	.913	13.969	.000

a. Dependent Variable: Goal Achievement

Table 4.7 provides the regression coefficients, detailing the nature of the relationship. The unstandardized coefficient (B) for communication is 0.620, which is also highly significant (p = .000). This implies that for each one-unit increase in the perceived effectiveness of communication, goal achievement is predicted to increase by 0.620 units. More interpretably, the standardized coefficient (Beta, β) is 0.913. This very high value indicates a strong positive relationship between the two variables, confirming that communication is a powerful predictor of goal achievement within this model. The constant's t-value and significance confirm its place in the model equation. These results indicate that we reject the null hypotheses and accept the alternative.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 Summary

This study examined effective communication (Message Clarity and Feedback Mechanism) as a tool for achieving organizational goals in the hospitality industry using Larrydam Hotels, Ilesha as a case study. A descriptive survey research design was employed, and data were gathered through structured questionnaires administered to SME owners. The findings revealed that message clarity significantly affects the achievement of goals in the study area. Similarly, an effective feedback mechanism was also shown to affect goal achievement positively. The

study highlighted the combined impact of effective communication in achieving goals and objectives in Larrydam Hotels, Ilesha.

5.2 Conclusion

Based on the findings, the study concludes that effective communication is an important tool in the achievement of goals and objectives.

5.3 Recommendations

Based on the findings, the researcher made the following recommendations:

1. Companies in the hospitality industry should ensure messages within and outside the company are clear enough for both employees and customers to understand.

2. There should be an effective feedback mechanism to ensure proper communication which will in turn help to achieve goals and objectives.

5.4 Limitations of the Study

This study was limited to one hotel due to minimal funds and time and as a result, the generalizability of the findings is restricted. Additionally, data collection relied on self-reported questionnaires, which could introduce response bias.

5.5 Contributions to Knowledge

This research contributes to the growing body of knowledge by providing empirical evidence on the role of effective communication in the achievement of organizational goals. Furthermore, the conceptual framework developed in this study can serve as a reference point for future research.

5.6 Suggestions for Further Study

Future research should consider using more hotels in different towns and cities as case study to broaden the scope of the study.

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