EFFECTIVE COMMUNICATION AND JOB TRUST OF NON-ACADEMIC STAFF OF SELECTED UNIVERSITIES IN LAGOS STATE, NIGERIA

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ABSTRACT: This study examined the relationship between effective communication and job trust of non-academic staff of selected universities in Lagos State, Nigeria. Survey research design was adopted for the study, the study population comprised of 5,434 non-academic staff of selected universities in Lagos State. Krejcie and Morgan (1970) sample size table, plus attrition rate, was used to arrive at a sample of 475. Structured questionnaire was adapted for data collection. Content and construct validity of instrument was carried out. The Cronbach’s alpha coefficients for the variables ranged from 0.70 and 0.89, response rate was 96.8%. Descriptive and inferential statistics were employed for data analysis. Findings revealed that effective communication had a positive significant relationship with job trust of non-academic staff of the selected universities in Lagos (r= 0.380, p<0.05), which suggests that, effective communication is a predictor of job trust. The study concluded that effective communication had a significant relationship with job trust of non-academic staff of selected universities in Lagos State, Nigeria. It was recommended that management of the selected universities should take advantage of effective communication so that non-academic staff job trust can be reinforced.

Keywords: Effective Communication, Job Trust, Non-Academic Staff, Universities, Lagos.

1. INTRODUCTION

Distrust in the work place is an age long issue that has continued to attract the attention of researchers across the globe. In any institution where there is no trust, the executions of responsibilities suffer set back and consequently, the attainment of individual and corporate objectives become unrealistic. Deloitte, embarked on a millennial survey in the year 2017. The exercise was titled, ‘apprehensive millennials: seeking stability and opportunities in an uncertain world’. While the survey lasted, not less than 3,900 participants from advanced nations were cross-examined. It was reported that there was lack of optimism regarding “social progress” and it was most evident in the following markets: South Korea, Mexico, Belgium, France, Chile, Germany, Japan, UK, Australia, and Italy. The survey concluded that millennials in developed countries feel pessimistic. The foregoing corroborated the year 2010 ethics and workplace survey by Deloitte, which reflected that 30% of working Americans hoped to engage in a new job as soon as the economy improves. Among those who nurse such intention, forty-eight percent (48%) mentioned loss of trust in their employer as the reason for their determination to change job. The investigation similarly reported that sixty-five percent (65%) of Fortune 1000 executives were of the believe that trust will constitute a major argument in the potential increases in voluntary employee turnover in the near future (Williams, 2011).

Philippe et al. (2010) argued that, in a cross section of countries and government, distrust generates public request for regulation, however regulation in turn deteriorates formation of trust, giving avenue for multiple equilibria. The inference of the model is that persons in low-trust countries desire an increase in government involvement regardless of the awareness that the government is obviously corrupt and cannot be trusted with the resources meant for the masses.

Incidentally, going by the findings of Philippe et al. (2010), Nigeria comparatively fell in the rank of low-trust country. It is the light of the foregoing, that research interest was propelled to seek how effective communication could be instrumental for enhancing job trust among parties in the selected institutions for this study.
2. LITERATURE REVIEW

2.1. Effective Communication

Abdullah and Hui (2014) defined communication as a means by which relationships are built among members of an organization and also forms the foundation for job satisfaction. The definition was offered in a survey that involved teachers in a Malaysian school. Ayatse and Ikyanyon (2012) defined communication as an instrument through which organization members can be relieved of job associated stress and encourage citizenship behavior among staff. The definition was presented in a survey that involved non-academic employees in selected Nigerian universities. Conrad (2014) defined communication as an instrument of enquiry in the workplace, which helps in establishing a course of action for getting identified problems solved. Hua and Omar (2016) defined communication as a process by which dynamism of executing responsibilities are unraveled and help employees find their job satisfying. The definition was offered in a comparative study of international and domestic hotels in Hainan, China.

Wulandari and Burgess (2010) referred to effective communication as the requirement for the attainment of trust among the members of staff in any organization. Fard and Karimi (2015) describe effective communication as a veritable tool that aids the execution of managerial directives. A communication emanating from a manager does attract attention of the subordinate. Consequently, a manager who uses the given authority and communicate to carry subordinates along would enjoy collaboration among groups and organization as a whole.

Illes and Mathews (2015) defined communication as a platform through which leadership secures the trust of their followers. Mishra et al. (2014) defined communication as the device by which employees are engaged, so as to achieve good interpersonal relationship within an organization. Moreale et al. (2000) defined communication as the rallying point within an organization which interprets the whole essence of an organization. Nazari and Nurbakhshian (2016) defined communication as a means through which management assesses and builds resilient skills into the employees so as to accomplish organization’s predetermined goals and objectives. Rajhans (2012) defined communication as the driver of efficiency, motivation and performance.

Rezaei et al. (2012) defined communication as the leadership mediating tool for achieving organizational trust and unhindered work flow among interacting employees. Savolainen et al. (2014) defined communication as a means by which interpersonal trust is built and smooth working relationship is enhanced in a workplace. Shonubi and Akintaro (2016) defined communication as a means of creating platform for laudable organizational performance. Zeffane et al. (2011) defined communication as a means by which employees are persuaded for commitment and building of interpersonal trust toward the realization of the predetermined goals and objectives of an organization. Husain (2013) defined communication as a persuasive instrument by which changes in an organization are implemented seamlessly.

2.2. Job Trust

Job trust refers to the self-confidence gained toward execution of responsibilities and obligations, more so, the encouragement through horizontal and vertical mutual relationships on the job (Adams et al., 2008; Baghini et al., 2014; Krot and Lewicka, 2012). Egriboyun (2015) defined job trust as a position where employees feel comfortable with the leadership of an organization. Wulandari and Burgess (2010) viewed job trust as the fundamental aspect on developing communication relationship and satisfaction in the workplace.

Abadi and Mobasheri (2014) explained job trust as that which generates effect on organizational transparency and loyalty of organization members. Savolainen et al. (2014) described job trust as the instrument for building inter-personal workplace relationships and related dynamics. Illes and Mathews (2015) viewed job trust as a template for leadership, trust and communication, also for building trust in organizations through effective leadership communication. Rezaei et al. (2012) defined job trust as the building block for servant leadership relationship that purposefully enhances organizational trust, and triggers mediating effect of the leader trust and organizational communication. Paliszkiewicz and Koohang (2013) viewed job trust in term of organizational trust as a foundation for knowledge sharing and its influence on organizational performance. Nienaber et al. (2015) considered job trust as qualitative meta-analysis of trust in supervisor-subordinate relationships.

Komodromos (2014) defined job trust as employees’ perceptions of fairness and the management of change. Ferrin (2017) defined job trust as the creation of effective workplace communication and promotion of success through a culture of trust and belief. Fard and Karimi (2015) viewed job trust as the
relationship between organizational silence with job satisfaction and organizational commitment of the employees. (Cho and Song, 2017) described job trust as a development whereby factors that are encouraging employee’s turnover are removed on one hand and on the other hand all forms of emotional labor are uprooted to pave way for employees’ confidence in the discharge of their responsibilities. (Bulin’ska and Bagien’ska, 2018) viewed job trust as the building block for establishing the links of interpersonal trust in service sector.

Brown et al. (2014) captured job trust from the angle of employee self-assurance in the execution of the assigned responsibilities and workplace performance in general. Balkan et al. (2014) presented job trust as the model applicable for the minimization of employees’ turnover intentions and emotions. Adams et al. (2008) considered job trust as the scale that determines teams and leaders’ performances. Zeffane et al. (2011) defined job trust as that which secures actualization through a well entrenched flexible communication channel and commitment to entertainment of the initiatives of the respective employees.

Several literatures on job trust were reviewed by the researcher. The researcher hereby offers a definition on job trust. The researcher defines job trust as the meticulous usage of various relationship platforms available in an organization to smoothen, lubricate and simplify the process of the discharge of responsibility for every member of the organization.

2.3. Learned Theory

McClelland propounded learned theory in 1960; motivation inclines on intentions or motives. Intentions or motives are regularly classified into fundamental intentions or motives and learned intentions or motives. Fundamental or main intentions or motives are unlearned, more so, they are familiar equally to animals and humans. In this case one can refer to pain, thirst, hunger, and fear as examples. The learned intentions or motives otherwise referred to as derived intentions or motives comprise of such things as recognition, achievement and power, just to mention a few. Such motives emanate from individual’s life experiences and environmental exposures (Lunenburg, 2011).

The assumptions of David McClelland learned theory were captained as need for achievement, need for power and need for affiliation respectively. The theory stated that each individual fit into one of the three categorized motivators. Those categorized motivators were not meant to be inherent, according to (McClelland, 1960) such are usually built up through one’s culture and life experiences. Individuals who crave for achievement usually derive pleasure in solving problems and to attain the personal and corporate predetermined objectives and goals. Individuals with an ardent need for affiliation would usually not like to be a lone ranger, such individuals treasure relationships. Individuals with passionate drive for power as motivator usually derive pleasure in securing control and bear rule over others.

The foregoing assumptions notwithstanding, the theory has attracted criticism. The most constructive criticism came from (Braden, 2000). The criticism of the assumptions of the theory was on the ground that, unlike Maslow, McClelland failed to differentiate or point out the possibility of transition among the needs. It was buttressed that individuals with towering need for power are not necessarily power-mongers. Such individuals simply appreciate the application of power. More so, power is instrumental to laudable positive implementations, and not just for domineering purposes as upheld in the assumption. The assumptions of (McClelland, 1960) had been validated by different studies carried out at different times. The studies that supported McClelland learned theory assumptions came from authors such as (Hassan et al., 2013; Nkosi, 2015; Uduji and Ankeli, 2013).

In all, this theory is relevant to the study at hand, the reason being that non-academic staff in the Universities in Lagos State, Nigeria would love to have the assumptions of learned theory actualize to their benefit in their respective offices. More so, to retain a talented worker, the University authorities would require knowledge of the needs of respective worker and accordingly motivate each in that direction. The authorities in charge of the Universities in Lagos State, Nigeria could make use of understanding of learned theory to guide, admire, and inspire the stakeholders more effectively, and to improved structure. To this end, the assumptions of learned theory are relevant to both the main variable of this study, that is, strategic human resources management practices and employee retention.

2.4. Hypothesis Development

Enquiries that have to do with effective communication and job trust have not been unpersuasive, on the argument that while certain researchers have acknowledged positive outcomes in their enquiries, there are also researchers whose findings were in contradiction. Researchers who acknowledged positive relationship in their respective studies include (Bulin’ska and Bagien’ska, 2018; Erozkan, 2013; Ölçer and Özenir, 2017; Payne, 2014; Rajhans, 2012; Segismundoi, 2017). Most of those studies were conducted in
developed economies. The studies relating to effective communication and job trust conducted in the developing economy context focused more on locations outside Nigeria.

A number of authors have found negative outcome in their studies, after measuring the constructs of effective communication against the constructs of job trust (Gregorya and Lodge, 2015; Jó´gi et al., 2015; Kaataja, 2011).

It is in the light of the foregoing that the researcher hypothesize that:

\[ H_{ij}: \text{Effective communication has no significant relationship with job trust of non-academic staff of selected universities in Lagos State, Nigeria.} \]

2.5. Empirical Review

Erozkan (2013) examined the effect of communication skills and interpersonal problem-solving skills on social self-efficacy. The study was a quantitative and relational study aimed at examining the relationships among communication skills, interpersonal problem-solving skills, and social self-efficacy. The study group was comprised of 494 (226 females; 268 males) randomly selected high school students studying in different high schools in Mugla, Turkey. The data were collected using the communication skills inventory, interpersonal problem-solving inventory, and social self-efficacy expectation scale for adolescents.

Pearson product-moment correlation analysis was employed to investigate relationships among communication skills, interpersonal problem-solving skills, and social self-efficacy; multiple hierarchical regression analysis was also used for explaining social self-efficacy. The findings showed that the communication skills and interpersonal problem-solving skills were significantly correlated to social self-efficacy and communication skills.

Rajhans (2012) conducted a survey on effective organizational communication as a key to employee motivation and performance. Interview was used to collect data for the study. The participants in the study were randomly selected from each department of the organization. The sample size was 10% percent of the population. It was reported that effective organisational communication motivated staff and accounted for improved performance and loyalty towards the organisation.

Ölçer and Özenir (2017) examined the relationship between organizational communication, organizational commitment and intention to leave. A structured 5 Likert Scale questionnaire was the instrument employed to collect data for the research. The employees (206) working at service sector in Hatay, Turkey constituted the study population. A sample of 150 employees was drawn from the population. And, the rate of reaching the sample was detected as 93%. Correlation and multiple regression analyses were used to determine the relationships among variables. The results of the study indicate that significant relationships exist between organizational communication, organizational commitment and intention to leave.

Segismundoi (2017) through a survey determined the organizational communication efficiency assessment scale for senior college students, using a factor analysis. A scale that will measure the organizational communication efficiency of senior college students was developed. It sought to determine the composition, how valid and reliable the organizational communication efficiency assessment scale could be. The instrument was face-validated, and SPSS was used for analysis, findings revealed that 11 out of 19 items show a stronger correlation with others under subscale Interactive Communication (IC); 22 out of 31 for Confidence and Assertiveness (CA) and 11 out of 20 for Technological Awareness (TA). The reliability coefficient index also showed Cronbach's α values of 0.724, 0.872 and 0.833 for IC, CA and TA respectively, with internal data consistencies described as acceptable. The scale was valid and reliable in its form.

Payne (2014) examined the relationship between trust in supervisor–employee relationships and workplace dissent expression. Results indicated that trust in supervisors was significantly related to employees’ use of articulated dissent. Additionally, there was a significant, negative relationship between trust in supervisors and latent and displaced dissent. Bulin’ska and Bagien’ska (2018) investigated the links of interpersonal trust in telecommunications companies by surveying employees of telecommunications companies in Poland. The results indicate that competences, relations, and cooperation are related to interpersonal trust. Trust amongst co-workers was measured by competencies and relations. It concluded that in concordance with the general belief, job trust and productivity levels of employees increases when there is effective communication among members of organization. In the light of the review of literature on effective communication (Bulin’ska and Bagien’ska, 2018; Erozkan, 2013; Ölçer and Özenir, 2017; Payne, 2014; Segismundoi, 2017) had measured various constructs of effective
communication against various constructs of job trust. In each of the study, the researchers had the results that validated statistically significant relationships between effective communication and job trust.

Balkan et al. (2014) examined the relationship between trust, turnover intentions and emotions. The survey involved 200 participants from a public sector institution. Data, obtained from questionnaire were statistically analyzed. It was reported that trust factors (Trust in management, co-worker trust and trust to manager) had a significant effect on “satisfaction” factor of turnover intentions. Brown et al. (2014) carried out a survey on employee trust and workplace performance. Data were collected for the study through questionnaire. The analysis was centered on financial performance, labour productivity and quality of product or service.

Cho and Song (2017) investigated the determinants of turnover intention of social workers with a focus on the effects of emotional labor and organizational trust. 7-point Likert-type scale, ranging from very unlikely to very likely was adopted for the study. Descriptive statistics, Pearson correlation coefficient and structural equations modeling by SPSS, version 19 and LISREL 8.8 software were used for analysis of study findings. The social workers invited to participate were 298, only 242 of them responded, representing an 80% response rate.

The findings showed that emotional labor increases turnover intention whereas trust reduces turnover intention. The analysis also indicated that autonomy and supervisory support enhance organizational trust.

In a survey by Krot and Lewicka (2012) the importance of trust in manager-employee relationship was examined. Likert scales format questionnaire was adapted for the study. Payne (2014) examined the relationship between trust in supervisor–employee relationships and workplace dissent expression. Data were collected and analyzed using correlational analysis. Results indicated that trust in supervisors was significantly related to employees’ use of articulated dissent. Wulandari and Burgess (2010) investigated trust and its relationship to the quality of communication and employee satisfaction in a large Indonesian workplace. The study population was 17,000 employees, while the sample utilized was 168 employees. The study approach was quantitative. The findings revealed significant positive relationship between trust in co-workers and immediate supervisor.

Zeffane et al. (2011) carried out a survey to explore the triad of communication, commitment and trust. The survey data came from 244 (61%) employees in a medium-size organization operating in NSW (Australia). The organization has 400 employees, which constituted the study population. The survey questionnaire used a four-point ‘forced choice’ scale: disagree strongly, disagree somewhat, agree somewhat and agree strongly. Forced in the sense that the scale could be six or seven rather than four.

The study explored relationships between communication, trust and commitment. Trust was measured by a six-item composite scale assessing overall beliefs in good intentions of organization participants as well as the degree of trust in various actors in the organization, including co-workers and managers at various levels of the hierarchy. Through the use of correlation analysis, it was revealed that perceived effectiveness of communication between management and employees, commitment and pride in working for the company and trust were significantly interrelated. However, the relationship between trust and communication was the strongest, with commitment also showing a significant relation to trust.

In the light of the review of literature on job trust (Balkan et al., 2011; Brown et al., 2014; Bulin’ska and Bagien’ska, 2018; Cho and Song, 2017; Erozkan, 2013; Krot and Lewicka, 2012; Ölçer and Özenir, 2017; Paliszkiewicz and Koohang, 2013; Payne, 2014; Rajhans, 2012; Segismundo, 2017; Wulandari and Burgess, 2010; Zeffane et al., 2011) were various researchers who had measured various constructs of effective communication against various constructs of job trust. In the respective studies, the researchers had the results that validated statistically significant relationships between effective communication and job trust.

3. METHODOLOGY

Survey research design was adopted for this study. In essence, survey research design facilitated the elimination of uncertainty characterizing decision making situation and thereby enhanced elimination of obscurity of investigation. Moreover, survey research design, concentrated researcher’s focus towards harnessing essential and relevant information from the participant.

The population for the study was comprised of non-academic staff (NAS) of the four selected Universities in Lagos State (University of Lagos, Akoka, Yaba; Lagos State University, Ojo; Caleb University, Imota, Ikorodu, Lagos, & Pan Atlantic University, Lekki, Lagos). The study population was 5434, the sample obtained was 475. The proportionate distribution of the sample is presented in Table 1.
Table 1. Proportionate Distribution of Sample Size

<table>
<thead>
<tr>
<th>S/N</th>
<th>Institution</th>
<th>% of Population</th>
<th>Sample Size (Proportionate)</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>University of Lagos</td>
<td>58.90%</td>
<td>58.90% of 475 = 280</td>
</tr>
<tr>
<td>2</td>
<td>Lagos State University</td>
<td>32.05%</td>
<td>32.05% of 475 = 152</td>
</tr>
<tr>
<td>3</td>
<td>Pan Atlantic University</td>
<td>7.32%</td>
<td>7.32% of 475 = 35</td>
</tr>
<tr>
<td>4</td>
<td>Caleb University</td>
<td>1.73%</td>
<td>1.73% of 475 = 8</td>
</tr>
<tr>
<td></td>
<td>Total</td>
<td>100%</td>
<td>475</td>
</tr>
</tbody>
</table>

Source: Researcher’s Computation (2019)

To ensure inclusiveness of all the categories of non-academic staff in the selected universities, stratified sampling technique was adopted. Structured questionnaire was adopted as research instrument. Content and construct validity tests were conducted on the instrument. The questionnaire response options in form of 6 Likert scales ranging from 6 for Strongly Agree (SA) to 1 for Strongly Disagree (SD) were adopted. A sum of 475 copies of questionnaire were administered, response rate of 96.8% was achieved. Data was analyzed with the aid of SPSS 23.0 version.

Table 2. Results of Validity And Reliability Tests

<table>
<thead>
<tr>
<th>Variables</th>
<th>Number of items</th>
<th>Reliability Results</th>
<th>Validity Result</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>Cronbach Alpha</td>
<td>KMO</td>
</tr>
<tr>
<td>Effective communication</td>
<td>5</td>
<td>0.702</td>
<td>0.522</td>
</tr>
<tr>
<td>Job trust</td>
<td>5</td>
<td>0.893</td>
<td>0.809</td>
</tr>
</tbody>
</table>

Source: Researcher’s Computation (2019).

The results of factor analysis as displayed in (Table 2) showed that KMO value for all the variables were higher than 0.5 suggested bounds (Kaiser, 1974). The Bartlett’s Test for all the variables were statistically significant at 0.000. Which implies that the variables contained in the instrument were acceptably valid and as well indicated an adequacy of the instrument to measure the constructs? Cronbach’s alpha obtained for the two variables as evidence of reliability ranged from 0.7 to 0.8 which indicated internal consistency of the instrument.

4. DATA ANALYSIS, RESULTS AND DISCUSSION OF FINDINGS

4.1. Response Rate to Questionnaire

Table 3. Response Rate to Questionnaire

<table>
<thead>
<tr>
<th>Category</th>
<th>Frequency</th>
<th>Percentage (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Responded</td>
<td>460</td>
<td>96.8</td>
</tr>
<tr>
<td>Did not Respond</td>
<td>15</td>
<td>3.2</td>
</tr>
<tr>
<td>Total</td>
<td>475</td>
<td>100.0</td>
</tr>
</tbody>
</table>

Source: Field Survey, 2019

Table 3 shows that a total of 475 copies of questionnaire were distributed to the respondents, out of which 460 copies were retrieved and considered usable for the analysis. Four (4) copies of questionnaire were disqualified due to incompleteness, while eleven (11) copies were not returned thus 460 copies of questionnaire were considered as suitable for the analysis. This translated to 96.8% response rate. Therefore, the response rate of 96.8% achieved was adequate for drawing conclusions on the study objectives.

4.2. Descriptive Analysis and Interpretation of Results

The study used a Likert scale in which 6, 5, 4, 3, 2, and 1 represented continuum scores for: 1.0 – 2.49 (very low); 1.5 – 2.49 (low); 2.5 – 3.49 (fairly low); 3.5 - 4.49 (fairly high); 4.5 - 5.49 (high); and 5.5 - 6.0 (very high). These enabled the tabulation and interpretation of the responses from the research instrument. A mean of above 3.5 is regarded to measure satisfaction on the test variables. Standard deviation was used to indicate the variation or “dispersion” from the “average” (mean). A low standard deviation indicated that the data points tend to be very close to the mean, whereas high standard deviation indicated that the data is spread out over a large range of values. This is well elaborated in the Table and narratives below which showed the respondents and the statistics.
Table 4. Descriptive Statistics of Respondents’ Perception of Effective Communication and Job Trust

<table>
<thead>
<tr>
<th>S/N</th>
<th>Description</th>
<th>N</th>
<th>Mean</th>
<th>Standard Deviation</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td><strong>Effective Communication (EC)</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1</td>
<td>Timeliness</td>
<td>460</td>
<td>5.09</td>
<td>0.941</td>
</tr>
<tr>
<td>2</td>
<td>Clarity</td>
<td>460</td>
<td>5.40</td>
<td>0.951</td>
</tr>
<tr>
<td>3</td>
<td>Courtesy</td>
<td>460</td>
<td>4.90</td>
<td>0.840</td>
</tr>
<tr>
<td>4</td>
<td>Accuracy</td>
<td>460</td>
<td>4.98</td>
<td>0.792</td>
</tr>
<tr>
<td>5</td>
<td>Simplicity</td>
<td>460</td>
<td>5.25</td>
<td>1.054</td>
</tr>
<tr>
<td></td>
<td><strong>Job Trust (JT)</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>6</td>
<td>The top management is trustworthy</td>
<td>460</td>
<td>5.25</td>
<td>0.906</td>
</tr>
<tr>
<td>7</td>
<td>Co-workers are trustworthy</td>
<td>460</td>
<td>5.07</td>
<td>0.820</td>
</tr>
<tr>
<td>8</td>
<td>Immediate bosses are trustworthy</td>
<td>460</td>
<td>4.64</td>
<td>0.852</td>
</tr>
<tr>
<td>9</td>
<td>There is existence of mutual trust</td>
<td>460</td>
<td>4.94</td>
<td>0.953</td>
</tr>
<tr>
<td>10</td>
<td>Mutual trust encourages longer years of service</td>
<td>460</td>
<td>5.37</td>
<td>1.001</td>
</tr>
</tbody>
</table>


Table 4 presents the results of descriptive statistics of effective communication. The study investigated how effective communication items were implemented in the institutions. The results of the descriptive analysis revealed that there were five (5) items under Effective Communication. The items are: Timeliness, Clarity, Courtesy, Accuracy and Simplicity. The mean obtained were 5.09, 5.40, 4.90, 4.98 and 5.25 respectively. In addition, the items under Effective Communication obtained standard deviation of 0.941, 0.951, 0.840, 0.792 and 1.054 respectively. The average score of the items was 5.12 for the mean and 0.916 for standard deviation. Which implies that on average the respondents indicated that implementation of effective communication items was high.

With respect to job trust (JT), from Table 4, it was revealed that there were five (5) items under JT. The items are: The top management is trustworthy, Co-workers are trustworthy, Immediate bosses are trustworthy; There is existence of mutual trust and Mutual trust encourages longer years of service. The mean obtained were 5.25, 5.07, 4.64, 4.94 and 5.37 respectively. Also, the items under JT had standard deviation of 0.906, 0.820, 0.852, 0.953 and 1.001 respectively. The average score of the items was 5.05 for the mean and 0.906 for the standard deviation. Which constituted evidence, that, on average, the respondents indicated that they had high level of trust in their jobs? Further, the mean scores for respondents’ perception of job trust, suggested that they generally enjoyed trust in their jobs.

In view of the foregoing, effective communication and job trust of non-academic staff of selected universities in Lagos State, Nigeria, had similar pattern of response as indicated by their average scores. It was as well revealed that, communication in the selected universities conformed with yardsticks of effectiveness: Timeliness, Clarity, Courtesy, Accuracy and Simplicity. The findings also revealed that: The top management was trustworthy, Co-workers were trustworthy, Immediate bosses were trustworthy; There was existence of mutual trust and Mutual trust encouraged longer years of service in the selected universities. Hence, the findings suggested that effective communication could affect job trust of non-academic staff of selected universities in Lagos State, Nigeria.

Table 5. Pearson Product Moment Correlation Test for the Relationship between Effective Communication and Job Trust

<table>
<thead>
<tr>
<th></th>
<th>Effective Communication</th>
<th>Job Trust</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Effective Communication</strong></td>
<td>Pearson Correlation</td>
<td>1</td>
</tr>
<tr>
<td>Sig. (2-tailed)</td>
<td>.000</td>
<td></td>
</tr>
<tr>
<td>N</td>
<td>460</td>
<td>459</td>
</tr>
<tr>
<td><strong>Job Trust</strong></td>
<td>Pearson Correlation</td>
<td>.380**</td>
</tr>
<tr>
<td>Sig. (2-tailed)</td>
<td>.000</td>
<td></td>
</tr>
<tr>
<td>N</td>
<td>459</td>
<td>459</td>
</tr>
</tbody>
</table>

**Correlation is significant at the 0.01 level (2-tailed).**

Source: SPSS Output (2019)

The Pearson product moment correlation coefficient outcomes in Table 5 reveals that there was a low positive and significant relationship between effective communication and job trust of non-academic staff of selected universities in Lagos State, Nigeria (r= 0.380, p<0.05). The correlation was significant at 0.05 level two tailed. The result indicated that effective communication had significant relationship with
job trust of non-academic staff of selected universities in Lagos State, Nigeria (r= 0.380, p<0.05). The result thus showed that a positive improvement in effective communication will have a positive influence on job trust. Based on this result, the null hypothesis (H_{01}) which states that effective communication has no significant relationship with job trust of non-academic staff of selected universities in Lagos State, Nigeria was rejected.

4.3. Discussion

After measuring the constructs of effective communication against the constructs of job trust, the results of hypothesis four test were in agreement with the findings by Wulandari and Burgess (2010) who carried out investigation on trust and its relationship to the quality of communication and employee satisfaction in a large Indonesian workplace. The result of the study suggested that trust was positively related to both the quality of communication relationship and employee’s satisfaction. Analysis also indicated that trust in co-workers and immediate supervisor were positively related to employee’s satisfaction on supervision and peers. In addition, trust in co-workers and immediate supervisor was positively associated with the quality of employees’ relationships with their peers and their superiors.

Findings of this study were also consistent with the results by Savolainen et al. (2014) who carried out a study on trust-communication dyad in inter-personal workplace relationships-dynamics of trust deterioration and breach. The findings revealed that poor communication played an important role in deterioration and breaches of trust, more so, distrust may permeate widely within the organization and beyond the original parties involved. If space were left to the low trust climate to develop, the consequences may be unfavourable, harmful and even damaging to the organization. Furthermore, the results obtained from this study were supported by the findings by Payne (2014) who examined the relationship between trust in supervisor–employee relationships and workplace dissent expression. Participants were drawn from education, health care service and other organizations in the southern United States. Results from the study indicated that trust in supervisors was significantly related to employees’ use of articulated dissent.

Moreover, results of this study corroborated the findings by Bulin´ska and Bagien´ska (2018) who investigated the links of interpersonal trust in Polish telecommunications companies and found that competencies, relations, and cooperation were related to interpersonal trust. Also, consistency was observed between the results of this study and that of Zeffane et al. (2011) who carried out a study on communication, commitment and trust. The study used survey data involving 244 employees from a medium-size food processing organization operating in NSW (Australia). Correlation analysis revealed that perceived effectiveness of communication between management and employees, commitment and pride in working for the company and trust were significantly interrelated. However, the relationship between trust and communication was the strongest. In addition, findings of this study were in tune with the results by Brown et al. (2014) who investigated employee trust and workplace performance and revealed that job or work reorganisation experienced at either the employee or organisation level were associated with lower employee trust.

Agreement was also established between results of this study and that of Mishra et al. (2014) who conducted a research on driving employee engagement, considering the expanded role of internal communications. The participating executives were alumni and visitors of the first author’s university, and all worked in the field of internal communications and found that the executives’ chose communication strategies aim to build trust and engagement with employees and found that managers accomplished objectives by effective leading, sound planning, monitoring and communicating. Among these mentioned factors, perfect and precise communication was of utmost importance. It is a manager’s communication skills which motivate and inspire teammates to work hard and achieve team targets and organizational goals as well.

In the light of the foregoing corroborations, agreements, supports, similarities, validations and alignments of this study with the previous studies, and by implication therefore, the results suggested that effective communication is a significant predictor of job trust. Hence, in compliance with the findings from the analysis and results of the test of hypothesis four (H_{04}), the researcher rejected H_{04}, which stated that: effective communication has no significant relationship with job trust of non-academic staff of selected universities in Lagos State, Nigeria.

5. CONCLUSION

In view of the statistically significant relationship between effective communication and job trust which the test of hypothesis showed; the study concluded that effective communication is a determinant
of job trust. Hence, $H_{o1}$ hypothesis which stated that: Effective communication has no significant relationship with job trust of non-academic staff of selected universities in Lagos State, Nigeria, was rejected.

REFERENCES


