

Impact of strategic communication on administrative efficiency and policy planning of Federal University Wukari, Taraba State

Sharifatu Gago Ja'afaru¹, Abdullahi Muhammad Yakub²

¹Department of Mass Communication, Glorious Vision University, Ogwa, Edo State, Nigeria

² Department of Adult and Continuing Education, Federal University Wukari, Taraba State, Nigeria

Email - sharifatujaafaru@gmail.com ; sharifatu.gago@gvu.edu.ng ; abdullahim@fuwukari.edu.ng

Received: 18 March 2026 Revised: 23 April 2026 Accepted: 03 June 2026 Published: 01 July 2026

Abstract:

This study examined the impact of strategic communication on administrative efficiency and policy planning at Federal University Wukari, Taraba State, Nigeria. Specifically, the objectives of the study were to ascertain the communication channels most frequently used for disseminating information on university policies and decisions, assess the impact of strategic communication on policy planning processes and decision-making, and examine the effectiveness of strategic communication on administrative efficiency. Underpinned by the Organisational Communication Theory, the study adopted a survey research design, utilising a structured questionnaire to collect data from a sample of 390 respondents, including academic staff, senior non-academic staff, and students. The findings revealed that Federal University Wukari employs a multi-channel approach to policy communication, with stakeholders generally viewing these channels positively. Moreover, strategic communication was found to have a strong positive impact on policy planning and decision-making. In conclusion, while communication systems are already contributing positively to the university's policy planning and administration, there is still room for strengthening practices to achieve more effective and sustainable outcomes. Based on the findings, it was recommended that the university should strengthen and harmonise its communication channels, make policy planning processes more participatory, and institutionalise structured communication routines to enhance administrative efficiency.

Keywords: Strategic Communication, Administrative Efficiency, Policy Planning, Organisational Communication Theory, Federal University Wukari.

Introduction

Strategic communication refers to the deliberate use of communication practices to achieve organisational goals through planning, coordination, and evaluation. It goes beyond the simple exchange of information; rather, it involves structuring communication in ways that align with institutional objectives and stakeholder needs. As Borchers and Enke (2021) note, strategic communication depends on systematic planning, organisation, and control routines that ensure consistency and effectiveness in achieving organisational outcomes. In universities, this type of communication is vital because it supports institutional governance, enhances transparency, and improves collaboration among diverse stakeholders.

Equally important is the concept of administrative efficiency, which relates to how effectively and economically an institution manages its resources, processes, and personnel to achieve desired results. Administrative efficiency in higher education is not only measured by reduced bureaucracy but also by the ability to provide timely services and to maintain accountability in decision-making. Huda (2024) emphasises that trust and quality information management are critical for achieving such efficiency, as they enable institutions to operate in ways that are transparent and sustainable.

Closely linked to both communication and efficiency is policy planning, which involves designing frameworks and guidelines that direct organisational actions over the short and long term. Policy planning in a university ensures that academic, financial, and infrastructural activities are coordinated toward institutional growth. According to Ojogiwa (2021), strong leadership is crucial in policy planning because it ensures that communication is used to connect administrative practices with broader institutional visions. In this way, policy planning becomes both a governance tool and a driver of sustainable development in higher education.

Federal University Wukari (FUW), established in 2011 in Taraba State, Nigeria, is among the newer federal universities created to expand access to tertiary education and promote regional development. As a relatively young institution, FUW faces challenges common to emerging universities, including the need to strengthen its administrative systems, build trust among stakeholders, and design policies that can sustain its growth. Like many public

institutions, FUW requires strategic communication structures that will enhance efficiency while also ensuring that its policies are inclusive, innovative, and responsive to societal needs (Agustian, Pohan, Zen, Wiwin, & Malik, 2023).

Therefore, this study is significant because it explores the impact of strategic communication on both administrative efficiency and policy planning at FUW. Through examining how communication influences trust, leadership, innovation, and human resource strategies, the research sheds light on ways the university can improve its governance practices. As Alfawaire and Atan (2021) argue, effective communication fosters innovation and competitiveness in higher education institutions, while Zhou et al. (2022) highlight its relevance in times of crisis management. For FUW, these insights are essential in strengthening its capacity to function efficiently, to design responsive policies, and to fulfill its mandate of contributing to educational and socio-economic development in Nigeria.

Statement of the Problem

It is not merely sufficient that there is communication; the communication must be planned, integrated with the strategic direction of the institution and become an input to administrative decisions. Nigerian public universities have communication channels but they are ad-hoc, fragmented rather than planned, and strategic leading to a disjunction between the channels of information and its impact on administrative action and the policy's results which leads to delays in decisions, duplication of functions, and conflicting policies. Authors like Borchers and Enke (2021), Huda (2024), and Ja'afaru (2025) have shown that communication strategies strengthen organizations, but they do not explain the underlying process of communication practices being converted into organizational performance, enhanced administrative efficiency and policy planning within public universities and thus create a gap on how communication is a resource. The problem may further be defined as not knowing how the absence of communication strategies impact levels of administrative efficiency and policy planning outcomes in public universities.

In Federal University Wukari (FUW), the poor functioning of interdepartmental

communication, delayed implementation of decisions, and lack of stakeholder participation in policy development is evidence of communication gaps, but these are largely attributed to problems of management without communication strategies as a variable. Other researchers such as Ojogiwa (2021) and Alfawaire and Atan (2021) study the communication within leadership and knowledge management without an empirical link to effective administrative efficiency and policy planning within emerging universities and thus leave a gap. Furthermore, although both HR and strategy are considered key factors of organizational performance (Agustian et al., 2023), very little is known empirically on the relation between communication strategies such as information dissemination, communication channels, feedback and stakeholder involvement to policy implementation and outcomes within FUW, thus leading to contextual and methodological gaps, as research in public universities management has failed to clearly demonstrate this linkage between communication strategies and organizational outcomes. The research problem, therefore, to be resolved at FUW, is thus how communication functions as a strategic resource for effective administrative efficiency and policy planning in FUW, and this must be clearly defined and empirically established.

Objectives of the Study

The objectives of this study were to:

1. Ascertain the communication channels most frequently used for disseminating information on university policies and decisions.
2. Assess the impact of strategic communication on policy planning processes and decision-making in Federal University Wukari.
3. Examine the effectiveness of strategic communication on administrative efficiency in Federal University, Wukari.

Research Questions

This study is premised on the following research questions:

1. What are the communication channels most frequently used for disseminating

information on university policies and decisions?

2. What are the impacts of strategic communication on policy planning processes and decision-making in Federal University Wukari?

3. How effective is the of strategic communication on administrative efficiency in Federal University, Wukari?

Conceptual Review

Strategic Communication

Strategic communication can be understood as the purposeful management of communication processes to achieve defined institutional objectives (Musheke and Phiri, 2021). Unlike routine communication, which often occurs spontaneously, strategic communication is carefully planned, executed, and evaluated to ensure that messages align with organisational goals and reach the intended audiences effectively (Ja'afaru, Ekhareafo and Asemah, 2025). Musheke and Phiri (2021) emphasise that communication must be viewed as a system where every unit interacts with others to maintain organisational performance. From this perspective, strategic communication serves as the lifeline of institutions such as universities, ensuring that policies, visions, and goals are communicated clearly and consistently across all administrative levels. Without such intentional communication, institutions often experience breakdowns that lead to inefficiency, conflict, and delays in decision-making.

Moreover, the evolution of technology has significantly shaped the nature of strategic communication. In today's knowledge-driven environment, communication no longer depends solely on face-to-face interactions or traditional channels. Brockhaus, Buhmann, and Zerfass (2023) explain that the digitalisation of communication, commonly referred to as "CommTech," has transformed organisational communication routines by enhancing reach, accessibility, and responsiveness. For higher education institutions, digital platforms provide opportunities for improved student-administration engagement, faster dissemination of policies, and transparent reporting systems. This transition highlights that universities such as Federal University Wukari must embrace digital communication infrastructures to remain relevant and effective in achieving administrative efficiency and policy planning.

Furthermore, strategic communication is not just about transmitting information but also about creating systems that foster organisational learning, innovation, and competitiveness. Abbas and Kumari (2023) argue that when communication is integrated with knowledge management and total quality management, it strengthens institutional capacity to adapt and perform in dynamic environments. For a university setting, this means that communication should go beyond administrative notices; it should form part of a deliberate process of engaging staff, students, and stakeholders in collaborative decision-making. In this way, strategic communication becomes a driver of innovation, helping institutions refine policies, improve service delivery, and enhance stakeholder trust.

Administrative Efficiency

Administrative efficiency can first be defined as the ability of an institution to maximise output while minimising the use of time, costs, and resources (Alzoubi, 2022). It is not merely about speed but about delivering high-quality services in ways that are sustainable and reliable. Alzoubi (2022) stresses on the importance of technology in driving efficiency, noting that electronic human resource management has transformed organisational operations by reducing redundancies and improving employee performance. For universities, this suggests that administrative efficiency depends on streamlining procedures, automating processes where possible, and reducing the bureaucratic hurdles that often slow down decision-making.

Additionally, administrative efficiency requires institutions to be adaptable and resilient in the face of change. Errida and Lotfi (2021) emphasise that successful organisational change management is closely linked to efficient administrative structures that are capable of responding to internal and external pressures. This means that efficiency is not only about conserving resources but also about flexibility and agility. For Federal University Wukari, building efficient administrative systems would involve creating responsive structures that can adapt to policy reforms, technological advancements, and societal needs. Institutions that fail to embrace adaptability often find themselves stagnating in outdated processes that hinder growth and competitiveness.

Equally important, administrative efficiency cannot be achieved without a deliberate focus

on knowledge management. Adhikari and Shrestha (2023) explain that knowledge management initiatives in higher education institutions play a critical role in improving decision-making, enhancing collaboration, and ensuring that institutional resources are optimally used. When administrators have access to accurate and timely knowledge, they are better able to design and implement strategies that reduce inefficiencies. Thus, for FUW, efficiency should not be viewed only in terms of cost-saving but also as a knowledge-driven process that ensures continuous improvement and sustainability in administrative operations.

Policy Planning

Policy planning, in its simplest sense, refers to the systematic process of designing, formulating, and implementing policies that guide organisational action. It involves identifying institutional priorities, assessing available resources, and aligning activities with long-term objectives. Zheng, Li, and Sun (2023) argue that effective policy planning ensures not only that policies are coherent but also that they remain adaptable throughout their lifecycle, especially during crises. This insight is particularly relevant for universities, where policies must address multiple dimensions, academic programs, student welfare, infrastructure, and staff development, while also being flexible enough to respond to emerging challenges. Without deliberate policy planning, institutions risk implementing fragmented or inconsistent policies that undermine their broader goals.

In addition, policy planning is deeply dependent on effective communication within organisations. Musheke and Phiri (2021) note that strong communication systems are essential for coordinating different stakeholders during the policy-making process. Policies developed in isolation often fail during implementation because they lack the necessary buy-in from those affected by them. In the context of higher education, policy planning should therefore be participatory, with students, faculty, staff, and administrators all contributing to the development process. This collaborative approach ensures that policies are not only realistic but also enjoy wider acceptance, making their implementation smoother and more effective.

Moreso, policy planning is increasingly knowledge-driven, requiring institutions to integrate evidence-based practices and stakeholder insights into their strategies. Adhikari

and Shrestha (2023) emphasise that higher education institutions can advance sustainability goals by embedding knowledge management into policy planning processes. For FUW, this means that policy planning should not be reactive but proactive, drawing on data, research, and community needs to guide institutional direction. By doing so, the university can design policies that are not only relevant to its immediate context but also aligned with national and global development agendas. In this way, policy planning becomes a strategic instrument for institutional growth, efficiency, and long-term sustainability.

Federal University Wukari (FUW)

Federal University Wukari was established in 2011, under the administration of President Goodluck Jonathan. It was part of a broader federal policy to enhance access to higher education by creating new universities across underserved regions of Nigeria. Significantly, the institution was launched on the site formerly occupied by the Wukari Campus of Taraba State Polytechnic, which housed the School of Administration and Business Studies. This campus was donated by the Taraba State Government to the Federal Government specifically for this purpose.

The inaugural Vice-Chancellor, Prof. O. Geoffrey Okogbaa, was officially introduced to both the state governor and the Aku Uka of Wukari, the traditional ruler, in March 2011. This event marked the formal integration of the university into the local sociopolitical system and affirmed community cooperation for the university's growth (fuwukaricdl.ng). Following the takeover, the institution embarked on aggressive rehabilitation and upgrading of existing facilities, launched staff recruitment drives, and began constructing new infrastructure in preparation for its first students in the 2011/2012 academic session (fuwukaricdl.ng).

As at 2016, under the leadership of Vice-Chancellor Prof. Abubakar Musa Kundiri, the university underwent transformative development. At the time, FUW had only two faculty buildings, an ICT center, a library, and a central administrative building. Over the next five years, Kundiri spearheaded comprehensive accreditation of courses, infrastructural expansion, and enhancements in academic visibility, laying a foundation for institutional credibility and performance (THISDAYLIVE). Today, FUW houses multiple faculties;

Agriculture and Life Sciences; Humanities, Management and Social Sciences; Pure and Applied Sciences; Engineering; Education; and Social Sciences, with academic programs steadily expanding.

FUW is in Wukari, Taraba State, and functions as a federal public university with an urban campus. Accredited by the National Universities Commission (NUC), it emphasises quality, character, excellence, and service, as captured in its motto: “Character, Excellence and Service”.

The current Vice-Chancellor is Prof. Jude Rabo, a veterinary medicine expert. Under his leadership, FUW is pursuing its vision of becoming a world-class university characterized by ICT-centered learning, community engagement, entrepreneurship, and research-driven scholarship (fuwukari.edu.ng).

Literature Review

Role of Strategic Communication and Policy Planning in Higher Education

The intentional use of communication processes to achieve organizational objectives defines strategic communication in the higher education sector. Specifically, strategic internal communication facilitates the alignment of university stakeholders around organizational missions, thereby improving employer-employee relationships which are crucial for the ease of policy implementation (Poloki Voki et al., 2023). Furthermore, the integration of communication with policy planning provides a conduit through which institutional values and decisions are translated into the daily activities. Institutions that systematically implement strategic communication within governance routines succeed in bridging the gap between planned policies and their actual implementation (Adhikari & Shrestha, 2023).

Communication strategy and policy planning are reinforcing functions. Policy planning provides the framework including priorities, schedules and resources while communication translates such information into action messages (Sala et al., 2021). In turn, communication provide the feedback mechanism to ensure that communication is taken into account when planning or adapting policy before and after the implementation process. In that sense, a

planned process includes the communication strategy, and the implementation is supported by communication feed backs which leads to reduced fragmentation and enhanced policy fidelity (Errida & Lotfi, 2021).

Moreover, the digital context represents a new horizon for universities planning and communicating policies. Through digital tools (including AI platforms), communication campaigns on policy can be tracked, monitored and measured accurately (Chatterjee et al., 2022). Through other technologies including the emerging AI, the policy planning process including document writing, testing scenarios or stakeholders' engagement could be accelerated in the long run (Chiu, 2024) as long as the institutions have a sound understanding on how to manage these processes. Thus, digital innovation within policy planning has to be taken into consideration while maintaining transparency and ethics of communication processes.

Sustainable HR systems and knowledge management contribute to whether strategic communication and policy planning are effective or not. Electronic HR systems and repository for knowledge contribute in speed up the decision making, provide records to managers for decision making, people/skills matching in the institutions (Alzoubi, 2022). Besides, knowledge management and change strategy were effective for the institutional inertia. Without effective knowledge management and change strategies the communications itself would be meaningless (Ashok et al., 2021). Strategic communication and policy planning has to be built into governance processes to gain lasting outcomes from the university.

Effective Communication Strategies for Implementing Policy Changes in Universities

Stakeholder mapping and early engagement. Effective policy implementation relies on inclusion and proactive stakeholder engagement. This starts with identifying relevant stakeholder groups – for example faculty, admin, unions, and external partners, as this enables them to target communication and engagement efforts appropriately (Adhikari & Shrestha, 2023). In practice, participatory policy design ensures legitimacy and mitigates resistance because stakeholders can "see themselves reflected in final decisions" (Adhikari & Shrestha, 2023); it also builds ownership and smooths implementation according to

change management literature (Errida & Lotfi, 202).

The importance of clear, consistent, and reliable internal communication cannot be stressed enough. Therefore universities need simple, repeated messages that reiterate the reason for, impacts, timeline and individual role of changes in policy; these can be achieved through the creation of a central information repository like FAQs and transparent management communications and a support culture for staff, often achieved through HR systems that reflect policy changes directly, including how appraisals, promotion and staff responsibilities will be affected (Alzoubi, 2022; Poloki Voki et al., 2023).

Digital platforms are also key to enabling targeted dissemination and feedback. AI-enhanced customer-relationship management systems can personalize communication, helping stakeholders see why they need to get involved and the ways that changes will affect them; generative AI can also help speed up the drafting of policy briefs, testing out various impacts of changes, and rapid Q and A support, but it needs to be strictly monitored for ethical issues and potential misinformation (Chiu, 2024; Chatterjee et al., 2022; Inobemhe, et al., 2024).

Staff need to be equipped with the skills to deal with the proposed changes and provided with the knowledge and learning resources to develop these skills. This can be done through training sessions, and the sharing of best practices among colleagues in communities of practice and repositories (Adhikari & Shrestha, 2023). Addressing organizational inertia will also likely require proactive interventions like pilot programs or staged roll-outs of the change, alongside nominated "champions" to model the required behaviors and build momentum (Ashok et al., 2021); capacity building cannot be regarded as a discretionary rather than mandatory element of policy implementation.

The feedback mechanisms put in place, including use of clear metrics, monitoring, and periodic policy reviews, serve to highlight the gaps and adjust communication strategies. Thinking about the policy lifecycle can enable planners to anticipate and plan stages of policy adoption, sequenced communication and subsequent modification (Sala et al., 2021); overall policy implementation involves a cyclical approach that keeps communication adaptable, evidence-based and responsive to developing information (Errida & Lotfi, 2021).

Strategic Communication Challenges in University Administration

The principal challenge to strategic communication in university administration is organizational inertia and resistance to change. Universities have deeply rooted cultures, standard practices, and informal/formal power structures, which slow down policy implementation. Research on the implementation of KM in the public sector highlights inertia as "lack of willingness to change routines that renders communication efforts aimed at change to a great extent ineffective" (Ashok et al., 2021). Accordingly, unless strategies to overcome inertia like leadership buy-in, pilot projects, and incentives are implemented, communication campaigns are prone to be ignored or paid perfunctory attention to (Sala et al., 2021).

Furthermore, information fragmentation and structural siloing compromise consistency of communication. It is common for universities to have departments using different databases, processes, and goals. The effect of these silos is contradictory communications, unnecessary work duplications, and inconsistent policy interpretation. Thus, integrating KM and strategic communication is essential so that stakeholders can refer to a single reliable knowledge source (Adhikari & Shrestha, 2023); otherwise, communication fails to gain traction against inconsistencies.

Another problem lies in digital readiness and governance. Although digital solutions allow for scale and measurability, issues like accessibility, privacy and security, and bias exist (Ja'afaru & Inobemhe, 2024). The widespread use of generative AI in education, for instance, raises questions regarding the credibility of information, ownership of data, and the spread of misleading information if not supervised (Chiu, 2024). In the same way, the introduction of AI-Customer Relationship Management (CRM) and other digital systems without clear governance framework will create a gap rather than building trust (Chatterjee et al., 2022). Accordingly, universities have the challenging task of leveraging digital advantages while establishing safeguards and ensuring inclusive access.

Constraints of resources and competing priorities complicate strategic communication as well. University administrations usually have to implement policy changes with the minimum available budget, insufficient staff and at the same time attending to different needs (Errida & Lotfi, 2021). Also, differing stakeholder expectations such as the conflict

between freedom and control or student welfare and financial feasibility results in rhetoric friction and weakened unity of message. Effective strategy would involve prioritization tools and transparency in expressing tradeoffs for stakeholders to understand why it was chosen (Poloki Voki et al., 2023).

Apart from the obstacles described, universities can mitigate them by designing appropriate systems: the implementation of e-HR systems and KM principles ensures operational coherence and organizational memory (Alzoubi, 2022). In parallel, pilot projects, governance for new technologies and investment in leadership communication expertise reduce risks and ensure trustworthiness. A combination of technological fixes with a focus on changing organizational culture will turn communication problems into institutional reinvention opportunities (Ashok et al., 2021; Sala et al., 2021).

Theoretical Framework

Organisational Communication Theory

Organisational Communication Theory (OCT) originated in the mid-twentieth century when scholars began to explore how communication influences organisational functioning beyond the mere transmission of information. Early perspectives, such as Shannon and Weaver's information theory in 1949, emphasised a linear process of sending and receiving messages (Musheke & Phiri, 2021). However, as organisations became more complex, researchers realised that communication was not simply about transmitting data but also about shaping relationships, creating meaning, and sustaining organisational culture. Consequently, OCT emerged as a multidisciplinary framework drawing from management, psychology, and sociology to explain how communication structures, patterns, and practices affect organisational performance (Musheke & Phiri, 2021). Over time, the theory evolved to highlight communication as the lifeblood of organisations, a mechanism through which goals are achieved, decisions are made, and policies are enacted.

A major tenet of OCT is that communication functions as a system process, connecting the different units of an organisation into an interdependent whole. In this sense, information flow ensures that activities are coordinated and that decisions made at the top are effectively transmitted to operational levels. For instance, Musheke and Phiri (2021) argue

that communication underpins organisational performance by aligning employees with organisational goals. Furthermore, the theory emphasises that communication shapes organisational reality. Brockhaus, Buhmann, and Zerfass (2023) contend that communication is not neutral; instead, it constructs meaning, legitimises policies, and establishes organisational culture. This perspective is particularly important in higher education institutions, where strategic communication transforms abstract policies into realities that administrators, staff, and students can engage with. Another core tenet of OCT is that communication serves as a foundation for organisational efficiency and effectiveness. Abbas and Kumari (2023) show that communication enhances total quality management by ensuring that information and knowledge are accurate, consistent, and timely. When applied to university administration, this means that strategic communication improves efficiency in handling policies, student services, and administrative tasks. In addition, Adhikari and Shrestha (2023) highlight that knowledge in higher education becomes useful only when effectively communicated to stakeholders. Hence, organisational knowledge is not static; it depends on structured communication channels to foster innovation and to ensure policy goals are met.

Despite its wide application, OCT has attracted several criticisms. First, the theory often assumes that communication can be structured to achieve consensus, yet it tends to overlook the realities of power struggles, organisational politics, and resistance to change (Errida & Lotfi, 2021). In many contexts, policy communication is not neutral but contested, and actors may reinterpret or resist messages based on their interests. Furthermore, critics argue that traditional OCT models have not kept pace with technological disruption. For example, Brockhaus et al. (2023) observe that digitalisation and the rise of communication technologies (CommTech) have fundamentally altered communication flows, yet many theoretical frameworks remain grounded in older, face-to-face paradigms. In addition, OCT has been criticised for its limited attention to external influences. While it explains internal communication processes, it often neglects how external pressures such as government regulations, crises, and public expectations shape organisational communication (Zheng, Li, & Sun, 2023). Finally, scholars have pointed out that OCT was developed largely in Western contexts and may not fully capture

communication patterns in African or Nigerian institutions. In environments such as Federal University Wukari, cultural hierarchies, limited resources, and contextual realities shape communication differently, requiring adaptations of the theory.

This theory can be applied to the current study in several ways. First, OCT explains how communication serves as the central mechanism for aligning policies with practice. In FUW, policies developed by governing bodies and administrators must be effectively communicated to staff and students if they are to achieve their intended objectives. Therefore, without robust communication systems, even well-designed policies risk poor implementation. Furthermore, OCT highlights the role of communication in shaping administrative efficiency. At FUW, efficiency in managing student admissions, academic records, and staff administration depends on smooth communication flows across faculties, departments, and administrative units. Strategic communication reduces duplication, minimises errors, and fosters timely decision-making, which enhances efficiency. In addition, OCT provides a lens to understand how communication transforms abstract policies into realities within the university. Policy planning is not complete until policies are explained, internalised, and acted upon by stakeholders. Thus, strategic communication ensures that policy intentions are understood, accepted, and sustained across different levels of the university. More so, the theory is especially relevant because it addresses the interaction between communication and organisational outcomes. In FUW's context, where administrative capacity and policy planning are critical for institutional growth, OCT demonstrates that communication is not a peripheral function but the very core of efficiency and planning. Through applying OCT, this study emphasises the argument that effective strategic communication is indispensable for strengthening administrative efficiency and for ensuring that policy planning processes are both inclusive and actionable.

Methodology

The study adopted a survey research design because it is suitable for examining attitudes, perceptions, and practices of a large population within a specific context. The primary research instrument employed for data collection was a structured questionnaire, which was designed to capture information on the impact of strategic communication on

administrative efficiency and policy planning in Federal University Wukari. The questionnaire had a 5-likert scale rating ranging from Strongly Agree to Strongly Disagree. The study population comprised the entire university community, totaling 15,587 individuals, which included 990 academic staff, 1,788 senior non-academic staff, 581 junior staff including security personnel, 11,286 undergraduate students, and 942 postgraduate students (Establishment Unit, FUW). Since it was impractical to study the entire population, a representative sample size was determined, guided by the objectives of the research and practical constraints. Specifically, Taro Yamane sample size calculation formular with a margin of error (precision level) of 0.05 for 95% confidence level was utilised to arrive at a sample size of 390. The purposive sampling technique was employed, focusing on those categories of respondents directly involved in or affected by strategic communication processes, administrative functions, and policy planning, such as academic staff, senior non-academic staff, and students. Data collection was carried out by distributing the questionnaire electronically, ensuring wide coverage and encouraging participation across the different categories of respondents. To ensure reliability, the questionnaire was carefully designed and subjected to expert review, while ethical considerations such as informed consent and confidentiality were strictly observed. The data collected were analysed using both descriptive statistics, such as frequencies, percentages, and mean scores, to summarise responses. This methodological approach was considered appropriate as it ensured the systematic collection of quantitative data, the representation of diverse perspectives within the university to draw valid and generalisable conclusions. From the 390 copies of questionnaire distributed, 33 copies were not filled or not properly filled and as such were excluded from the data analysis.

Results

Table 1: Communication Channels for Disseminating University Policies

Statements	SA (%)	A (%)	N (%)	D (%)	SD (%)	Total	\bar{X}	Decision
(a) Email is frequently used for policy communication.	110 (30.8)	90 (25.2)	40 (11.2)	65 (18.2)	52 (14.6)	357	3.39	Accepted
(b) University website is a reliable channel for policy updates.	95 (26.6)	100 (28.0)	50 (14.0)	70 (19.6)	42 (11.8)	357	3.38	Accepted

(c) Social media platforms are widely used for disseminating policies.	120 (33.6)	80 (22.4)	40 (11.2)	70 (19.6)	47 (13.2)	357	3.43	Accepted
(d) Notice boards are effective for policy information.	100 (28.0)	90 (25.2)	60 (16.8)	65 (18.2)	42 (11.8)	357	3.39	Accepted
(e) Staff meetings help communicate new university policies.	115 (32.2)	95 (26.6)	45 (12.6)	62 (17.4)	40 (11.2)	357	3.52	Accepted
(f) University newsletter is a common source of policy information.	80 (22.4)	85 (23.8)	60 (16.8)	70 (19.6)	62 (17.4)	357	3.14	Accepted

Source: Field Survey, 2025.

Table 1 showed that respondents agreed that multiple channels such as email, the university website, social media platforms, notice boards, staff meetings, and newsletters are frequently used to disseminate information about university policies and decisions. This implies that Federal University Wukari adopts a multi-channel communication approach, ensuring that information reaches different categories of stakeholders. The implication is that students and staff have diverse preferences for accessing information, and the university’s use of both digital (email, social media, website) and traditional (notice boards, newsletters, meetings) platforms enhances accessibility. However, the stronger acceptance of interactive channels like staff meetings and social media indicates a preference for engagement-oriented communication rather than passive information dissemination. This suggests that management should continue strengthening interactive channels that encourage dialogue and feedback, while ensuring the reliability and timeliness of digital channels.

Table 2: Impact of Strategic Communication on Policy Planning & Decision-Making

Statements	SA (%)	A (%)	N (%)	D (%)	SD (%)	Total	\bar{X}	Decision
(a) Strategic communication makes policy planning more inclusive.	110 (30.8)	105 (29.4)	50 (14.0)	55 (15.4)	37 (10.4)	357	3.55	Accepted

(b) Stakeholder engagement in policy formulation is enhanced through communication.	120 (33.6)	95 (26.6)	40 (11.2)	62 (17.4)	40 (11.2)	357	3.54	Accepted
(c) Effective communication improves the transparency of decision-making.	125 (35.0)	100 (28.0)	40 (11.2)	55 (15.4)	37 (10.4)	357	3.62	Accepted
(d) Policy implementation is strengthened when communication is clear.	115 (32.2)	95 (26.6)	50 (14.0)	55 (15.4)	42 (11.8)	357	3.52	Accepted
(e) Decision-making processes benefit positively from strategic communication.	120 (33.6)	90 (25.2)	45 (12.6)	60 (16.8)	42 (11.8)	357	3.52	Accepted

Source: Field Survey, 2025.

Table 2 showed that respondents perceived strategic communication as having a strong positive impact on policy planning and decision-making at Federal University Wukari. This implies that communication is not only a tool for informing stakeholders but also a mechanism for inclusive participation and transparency in governance. The findings suggest that when communication is clear and consistent, it facilitates stakeholder engagement, builds trust, and ensures that policies are well-understood and effectively implemented. Furthermore, the implication is that decision-making becomes more transparent and participatory when communication flows freely between management and other members of the university community.

Table 3: Effectiveness of Strategic Communication on Administrative

Statements	SA (%)	A (%)	N (%)	D (%)	SD (%)	Total	\bar{X}	Decision
(a) Communication within the university enhances efficiency in addressing	110 (30.8)	95 (26.6)	55 (15.4)	57 (16.0)	40 (11.2)	357	3.50	Accepted

(b) Timely communication reduces delays in administrative	115 (32.2)	100 (28.0)	40 (11.2)	55 (15.4)	47 (13.2)	357	3.50	Accepted
(c) Inefficiencies in administrative procedures are linked to poor communication	120 (33.6)	95 (26.6)	40 (11.2)	57 (16.0)	45 (12.6)	357	3.54	Accepted
(d) Strategic communication improves coordination between departments.	125 (35.0)	100 (28.0)	45 (12.6)	50 (14.0)	37 (10.4)	357	3.66	Accepted
(e) Overall administrative efficiency is positively influenced by effective	120 (33.6)	95 (26.6)	50 (14.0)	55 (15.4)	37 (10.4)	357	3.57	Accepted

Source: Field Survey, 2025.

Table 3 revealed that respondents believed effective communication enhances administrative efficiency within the university. This implies that delays, inefficiencies, and poor coordination in administrative processes are often linked to inadequate communication practices. The findings suggest that when communication is timely and strategic, it helps streamline operations, improves coordination between departments, and reduces unnecessary bureaucracy. Moreover, effective communication fosters better service delivery to students and staff by ensuring that issues are resolved promptly. The implication is that strategic communication serves as a backbone for administrative efficiency, meaning that strengthening communication channels could directly enhance the university’s overall operational effectiveness.

Discussion of Findings

The results of the study found that Federal University Wukari is using multi-channel communication of policies, and most stakeholders view the communication channels positively (Table 1 mean = 3.38, i.e., above neutral). In essence, a significant number of respondents stated that email, website, social media, notice boards, staff meetings and newsletters are widely used and reasonably effective in communication of policies. This finding implies that practical efforts and resources have been dedicated towards both digital

and traditional communication channels used for the communication of policies to internal publics at FUW. Moreover, this result supports the recent scholarly works in the area of contemporary organisational communication and its need to be multi-channel: for example, Borchers and Enke stress the emergence of planned, organisational communication routines including digital routines for management of stakeholder communication at institutional level (Borchers & Enke, 2021). Further, Zhou et al. Have asserted the advantage of social media for rapid, wide communication, especially at times of crisis or quick change, hence the approval of social media as a policy communication vector found in your data is supported by literature (Zhou et al., 2022). Nevertheless, given that the mean only barely edges neutral, this result points to a potential gap where communication channels are present and useful but further efforts could be dedicated to enhancing their effectiveness in reaching and resonating with more people. Hence, management should leverage upon the current strong channels (e.g. E mail and meetings) and enhance less strong ones (e.g. Newsletter update timely or notice boards maintenance).

Continuing, results indicate that strategic communication has a definite and positive impact on policy planning and decision-making among stakeholders at FUW (Table 2 mean = 3.55). That is, stakeholders believe clear communication promotes inclusiveness, stakeholder participation, and transparency of policy planning processes leading to more efficient policy implementation at FUW. This is testament to communication at FUW being not only merely informational but also instrumental in shaping and building policy acceptance at all levels. This finding aligns with Ojogiwa's argument of the centrality of strategic leadership and proactive communication for transformation of public sector management; excellent leaders have strategically considered communication as part of their planning to ensure buy in and understanding (Ojogiwa, 2021). Moreover, Alfawaire and Atan show that the synergy of strategic HR and knowledge management, alongside organized communication, strengthens organizational innovation and competitiveness, which helps in understanding the positive impact communication is associated with in policy execution (Alfawaire & Atan, 2021). On the contrary, when examined more closely, if the mean is slightly above neutral, then this suggests communication, while appearing to enhance planning, still needs considerable improvement in ensuring that communication effectively enables participation at all levels in policy planning.

Further findings show that strategic communication is perceived to be significantly critical for administrative efficiency (Table 3 mean = 3.55). This is to say that stakeholders believe that prompt and clear communication significantly reduces delays, improves coordination across departments and enables faster response to the staff and students' needs. Communication is indeed, the glue and lubricator of operational processes at FUW. Smooth process is indeed ensured through clear and timely message that facilitates execution. This statement supports Musheke and Phiri's systems theory view which posited effective communication is vital for operational performance since it orchestrates coordination among the various components of an organization's subsystems (Musheke & Phiri, 2021). Additionally, Huda's view on importance of trust and information management posits that sustained and quality information flows build organizational trust and eventually support organizational sustainability hence communication building organizational trust facilitates administrative efficiency (Huda, 2024). As such, it could be said that communication at FUW operates at strategic and operational level, shaping ideas as well as improving process output.

Additionally, upon consolidation across objectives, the findings reveal that while communication is perceived as important it is not enough. Despite positive means associated with policy planning and administrative efficiency (both 3.55), there seems to be perceived gap in communication practices at FUW. It may therefore be prudent for FUW to continuously use strategic communication as a strategic investment at the organizational level. This is echoed by Borchers and Enke's suggestion of planning, organising and controlling organizational communication processes as fundamental requirements in a modern institution. Similarly, Agustian et al. Argued that effective HR strategies that involve communication, role-based clarity, training, and professional development are crucial to achieve competitiveness. Therefore, the multi-channel communication and the observed impact of communication should not be taken as is but enhanced and institutionalized through better planning and routines at the university level.

The study's findings stress the significance of trust, inclusiveness and the voice of the stakeholders in enabling communication outcomes. The somewhat moderate-to-positive findings in relations to inclusiveness and stakeholder engagement imply that stakeholder participation is central to successful policy development and implementation. This result is in consonance with Huda's affirmation of the essential role of trust and sound information

management in ensuring organizational sustainability through information quality (Huda, 2024). Besides, Adhikari and Shrestha findings on knowledge management in higher education institutions indicate that stakeholder perspectives and knowledge sharing enhance higher education outcomes and policy relevance, supporting the position of stakeholder engagement in communication strategy and planning (Adhikari & Shrestha, 2023). Thus, there is a clear practical implication that without building trust and ensuring genuine participation communication will not make its expected impact. Based on the above statements, it can be concluded that strategic communication at Federal University Wukari has a positive perception in policy dissemination, facilitating policy planning, and boosting administrative efficiency (means ranged 3.4-3.6). However, the above means are not overwhelmingly positive and as such there is a scope for enhancement in practices at FUW particularly in the communication routines, trust, digital engagement and capacity development at human resource level, etc.

Conclusion and Recommendations

Based on the findings of the study, it can be concluded that strategic communication plays a fundamental role in enhancing the overall functioning of Federal University Wukari. The results revealed that multiple communication channels are being utilised to disseminate information, though their effectiveness varies, suggesting a need for improvement in channel integration. Furthermore, strategic communication was found to significantly influence policy planning processes by fostering inclusiveness, stakeholder engagement, and clarity in decision-making. Similarly, communication was also shown to improve administrative efficiency by reducing delays, enhancing coordination, and promoting responsiveness to staff and student needs. Altogether, the study demonstrates that while communication systems are already contributing positively to the university's policy planning and administration, there is still room for strengthening practices to achieve more effective and sustainable outcomes.

It is therefore recommended that:

1. The university should strengthen and harmonise its communication channels by integrating traditional platforms such as notice boards with digital platforms like

social media, email, and websites to ensure consistent, timely, and accessible information dissemination.

2. Policy planning processes should be made more participatory by creating deliberate feedback mechanisms, consultative forums, and stakeholder engagement sessions that enable staff and students to contribute actively to decision-making.
3. To enhance administrative efficiency, the university should institutionalise structured communication routines, provide regular training for staff on communication practices, and establish monitoring systems to track and address delays in administrative processes.

References

- 1) Abbas, J., & Kumari, K. (2023). Examining the relationship between total quality management and knowledge management and their impact on organisational performance: a dimensional analysis. *Journal of Economic and Administrative Sciences*, 39(2), 426-451.
- 2) Adhikari, D. R., & Shrestha, P. (2023). Knowledge management initiatives for achieving sustainable development goal 4.7: higher education institutions' stakeholder perspectives. *Journal of Knowledge Management*, 27(4), 1109-1139.
- 3) Agustian, K., Pohan, A., Zen, A., Wiwin, W., & Malik, A. J. (2023). Human resource management strategies in achieving competitive advantage in business administration. *Journal of Contemporary Administration and Management (ADMAN)*, 1(2), 108-117.
- 4) Alfawaire, F., & Atan, T. (2021). The effect of strategic human resource and knowledge management on sustainable competitive advantages at Jordanian universities: The mediating role of organisational innovation. *Sustainability*, 13(15), 8445.
- 5) Alzoubi, H. M. (2022). The effect of electronic human resources management on organisational health of telecommunications companies in Jordan. *International Journal of Data and Network Science*, 429-438.
- 6) Ashok, M., Al Badi Al Dhaheri, M. S. M., Madan, R., & Dzandu, M. D. (2021). How to counter organisational inertia to enable knowledge management practices

- adoption in public sector organisations. *Journal of Knowledge Management*, 25(9), 2245-2273.
- 7) Awewomom, J., Dzeble, F., Takyi, Y. D., Ashie, W. B., Ettey, E. N. Y. O., Afua, P. E., ... & Akoto, O. (2024). Addressing global environmental pollution using environmental control techniques: a focus on environmental policy and preventive environmental management. *Discover Environment*, 2(1), 8.
 - 8) Borchers, N. S., & Enke, N. (2021). Managing strategic influencer communication: A systematic overview on emerging planning, organisation, and controlling routines. *Public Relations Review*, 47(3), 102041.
 - 9) Brockhaus, J., Buhmann, A., & Zerfass, A. (2023). Digitalisation in corporate communications: understanding the emergence and consequences of CommTech and digital infrastructure. *Corporate Communications: An International Journal*, 28(2), 274-292.
 - 10) Chatterjee, S., Chaudhuri, R., Vrontis, D., & Basile, G. (2022). Digital transformation and entrepreneurship process in SMEs of India: a moderating role of adoption of AI-CRM capability and strategic planning. *Journal of Strategy and Management*, 15(3), 416-433.
 - 11) Chiu, T. K. (2024). The impact of Generative AI (GenAI) on practices, policies and research direction in education: A case of ChatGPT and Midjourney. *Interactive Learning Environments*, 32(10), 6187-6203.
 - 12) Errida, A., & Lotfi, B. (2021). The determinants of organisational change management success: Literature review and case study. *International Journal of Engineering Business Management*, 13, 18479790211016273.
 - 13) Huda, M. (2024). Trust as a key element for quality communication and information management: insights into developing safe cyber-organisational sustainability. *International Journal of Organisational Analysis*, 32(8), 1539-1558.
 - 14) Inobemhe, K., Ja'afaru, S. G., & Obaje, C. E. (2024). Emerging Trends in Communication Audit and their Influence on Organisational Communication Strategies. In C. E. Obaje & K. Inobemhe (Eds.), *Communication Audit, Media Management and Theories*. Lagos: Amfitop Books.

- 15) Ja'afaru, S. G. & Inobemhe, K. (2024). Challenges faced when conducting communication audit and solutions. In C. E. Obaje & K. Inobemhe (Eds.), *Communication Audit, Media Management and Theories*. Lagos: Amfitop Books.
- 16) Ja'afaru, S. G. (2025). Peacebuilding communication strategies of Taraba State government in North-East Nigeria. In E. S. Asemah (Ed.), *Reputation management and strategic communication in a digital age* (pp. 349-360). Enugu: Franklead Printing and Publishing Company.
- 17) Ja'afaru, S. G., Ekhareifo, D. O & Asemah, E. S. (2025). Communication strategies for peacebuilding. *Indonesian Journal of Multidisciplinary Research*, 5(2), 269-278.
- 18) Musheke, M. M., & Phiri, J. (2021). The effects of effective communication on organisational performance based on the systems theory. *Open Journal of Business and Management*, 9(2), 659-671.
- 19) Ojogiwa, O. T. (2021). The crux of strategic leadership for a transformed public sector management in Nigeria. *International Journal of Business and Management Studies*, 13(1), 83-96.
- 20) Pološki Vokić, N., Tkalac Verčić, A., & Sinčić Ćorić, D. (2023). Strategic internal communication for effective internal employer branding. *Baltic Journal of Management*, 18(1), 19-33.
- 21) Sala, S., Amadei, A. M., Beylot, A., & Ardente, F. (2021). The evolution of life cycle assessment in European policies over three decades. *The International Journal of Life Cycle Assessment*, 26(12), 2295-2314.
- 22) Zheng, S., Li, H., & Sun, H. (2023). Crisis lifecycle, policy response, and policy effectiveness. *Public Management Review*, 25(2), 286-312.
- 23) Zhou, Y., Draghici, A., Abbas, J., Mubeen, R., Boatca, M. E., & Salam, M. A. (2022). Social media efficacy in crisis management: effectiveness of non-pharmaceutical interventions to manage COVID-19 challenges. *Frontiers in Psychiatry*, 12, 626134.