TITLE PAGE:

COMMUNICATION AS A MEANS OF INFLUENCING WORK BEHAVIOUR IN ORGANISATIONS. A CASE STUDY OF ZARIA INDUSTRIES LIMITED.

BY

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A Project presented to the postgraduate school of Ahmadu Bello University Zaria, in partial fulfilment of the requirements for the award of the degree of Master of Business Administration (M.B.A.).

DEPARTMENT OF BUSINESS ADMINISTRATION
AHMADU BELLO UNIVERSITY
ZARIA.

OCTOBER 1988.

DECLARATION

I hereby declare that this project report has been written by me and that it is a record of my own research work. All sources of information and where applicable other writers views have been dully acknowledged in form of references.

This piece of work has not been previously presented in any form for a higher degree.

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NAME OF STUDENT	SIGNATURE	DATE

CERTIFICATION

This project report entitled COMMUNICATION AS A MEANS OF INFLUENCING WORK BEHAVIOUR IN ORGANISATIONS. THE CASE STUDY OF ZARIA INDUSTRIES LIMITED BY IRMIYA YAKUBU meets the regulations governing award of the degree of Master of Business Administration (M.B.A.) of Ahmadu Bello University, Zaria and is approved for its contribution to knowledge and literary presentation.

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ABSTRACT

This study is on human communication between superiors and subordinates in Zaria Industries limited. Its objective is to promote better job performance through the use of communication to influence the attitude of subordinates so that they would be encouraged to give their best to the organisation by what is communicated and how this communication takes place.

The data for the study was obtained through questionnaires and interviewing four heads of department and eight of their immediate subordinates. The data was analysed by comparing the responses of the subordinates against those of the superiors.

Findings from the study, revealed that only a few superiors are aware of the role of communication as a means of influencing peoples attitude towards performing their jobs, while most of the subordinates are ignorant of this role at the beginning of the study. However, at the end of the study most of the subordinates admitted that communication can affect their attitude. Superiors have in addition also . expressed their desire to improve their communication by overcoming some of the communication problems discovered in the study.

TABLE OF CONTENTS:

	Page
Title	(i)
Declaration	(ii)
Certification	(iii)
Acknowledgement	(iv)
Abstract	(v)
Table of Contents	(vi)
List of Tables	(viii)
List of figures	(ix)
List of Appendies	(x)

CHAPTER ONE:

1.1 Introdution	1
1.2 Statement of the problem	1
1.3 Objectives	2
1.4 Hypothesis	3
1.5 Methodology	3
1.6 Limitation	5

CHAPTER TWO:

2.1 Definition of communication	6
2.2 Influence	8
2.3 The organisation as an expression of communication pattern	9
2.4 The importance of communication to a business Organisation.....	11
2.5 The Communication process	15
2.6 Feedback and Noise in communication	19

2.7 Communication flow in an organisation 20

2.8 The media of communication 25

2.9 Barriers and Breakdown in communication 28

2.10 Superiors - subordinate communication 31

2.11 Effective communication 35

Foot Notes: 39

CHAPTER THREE.

3.1 Background information on Zaria Industries Limited 41

3.2 Organisational structure 41

3.3 personnel 43

3.4. Production. 44

3.5 Sales 45

3.6 Prospects 45

CHAPTER FOUR:

Findings and Data analysis 47

CHAPTER FIVE:

5 Conclusion 67

5.1 Summary 67

5.2 Recommendation 71

5.3 Conclusion 71

Bibliography 76

Appendices 78

A ppendix 1 78

Appendix 2 82

LIST OF TABLES

PAGE

1. Table A1: Responses of superiors on the awareness and need for communication..... 47

2. Table 1B: Responses of superiors on the media or means through which communication is effected with subordinates..... 49

3. Table 1C: Responses of superiors on the subject of communication, Frequency and where communication occurs with subordinates 50

4. Table 1D: Responses of superiors on communication problems with subordinates 51

5. Table 2A: Responses of subordinates on the awareness and need for communication..... 52

6. Table 2B: Responses of subordinates on the media or means through which communication is effected with superiors 53

7. Table 2C: Responses of subordinates on the subjects of communication, frequency and where communication occurs with superiors..... 54

8. Table 2D: Responses of subordinates on communication problems with superiors..... 55

9. Table 2E: Responses of subordinates on assessing the likelihood of their being influenced by their superiors..... 56

LIST OF FIGURES:

PAGE

1. FIGURE I: Organisational chart of Zaria Industries Limited. 42

LIST OF APPENDICES:

PAGE

1. Appendix I: Questionaire to be completed by superiors (Head of department) 78

2. Appendix 2: Questionaire to be completed by subordinates. 82

CHAPTER ONE

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1. INTRODUCTION:

My interest in this topic was generated by the fact that inspite of the efforts of Managers to improve their abilities in motivating their employees to contribute their best to the attainment of organisational objectives, some of them have inadvertently ignored the role that communication could play in this direction.

This might be because communication is an aspect of human behaviour which is so natural that even children are involved in it. Some superiors therefore, may see no need in devoting their time and energy in developing communication abilities which they may require in communicating with their subordinates. Others on the other hand feel that communication is the function of the public relations department of the company and is therefore none of their responsibilities.

Whatever might be the case, the Nigerian Manager cannot manage without communication since it is the manager's responsibility to achieve the goals of the organisation through the co-ordination of the individual efforts of the members of the organisation, his ability to succeed will depend on how he communicates

1:2. STATEMENT OF THE PROBLEM:

Today in many companies in the country, Industrial harmony is hard to preserve because of misunderstanding between labour and management. Superiors refuse to consult their subordinates on issues that affect their welfare which results in suspicion and distrust. Work instructions are poorly communicated which is reflected by shoddy performance of duties. Subordinates can neither contribute to decision making nor make their grievances heard because of inacessibility

and lack of concern by their superiors. In some cases, an immediat subordinate may not be on speaking terms with his superior because of soured relationship. In situations as stated above, the organisational climate cannot be said to be ideal for people to perform their jobs effectively and efficiently. To have good organisational climate pressuposes that good relationship must exist among the members of the organisation. For this relationship to exist there must be communication among the members. In the formal organisation, it is therefore important for the superior to set up the pattern of this communication because he is not only responsible for communicating with his subordinates but also teaching them how to communicate with others. Unfortunately, in some Nigerian Companies, many superiors are not only ignorant of the importance of communication in shaping the atitudes of their subordinates but also fail to accept the responsibility of teaching their subordinates how to communicate with others. As managers, they are expected to evaluate and interprete the communication directed at them so that they can use the same to affect the behaviour of others. Some of them do not care the way they communicate and what they communicate to their subordinates. As a result of this, subordinates feelings are disregarded and mutual understanding is destroyed. If only superiors should learn to communicate when and what is appropriate and be responsive to the feelings of those under them, mutual respect and understanding will be achieved and people will be encouraged to give their best to the organisation.

1:3 OBJECTIVES:

The purpose of this study is to examine the way superiors and subordinates communicate in Zaria Industries Limited with a

view of establishing whether the way they communicate affects the attitude of subordinates towards performing their jobs.

More specifically, the study will focus on issues like:

(i) The theoretical nature and importance of communication.

(ii) The communication pattern that exists between superiors and subordinates.

(iii) The types of communication problems encountered between superiors and subordinates.

(iv) Appropriate recommendations to minimise these problems.

By conducting this study, my desire is to promote harmonious working relationships between superiors and subordinates. Since the superiors are models for the subordinates, the way the subordinates would treat other junior employees will depend on how they are treated by their superiors.

1:4 HYPOTHESIS:

One way through which people can be influenced is through communication. It therefore follows that communication affects attitude to work.

1:5 METHODOLOGY:

This study involves the study of interpersonal communication between heads of Department and their subordinates in Zaria Industries Limited. These levels of management were chosen because they provide the key link between top management and employees in the communication channel. Their pattern of communication is therefore, more likely to reflect the general interpersonal pattern of communication that will be obtained in the company.

The study was conducted through the use of structured questionaires and interviews. It involves 4 heads of department and 8 of their immediate subordinates.

The subordinates are made up of foremen and overlookers consisting of 2 from each department. The departments involved are personnel, spinning, weaving and power. Although, a head of department is a superior to his subordinates and a subordinate to his boss, in this study he is assigned the role of a superior only.

Two set of similar questionnaires were sent out to both the heads of department and their subordinates. Initially, 6 departments were to be involved in the study, however, because it was only 4 departments that responded after one month, the study has been based on these departments the responded. The questionnaires used are reproduced in appendix 1 and 2.

After having received the completed Questionnaires, the data was analysed on the basis of percentage scores by comparing the response of all subordinates against those of superiors for the same question. This is to enable me validate the claims made by the superiors and to explain the reasons for differences in responses. No attempt has been made to compare the data on departmental basis as the aim of the study is to examine the general nature of communication between the superiors and subordinates. The questionnaires used were made up of the following sections:

(i) Section A deals with the personal information on the respondants such as name, department and educational attainments.

(ii) Section B seeks to discover the respondant's awareness of communication as well as their desire for communicating official information.

(iii) Section C attempts to find out the means or media through which communication is carried out between the superiors

and subordinates.

(iv) Section D deals with what is communicated, where the communication occurs and the frequency of communication.

(v) Section E highlights the communication problems and asseses superiors influence through communication as well as the need of improving superiors and subordinates communication.

1:6 LIMITATION:

The study is limited to human interpersonal communication in one company. This is Largely because of time and financial constraints. Another limitation is the fact that out of the 4 departments studied, 3 are from the factory division.

The lopsided nature introduced a bias which makes inter-departmental comparison meaningless, since they operate within the factory environment. Similarly,

1 encountered the problem of suspicion from some of the respondants who were very reluctant to supply some personal information on themselves like their names and educational attainments.

CHAPTER TWO

This chapter examines the literature on human communication in management. Attention will therefore be focused on what is meant by communication and the role of communication in an or-ganisation. Similarly, the communication process, the media of communication, superior and subordinate communication as well as effective communication would be treated. Emphasis will particularly be placed on internal communication, that is, communication within the organisation. External communication, that is, communication between the organisation and its environment is beyond the scope of the study.

Definition of Communication:

In this study, we shall use the term communication which is the same as human communication throughout. This is necessary because there is need to make a distinction between human, animal, plant and machine communication. Before embarking on defining communication, it should be understood that effective communication in management has been a desire since the turn of the present century, but before 1940, only a few research on industrial communication has been conducted. However, due to reasons which subsequently arose as highlighted below, there has been a growth and advancement in the research on communication. The reasons that gave rise to this development were:-

(a) International expansion of the operation of firms and growth in their size.

(b) Increased specialisation and resultant demand of coordination.

(c) Growth of communication media like telephone, radio, television and newspapers.

(d) The growth of trade union power and its requirement for more information in all matters affecting members at the place of work.

(e) The emergence of the computer that revolutionalised information collection, storage and retrieval.

(f) The dynamic nature of the present day environment that affect the operations of organisations.

The definition of communication are as varied as there are writers on communication as the following indicates. According to schram, communication is derived from the latin word "communis" which when translated, means "common"[1]. By this definition, it can be regarded as the process of establishing a commoness of thought between a sender and receiver, Allen (1977) defined communication as "any transfer of meaning from one person to another" 2. He regards communication as inevitable and concludes that we cannot be non communicative so long as someone observes us and attaches meaning to our lack of action.

Another author willard (1960) defines communication as "any initiated behaviour on the part of the sender which conveys the desired meaning to the receiver and causes the desired response behavior from the receiver"[3]. To this author, meaning is what the sender hopes to convey to the receiver, the exchange which is facilitated by language. either oral or written. Meaning can also be conveyed by tone, facial or hand expressions, by deeds or by silence.

To conclude, Nwanke (1973), Dance (1970), Thayer (1968) agreed that communication has occured when an individual "...took something into account whether it was what someone did or said or did not do or say, whether it was some observable event, some internal condition the meaning of something being read or looked at, some feeling intermingled with some past memory-literally any thing that could be taken into account by human beings in general and that individual in particular"[4], such a communication can be official or unofficial, formal or informal. Since the last definition is much more comprehensive, it would be adopted as the working definition of communication for the purpose of this study.

2:2 INFLUENCE:

In our every day communication we are constantly attempting to influence another's thoughts, attitude or actions. As Huse (1933) rightly observed, "language is mainly a means to bring others to think, feel and act as we desire: it is a medium for inter-psychological or social activity: the primary function is to influence: hardly would anything be said if there were no interest in others"[5]. It could therefore, be said that the manager needs to be aware of the attempts of others to influence him so as to be able more accurately to evaluate and interprete communication directed towards him and he must frequently employ influence to modify the thinking and behaviour of others.

Influence according to Lerbinger and Sull-ivan (1964) "Is the process of affecting a person or a group in some manner

without offering money or some object of value and without applying any apparent power"[6] To them, it is a subtle attempt to control others without use of money or power. For example, influence is demonstrated when some body is willing to die for a cause in which he believes in. What a person believes in determines his behaviour and what he perceives depend in turn upon what he does or is willing to believe. His behaviour cannot be controlled except when influenced. A person is influenced through his perceptions and his beliefs and expectations which ensures these beliefs. A conscious effort to influence another person's thinking, attitude or behaviour then is dependent for its success upon the abilities or the power to modify the other's perception of his world. We could therefore say, a person is influenced by that information in his environment (internal and external) which he perceives to be of value or of use to him materially or psychologically or conversely, which he perceives might be detrimental is some way. To be effective the manager must be influenced and he must be influential.

He must accept the thoughts and feelings of others and he must be capable of motivating other people to consider his ideas and feelings. To this end he must communicate. This communication results in either his being influenced or his influencing others.

2:3 <u>The organisation as an expression of communication pattern:</u>

The way formal organisations are structured and informal organisations evolve is regarded as decision communication network. The way roles and relationships are classified,

activities are grouped and authority is delegated, reflects with whom to communicate and on what. In an organisation, you have internal and external communication. As noted by Chruden and Sherman (1980), internal communication is often referred to as "the communication network that binds together all the members and activities within an organisation"[7]. Thereare 2 types of Internal communication, the formal and informal.

Formal communication usually follows a carefully designed network which is really a chain of command or an organisational chart. The formal channel determines the flow of official messages in the different parts of the organisation. They originate from the rules and customs that govern the distribution of authority, rank and type of network within the organisation. Such formal communication structure is usually very effective for coordination and control.

When the free flow of information is inhibited within the formal organisational network,, they will be supplemented by unofficial informal network. The informal channel is the non conventional structure which refers to the social relationship that develop among the staff or workers above and beyond the formal one determined by the organisation. It develops because workers want to socialise and pass information to group members.

The formal channel has the grapevine to transmit information through unofficial means. It consist of a communication chain formed by friendship groups and casual associations

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which carry gossip and work news. Their messages are abbreviated, exaggerated, restructured, elaborated or distorted to look difficult to any person who is not a member of the group. From research, it has been found out that the grapevine operates quickly, selectively and in a well defined manner. External communication include the contact of the organisation with the public such as customers, suppliers, shareholders, government and the society. It is traditionally the function of the company's public relations department. Today, due to informed public, competition, mass media and influence of the dynamic society, this has made business organisations realise that every one of its members can influence public attitude towards the company.

In this regard, the fact that top management initiates communication, it does not mean that other levels of management can escape the responsibility of communication. This is because their leadership is effected through communication. As Davis and Luthans (1967) pointed out, "Managers are doubly responsible for communication"[8]. They are not only responsible for communicating with others but also ensure the maintenance of good communication among their staff.

2:4. <u>The Importance of Communication to a business organisation</u>:

Today, business organisations operate in an evironment which is dynamic and turbulent. Communication is necessary if the organisation is to adapt to these changes and survive. For example, managers require information about competition, prices, technology, finance, general economic conditions, government activity etc.

It is on the basis of this information that decisions affecting production and marketing strategy can be made. Demands are made on communication in other managerial functions such as recruitment, orientation, appraisal, discipline,etc. It is due to the recognition of this role of communication that Chester Barnard (1938) stated that "the first executive function is to develop and maintain a system of communication"[9]. The system will exist to promote the goals of the organisation, to produce, to sell, to reduce cost and make profit. It has been said that management and communication are closely related. It is also an established fact that we manage with the consent of the managed. Which means, we cannot really manage anyone who does not want to be managed, so, a manager must constantly be persuading surbordinates that the goals of the organisation are desirable. In this regard, Allen (1977) noted that "Communication therefore, is vitally necessary to an organisation not only to transmit authority but to achieve cooperation".[10]

The quality of planning, organising, directing and control is largely determined by the quality and speed of information flowing inward from customers, public, government, unions shareholders, community, upward, downward and laterally, from and between employees and the various intermediate levels of management. To be successful also, the manager must see to it that the results of planning, organising and control are made known, understood and acceptable to all parts of the company through proper planned and executed communication. Communication is so vital to management that research findings have indicated that managers spend 70% of their time

communicating. In recognising the role of communication to a manager Drucker (1954) observed that "the manager has a specific tool, information. He does not handle people: he motivates, guides, organises people to do their own work. His tool-his only tool-to do all this is the spoken or written word or the language of numbers. No matter whether the manager's job is engineering, accounting or selling, his effectiveness depends on his ability to listen and to read, on his ability to speak and to write. He needs skill in getting his thinking across to other people as well as skill in finding what other people are after.[11]

Speaking further on depicting the role of communication in a business organisation, Bavelas and Barrett (1951) noted that "the goals an organisation selects, the methods it applies, the effectiveness with which it improves its own procedures, all these hinge upon the quality and availability of information in the system.[12]

Managers use communication internally in areas like:-

(a) Consultation for information, judgement and opinions from subordinates.

(b) Delegation of authority to competent subordinates who know their responsibilities and duties.

(c) For team work to promote group cooperation, generate enthusiasm and sense of belonging.

(d) For decision making which is becoming more of a group process. More specifically, communication or information is needed in the following areas:-

(i) Recruitment:

In this area the aim of communication is to persuade potential employees of the merits of working for the organisation. It is aimed at giving a favourable image of the organisation in the mind of the recruits. The information usually communicated are about the location, size, product lines, competition, financial standing, internal policies and practices, the organisational structure of the company and where they will fit in.

(ii) Orientation:

Communication is used here for familiarising and acquainting recruits with their peers, superiors and subordinates. It is used for explaining the company's policies, procedure, its operating philosophy as well as inform them about service facilities.

(iii) Operation:

For the employees to carry out their work they need information on the what, why and how of their jobs, their roles in the organisation and relationship to other functions. This is to stimulate zeal, confidence and better output.

(iv) Subordinates need to know how they are performing and to asses their contribution to the growth of the organisation. This is aimed at increasing productivity, correcting performance and boosting morale.

(v) Safety:

Employees must be provided with information on safety to reduce insurance premium, legal defense cost, replacement costs, productivity and labour turnover; their

lives and welfare are naturally of primary importance to them.

(vi) Discipline:

The aim of communication in this area is to acquaint employees with rules and regulations of the company so that they can accomodate themselves to them. Rules like hours of work, parking space, special clothing, care of equipment, cooperation, safety and complaints channeling all require clear and accurate communication.

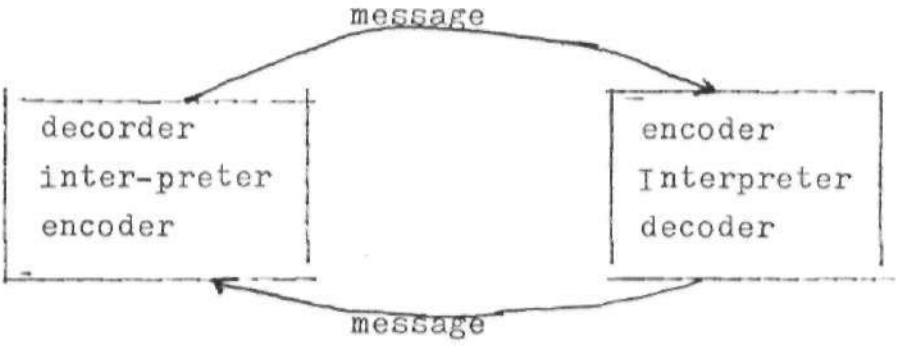
From the foregoing, effective communication is important in organisations and indeed anywhere people have to deal with one another. Managers have realised that the efficiency of a group depends to a great extent on how well the efforts of its individual members can be coordinated. Coordination on the other hand requires communication. Genesis describes how the building of the Tower of Babel was disrupted because people could no longer speak a common language. Where men are unable to communicate with one another it is obvious that it would be very difficult for them to work together. In a situation where men do not understa the reasons for policy or actions, they often respond with fear, suspicion, anxiety and aggression. Internal communication reduces cost as a result of fever mistakes, encourages employees and builds mutual confidence among management and workers. It must however, be noted that communication cannot substitute other manager-ial functions like planning, organising, coordinating and control. It is a necessary but not a sufficient condition for organisational effectiveness.

2.5 The Communication Process:

Allen (1977) regarded communication as "a continues dynamic process".[13]

By this, he meant that communication is a continues human activity that goes on in the mind which cannot be switched on and off at will, because the mind is ever busy with thinking.

Schramn (1971) depicted the communication process through the following model.



In this model, the communicator is a constant interpreter of messages and both as a source (encorder or sender) and a receiver (decoder) at various time. To be useful, the communication process must posses some ability to predict behaviour. This predictive ability enables people to convey intended meanings and establish the desired amount of rapport and understanding. The channels selected for transmitting a message are simply the five senses, seeing, hearing, touching, smelling and tasting. The message consist of the language choosen to express symbolically the communication aim of the sender. A message is made up of a set of symbols which are selected and arranged by the sender (the encoding process) in an effort to convey a desire meaning through the perception of the receiver (decoding process).

The sender who has a thought begins the communication with a though or an idea which is encoded in a way that can be

comprehended by the receiver. The sender must have something to say before he can decide to communicate. The encoding process requires that his ideas are coherent and rational. It is at this stage that he selects an appropriate channel of communication.

The next step is the transmission of the encoded message through the channel that links the receiver to the sender. The channel may either be oral, written or visual, the sender usually uses more than one channel to enhance the possibility of his message getting across to the receiver, who should have been tuned to receive it. The sender sometimes, is conscious of the timing of his message.

The receiver after having heard the message is expected to decode the symbols encoded by the sender. The sender expects the receiver to understand the message, which means, he must have the same meaning as that intended by the sender. Although, some receivers may be uncooperative and may try to misunderstand the message, some do make genuine attempts to comprehend the intended message. Even with the best of intentions, a receiver may not understand exactly what the sender intended, because their perceptions may differ. A communicator may make others listen but he cannot force them to understand because it is the receiver alone who chooses to understand or not and understanding can only take place in the receiver's mind. Many superiors over-look this fact when giving instructions or explanations. They think telling subordinates is sufficient, but the communication is not truely successful until that which is

received is also understood.

After having understood the message, the final step is action. The receiver acts in response to the message. The action may either be to ignore the message, perform the task assigned, store the information provided or do something else. In the communication process, the factors that affect both the sender and receiver are communication skills, attitudes, knowledge level, social and cultural systems. When we talk of communication skills of the sender, it means the degree of his ability to encode messages which when decoded would give the desired meaning to a receiver. To the receiver, the skill is the degree of his ability to decode the message back into the original idea or purpose of the sender so that understanding among both of them will be achieved. Encoding skills are writing and speaking while decoding skills are reading and listening.

Attitudes refer to the attitudes of a sender and or receiver towards themselves, the subject matter and toward other parties. Their knowledge level refers to the amount of subjective knowledge they have concerning the content of the message. Social and cultural systems refer to the background and personal experience of the sender and receiver which affects their expectations from and perception of a given situation and or message. Communication is greatly enhanced when there is high degree of similarity of the levels of the above factors between the sender and the receiver. It is in support of this observation that wallace (1966) defined communication as "a process involving the selection, production and transmission of signs in such a

way as to help a receiver perceive a meaning similar to that in the mind of the sender"[14].

Since in most situations it is difficult for people to have identical experiences which makes a high degree of similarity doubtful, to solve this problem, it is better for both the sender and receiver to be aware of the existance of these factors and attempt to take them into account when constructing their messages. The business of taking the perception of the receiver into account is difficult and sometimes impossible without feedback.

2.6 Feedback and Noise in Communication:

1) Feedback

In human communication, feed back is all the information or cues utilised by the sender to judge how successfully he has communicated.

For example, in a face to face communication both the speaker and listener continuously give feedback to each other in a variety of way; by noding agreement or disagreement, frowning, smilling, yawning or by engaging or avoiding eye contact. In written communication which calls for a specific action or reaction by the receiver, a later observation of this reaction or action may be the only feedback possible. Feedback provides the sender with information about the effectiveness of his communication. It is valuable only if the sender uses it in planning and delivering current messages.

(ii) Noise:

In the act of communication, there are influences that interfere with the transmission of the message. These causes of interferances are termed noise. It can either arise in the sender, during transmission or in the receiver. For example, the following might result in noise:

(a) A noisy or confined environment may hinder the development of clear thoughts.

(b) Encoding may be faulty because of the use of ambiguous symbols.

(c) Transmission may be interupted by static in the channel such as may be experienced in a poor telephone connection.

(d) Inaccurate receiption may be caused by inattention.

(e) Decoding may be faulty because the wrong meaning may be attached to words and other symbols.

(f) Understanding can be obstructed by prejudice.

(g) The desired change may not occur because of the feared consequence of the change.

2:7 Communication flow in an Organisation:

In an organisation, communication flows in different directions; downwards, upwards and horizontally. We will now proceed to examine the direction of these flows.

(a) Downward Communication:

This is found in authoritarian organisations and indeed in any situation where communication flows from the higher to the lower levels. It is like a water streaming down from a water fall or shower heap. It pours down easily with great force and wets a great area. In this

connection, formal downward communication in an organisation flows with great force and reaches many people. Downward communication can either be verbal or written. It is usually directive or informative on such things as:

i) Directives for handling tasks.

ii) Information for understanding the relationship between tasks.

iii) Procedures and company practices information.

iv) Feedback on subordinate performance.

v) Information about the companies plans and objectives.

vi) Information on conditions of service and fringe benefits to employees.

In downward communication, because of the length of the chain of command from the upper to the lower levels, information is often distorted by the time it reaches the lower levels. Another effect is that the people at the top level are unaware of the needs for information and communication of the people at the lower level. In this regard, downward communication which is the tradition of most organisation was observed by Drucker (1954) that "downward communication does not work because it ignores the receiver of the communication".[15] Since it is a one way message from sender to receiver without consideration for feedback, it has lost the ability to spot error and effect the necessary correction.

It is therefore, difficult to asses how much the message was properly interpreted and understood. Drucker infact suggested that communication has to start with the subordinate which means, upward communication.

(b) Upward communication:

This is often a communication process that is initiated from the lower levels of the organisation to the top level. The emphasis on upward communication is an attempt to democraticise the communication process. It is based on the theory Y assumption of management which holds the view that subordinates have a desire to grow psychologically and to contribute to the organisations goals. Upward communication involves two distinct subordinate activities in addition to feedback; the participation by subordinates in formal organisational decisions and subordinate appeals against formal organisational decisions. Upward communication make managers to be aware of important problems concerns and needs of their workers. Moreover, employees can often provide inputs to managers in solving technical and managerial problems. The information is communicated upward through face to face contact, in written form, conferences and social gatherings. Inspite of its benefits, upward communication is very difficult for the employees. It can be compared with a small spurt of water shooting up from a fountain against the pull of gravity. The higher it travels the more it losses its force. Some reasons why employees are reluctant to communicate include:-

i.) Many employees fear that expressing their true feelings about the company to their boss could be dangerous, especially where the boss is often seen as untrustworthy to hold candid discussions with.

ii) The fairly wide-spread belief that idsagreeing with the boss will block one's promotion. Many employees in some companies believe that the way to get to the top is to be a "yes man". Due to fear of reLaliation, free exchange of ideas in such organisations cannot become a reality so long as the employees believe that the only freedom is to agree. It is not therefore, suprising for managers to get unreliable information because the employees are afraid to speak the truth.

This arises especially, in situations where management fails to listen, exercises arbitrary authority, demonstrates intolerance and narrow mindedness. Since employees are convinced that the organisation is not receiptive to criticism, they would refrain from expressing opinions that might be considred offensive. It has also been known from research that supervisors stifle criticism and frank expression of views they think that will potray an unfavourable image of them in the eyes of their superiors.

iii) Where management is not interested in employee problems, management will be remote and out of touch with employee values and worries. Since communication is a transaction process, the price management would pay for not convincing employees that it is concerned with their problems is that employees will close their minds to management concerns.

iv) Employees would not be eager to communicate upward when good ideas and suggestions are not rewarded. In some companies, top management tend to take credit for good ideas initiated by subordinates without actually giving those

responsible the due credit.

v) Another reason is the lack of accessibility and responsiveness. While many employees accept the fact that their bosses are good in dealing with matters concerning the job, some of them are poor in the way they handle complaints and encourage suggestions, such an attitude tends to affect the nature of what is communicated upwards.

vi) Where employees are convinced that top management does not take prompt action in dealing with problems, they may be reluctant to communicate upwards. Prompt management responsiveness to employee problems and concern is a key element in successful upward communication because it completes or closes the circle of the interchange. Information communicated upwards are reports dealing with statistics, opinions, ideas, suggestions, complaints, grievances and rumours. Some of the techniques for encouraging upward communication include:-

i) Grievance procedure.

ii) Team development and meetings.

iii) Maintaining an open door policy.

v) Suggestions schemes.

(C) <u>Horizontal communication:</u>

This type of communication flow does not follow the organisational structure but cuts across the chain of command. The flow is horizontal and diagonal involving people who are either at the same or different levles who have no direct reporting relationship. It is facilitated in situations like lunching together, company club games, conferences, committees, board meetings, staff advisory functions, etc.

Horizontal communication has the advantage of speeding information flow, improving understanding and coordination of efforts to achieve organisational goals.

Due to the fact that this mode of communication does not follow the chain of command, care must be taken to prevent problems through measures such as:-

i) Horizontal relationship should be encouraged whenever appropriate.

ii) Subordinates should refrain from making commitments beyond their authority.

iii) Subordinates should keep their superiors informed of important interdepartmental activities.

Horizontal communication is much easier and natural to achieve than vertical communication. Communicating horizontally among peers may also tend to furnish the emotional and social bonds which builds a team spirit. As Katz and Khan (1966) noted, "If there are no problems of task coordination left to a group of peers, the content of their communication can take forms which are irrelevant or obstructive to organisational functioning".[16]

2:8 The media of communication:

Before transmitting any message, the sender must determine what audience he wants to reach and how to reach it effectively. This rises the question of which media to use. In choosing the media, he must know the interest of the audience, its reaction and the competition for its time and attention. The forms of media that organisations use include audial, visual and audio-visual.

i) Audial: This include both oral and symbolic media and consist of:

a) Face to face contact; that involves 'things like conversations, interviews, meetings and conferences.

b) Intermediate contact; involving the use of things like telephones, radio, intercom and public address systems.

c) Symbolic communication; involving things like buzzers, bells, horns and other signals.

ii) Visual: This include both written pictorial and symbolic media and consist of:

a) Written materials; like circulars, manuals, newsletters, pamphlets, memoranda, house organs, annual reports etc.

b) Pictorial materials; like pictures, maps, diagrams, cartoons, posters.

c) Symbolic materials; like insignia, flags and lights.

iii) Audio-visual: This is a combination of both audio and visual media like sound films, film strips televisions and demonstration.

a) Oral Communication:

This type of communication is carried out on a face to face basis involving 2 or more people. It has the advantage of providing speedy exchange of information and feedback. It gives subordinates the feeling of importance and contributes to the understanding of the issues being discussed as the receiver has more advantage in interpreting the message by observing the senders tone of voice and facial expressions. In meetings however, oral communication does not save time especially, when there is an unresolved disagreement.

b) Written communication:

It involves the putting down of the information to be communicated in writing. This is more carefully planned than oral communication. Its advantage is that what is written can be reviewed and errors corrected before it is passed to the receipient unlike oral communication which might be spoken once. It is useful for transmitting leghthy information involving statistical figures, tables and graphs. The message cannot be easily distorted. It provides records and references for legal defence and tangible evidence to substantiate transactions. When information is written down, it can be distributed to a large audience.

It disadvantages are that it creates a mountain heap of paper. It might be poorly expressed by ineffective writers, time consuming and provides no immediate feed back.

c) Non-Verbal Communication:

The nature of communication here involves using gestures, facial expressions and body gestures. It is usually aimed at reinforcing what has been said but this has not always been the case as what a person says may be contradicted by his behaviour, giving rise to the saying that "action speaks louder than words", because action tends to validate or repudiate one's words.

Indeed, people tend to believe in actions rather than words. The amount of difference between what one says and what one does is that persons' communication credibility gap. It occurs when people learn from experience that what an individual says is not trustworthy. When the gap is large, there is a loss of confidence in that paerson.

Being verbally fluent does not matter where trust is concerned when the trust is high, others will accept a message and attribute honourable motives to the sender.

There are of course some authors who argue in favour of either oral or written communication, whatever might be the case, the choice of any media is highly situational. However, for maximum impact, it is better to combine the use of both media in communicating.

2:9 Barriers and break downs in communication:

In a study conducted by H.L.Cox in (1968), 80% of managers attributed their problems to communication. Indeed, the mere existence of avenues and various media of communication does not ensure that effective communication will always take place. Due to large group of people and complex conditions affecting human relationships in organisations, barriers to communications are likely to arise. The barries to communication include organisa-tional, interpersonal barriers, individual behaviour, timing and channel barriers.

i) Organisational barriers:

The nature, dynamics, and functions of the organisation may be an important barriers. This occurs in the following ways.

a) The physical distance between members of an organisation both in terms of location and activity is an abvious barrier.

b) Job specialisation causes individuals to focus their attention on their specific areas. It encourages compartmentalised thinking. For example, the accountant is cost conscious while the marketing manager is customer conscious; with the tendency for each of these managers to view things only

from their specialisation perspective, it is possible that misinterpretation and misunderstanding might arise among them in their attempt to communicate.

c) The superior and subordinate relationship has a direct effect on communication, as the receiver tends to evaluate the message according to the status of the sender. Messages from higher status people tend to be accepted as accurate and credible. Research has also established that subordinates tend to filter out information that will make their superiors feel bad, while the superior will not communicate to his subordinates the kind of information that will tend to make him look unimportant or incompetent.

ii) Interpersonal barriers:

In communicating with a large number of individuals in an organisation, there is need to realise the fact that no two individuals are alike. People in their childhood and youth are exposed to different environmental experiences. As adults, they worked under different employers who exerted influence on them as a result, communication barriers may arise in the following areas:

a) Climate of interpersonal contact and relationship: This is the total complex of feelings and sentiments existing between the people communicating at any point in their relationship. The climate constantly changes which inturn affects the efficiency and effectiveness of their communication. The climate depends on their actions and intentions not on mere words. It will derive from the actual behaviour and intentions of the people toward each other.

b) The values and standards of the sender and the reciever; where they are in conflict, information exchange is difficult to

effect as a result of distortion, misinterpretation and misunderstanding.

e) Conflicting and antagonistic attitudes of the people communicating:

Where the receiver has a nagative attitude towards the sender or the content of the message, this will cause him to misunstand or ignore the message.

iii) Individual barriers:

This involves the individuals ability to think, act and his technique in receiving and transmitting information.

a) Habit of thought and action: people do not have the same ability to conceptualise, discern, manipulate ideas and perceive relationships, Clear thinking is necessary for sound decisions but this must be commensurate with the persons' actions.

b) The individual's inability to receive and transmit information such as poor listening, speaking, reading and writing will certainly mean that he will not get all the information directed to him nor will he be able to transmit clearly and effectively all the information that he wants or desires to transmit to others.

iv) Time: An individual who sends or receives a message may not have the time to read, write it or speak it properly or to comprehend and act properly, this is because there is competition for his attention both from within his mind and without.

v) Channel barrier: The channels utilised may act as a barrier because certain kinds of information are best

communicated by face to face contact, others by memos, telephones, reports, etc. Some can be done formally, while others informally. A combination of channels will likely reduce this problem. In addition to the above, poor listening, premature evaluation, distrust, threat and lack of adjustment on the part of the receiver may act as barriers. Understanding the speaker's frame of reference rather than to prove and disprove what is being said can lead to empathy, less conflict and better communication. Similarly, a climate of trust which facilitates communication rather than forcing people to change will definitely contribute to organisational harmony.

2:10 Superior - subordinate communication:

Communication in part is a matter of relationship. People will communicate and interprete communication according to their beliefs, attitudes and experiences. Management can build attitudes, develop rapport, influence production and cooperation by keeping employees informed.

If communication will have practical results in terms of production and human satisfaction, it must been seen as a sharing and participating in the situations, problems and policies of the organisation. A subordinate who understands his job and feels as a part of the company will work harmoniously with his superiors a part of the company's team. One may ask, what type of organisation are we attempting to create? The answer to this question will then determine the content and method of communication. In practice, most organisations combine authoritarian and participative practices.

Superiors usually communicate operational information such as

the following to subordinates:

i) Manufacturing instructions and safety matters.

ii) Information on the company's products and goals.

iii) The company's policies, practices and rules governing work behaviour.

iv) Information on the company's problems.

Most of the time, a subordinate will like to know about his work, the purpose of his efforts, about pay and benefits as well as the feedback on his performance. While superiors may find it easy to communicate downwards the subordinates finds it difficult to communicate upwards. Subordinate communication usually consist of ideas, opinions, suggestions or complaints, but they often refrain from expressing pent up aggression against their superiors. This is because they value their relationship with them as they have the power to influcence their future in the organisation. The less influential superior is however by passed by the members of the organisation as a respondant in a research puts it "an influential boss is the only one worth having, it is no use taking your problems to a fellow who hasn't the authority or resources to solve them"[17], and as likert (1967) noted, "high-producing managers achieve better communication and greater influence than low producers".[18], We could therefore, see that mutual trust and confidence is necessary in superior - subordinate communication because the more the trust the more the communication. Unfortunately, there are circumstance which impede subordinates from communicating with superiors such as:-

i) where the message sent might likely result in negative punitive actions towards the subordinate by his superior.

As Gemmill (1970) stated, "if a subordinate believes that the disclosure of his feelings, opinions or difficulties may lead a superior to block or hinder the attainment of a personal goal, he will conceal or distort it".[19]

ii) Where the superior is seen as being autocratic and unsympathetic, distrust of him may cause the subordinate to withold information. The more the trust and confidence the subordinate has in his superior, the more he will give him information openly and freely.

iii) Where the subordinate feels his job is unimportant and the information he posses is not vital, he will not like to communicate with his superior.

iv) Where the superior indicates interest in the subordinate and provides him with the feed back on his performance, the subordinate would be encouraged to communicate upward.

To encourage upward communication, superiors should:

a) Cultivate a relationship of mutual, understanding between himself and his subordinates through an open door policy and providing regular feedback.

b) He should make his subordinates to know his desire for their messages and indicate his willingness to listen to them.

c) He should reward subordinates who make efforts to communicate upward when and-where is necessary.

v) In his communication with them he must be polite and sincere in giving them instructions and in handling their problems. Subordinates inturn will accept downward communication willingly if the following conditions are met:

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i) The subordinates must clearly understand the message communicated and written according to their level of comprehension.

ii) When orders communicated are consistent with the policies and purpose of the organisation.

iii) The subordinate must believe that the order is consistent with his personal interest otherwise it will be disobeyed through such actions like resignation, malingering and sabotage.

iv) The subordinate must be able to comply with the directive both physically and mentally. Ordering a subordinate to "Sink or Swim" is like an impossible order. The order that cannot be obeyed will not be obyed.

Superiors should also consider the "positive sandwich" technique in communicating negative messages like demotion, transfers and reduction in fringe benefits to retain the feelings of trust and goodwill with employees. The technique requires that goodnews and information that is true and supportive should be started with, then the bad news should be expressed quickly and simply as a slice of thin ham, followed up with another piece of bread bearing supportive reasons and assurances. Encouraging subordinate communication has the following advantages:-

i) Effective upward communication reveals to superiors the degree of acceptance and credibility that company policies have among the subordinates. When a message maoves up the line easily, superiors can learn how effectively downward communication has been.

ii) Free open upward communication stimulates subordinates to work with more enthusiasm and encourages active partici-

pation in the activities of the department. Subordinates support company polocies more whole heartedly when they have some say in planning and evaluating those policies.

iii) Subordinates often have valuable ideas and suggestions about increasing product quality and production rates. When, upward communication is good, superiors find out that, their subordinates can contribute very brilliant ideas for solving organisational problems.

iv) When messages travel upward easily, superiors can stay informed about potential trouble-some situations. For example, wildcat strikes would not be unexpected if this were the case.

v) If a subordinate discusses with a superior about a personal problem or anything affecting the performance of his job, his sense of personal value is enhanced. By listening attentively, the superior satisfies the subordinate's need for self respect.

2:11 Effective Communication:

Our aim in this study so far is to achieve effective communication.

Communication is effective to the extent to which it accomplishes the purpose intended. Where the communication produces an unintended result, it has been ineffective. The success of any communication may have in producing the desired result depends upon many factors.

Communication often fails because there is no purpose. The sender did not clearly know what results he wanted or needed for his communication. And due to the absence of a clearly defined purpose in mind, he had no control

over the outcome of his communication.

A clear purpose is a pre-requisite for effective communication. A manager cannot operate by accident, he must plan, achieve and practice maximum control. He must first decide what he intends to achieve with his communication before initiating it. To be specific, the sender should decide:

i) What he wants the receiver of the communication to know after being exposed to the communication.

ii) What he wants the receiver of the communication to feel like after being exposed to the communication interms of his attitude towards the communication and sender.

iii) What he wants others not directly exposed to the communication to know about it and to feel about it.

It is after deciding on the above that the sender would have in mind the purpose of his communication.

Beside a specific purpose, there are 3 basic determinants of communication effectiveness, the sender's thinking, attitude and technique. While the outcome of any communication is in part dependent on the receiver's interest, his thinking ability, attitude and technique, it is however, the sender's responsibility to get the results he desires from his communication with others.

a) Effective communication depends on the quality and effectiveness of the senders thinking. Apart from his ability to solve communication problems, the sender must think interms of the psychological forces which operate to influence the communication outcome including an appraisal of himself and his intended receiver. Such thinking requires imagination, insight, a thorough knowledge of the

subject, the ability to organise this knowledge and adapt it to specific purposes. This requirement for thinking is necessary for the manager as Hutchins (1947) noted, "administration is a work of the mind because it is ordering the means of the end and the principle of order is the intellect".[20]

b) In the case of the manager's attitude, a receiver interpretes meaning not only from the words or gestures by the sender, he evaluates as many cues as are available in order to interprete the meanings he gets. From these meanings he inferes the sender's attitude. If he knows the sender's attitude at the outset, he qualifies the meaning of the communication to coincide with that attitude.

On some occasion, the manager may communicate with people whom he does not know personally well. In such a case, his attitude will be reflected in his communication, by such qualities as tone, completeness, tact, positiveness, enthusiasm, friendliness etc. The manager must inturn look at these qualities as cues to tell him about the attitude of those who communicate with him.

Every quality which can be detected in any communication is in some degree a measure of the sender's attitufe towards his receivers, toward the subject of his communication and towards the situation in which he finds himself. Because the receiver interpretes the sender's words according to what these qualities tell him about the senders' attitudes, awareness and control are necessary if the sender is to communicate successfully.

iii) The manager's technique: Techniques affects the outcome

of a communication only if the sender's thinking and attitude are effective. The manager's techniques are all those skills like clarity, readability, diction, organisation and presentation which can be applied to a communication problem to make the most effective impact. Depending on his technique, the sender can communicate his meaning completely, positively, persuasively or otherwise, technique reflect the sender's thinking and attitude.

For an organisations to achieve effective communication, the following measures should be adopted:

a) Company policies must be defined to enable employees know the purpose and operation of the organisation.

b) Responsibility for each individual should be clearly defind.

c) Delegation of responsibility and authority should be made to enable subordinates participate in decision making.

d) Performance of the critical areas must be appraised to identify the strength and weakness and relating rewards to performance.

e) Prompt feedback is necessary to influence behaviour in the desired direction.

f) The company should operate suggestion scheme and maintain an open door policy to encourage subordinates to initiate communication.

Training to acquire communication skills should be encouraged.

g) Status symbols reflecting high degree of dichotomy between superiors and subordinates should not be over stressed.

j) Preference bias in recruitment of new employees should be avoided.

Foot Notes

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CHAPTER THREE

Background Information on Zaria Industries Limited:

The aim of this chapter is to provide some general information on the company's organisational structure and operations. An understanding of its orgainsational set up is vital because it reflects formal communication flow in the organisation.

Zaria Industries Limited is situated along Zaria-Jos road just some 4 kms outside Zaria city. It is located in a village called Dakache. The company is a private limited liability company that was established in 1974 when it also commenced operation. The company with an initial authorised share capital of ₦2 million which later expanded to ₦3 milion is owned by Nigerians and Japanese technical partners. Nigerians own about 60.2% of the shares while the technical partners Unitical limited and Nichemen Corporation of Japan own 19.9% of the shares each. The technical partners are represented on the company's board.

3.2 Organisation Structure;

Although, the company has an elaborate structure as indicated in the organisational chart in figure I, in practice, some of the positions depicted are not filled up because given the present scale of the company's operation, it cannot afford the financial expenses involved.

The company is headed by the General Manager, It is divided into 2 divisions, the Factory and general administration divisions which are headed by assistant general Managers.

THE ORGANISATION CHART OF ZARIA INDUSTRIES LIMITED.

ORGANIZATION CHART OF ZARIA I.I.L

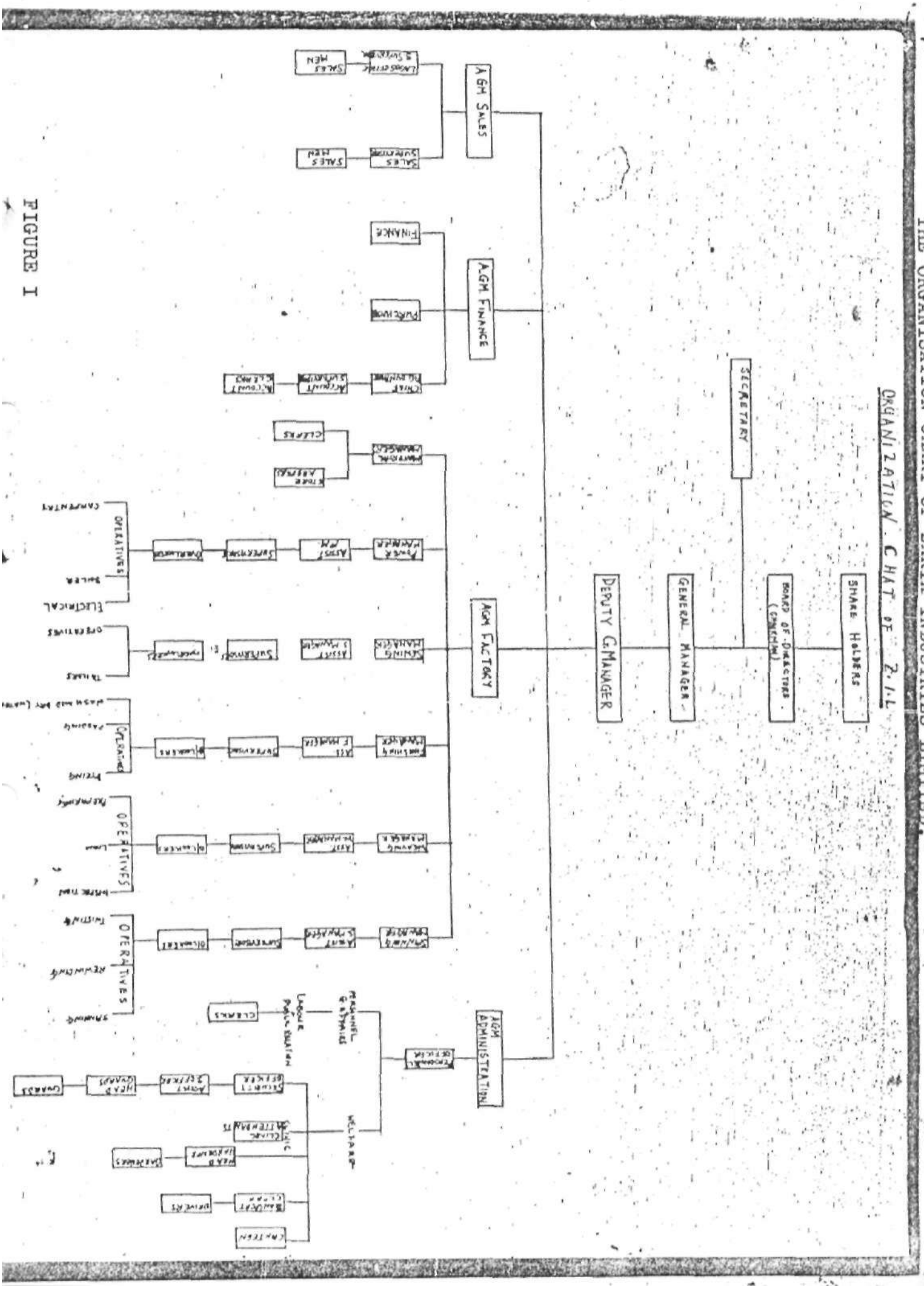


FIGURE I

3.3 Personnel

This department is headed by a personnel Manager who is assisted by other subordinate officers. The duties of the department covers general administration, staff welfare, security and transport. These responsibilities are carried out by various units. The company presently has a staff strength of 260 ; out of this number, 4 are expatriates. The staff population is made up of 25 senior staff while the remaining 235 are junior staff. Since inception, the company has not exprienced high rate of staff turnover except in 1984 due to the down turn of the economy when the company was forced to retrench 20% of its workforce as part of its efforts to rationalise its operations. It offers employment mostly for people who posses technical skill required by the textile industry. The company offers attractive remuneration to retain the services of its staff. Infact, it has already implemented the new wage structure. Similarly, inspite of the harsh economic conditions, the company is still offering its employees vehicle loans to enable them purchase their own vehicles. However, it is only the senior staffs that are entitled for accommodation in the company's official house. Another incentive to staff is the payment of a full month bonus salary every December.

On trainning and staff development, the company has been sponsoring some of its junior staff for certificate courses in Kaduna Polythenic as well as its senior staff for seminars

and workshops. The consideration for the welfare of the staff has also been a central focus of the company. It has allowed private caterers to provide canteen services at very minimal prices to the employees. There is also a clinic within the company that caters for the need of staff. However, while a senior staff and his family are entitled for treatment from the clinic, it is only the Junior employee alone who is entitled for medicare. The company has a football club to promote interaction among the staff.

3.4 Production:

Most of the departments in the company concerned with production are found in the factory division. The departments are made up of spinning, weaving, finishing, sewing and power. These departments are headed by their respective managers who are assisted by foremen and overlookers. The company is unique in the product it produces because it is the only company in Nigeria that Manufactures tarpaulin for motor vehicles, tent making and erecting canopies. The company has established a reputation for high quality which is attested by the 2 quality awards it has received in London in 1985 and 1986.

The basic raw materials that it uses are cotton and chemical dyes. Due to the prevailing economic conditions, the company is now operating at 45% of installed capacity. Production runs are smoothened through out the year to avoid stock-outs. The company is presently faced with the problem of escalating production cost because of the decline in the value of the Naira.

This situation is excerbated by the fact that it has to to import 50% of its cotton requirements as well as all the the chemicals. The other 50% of its requirement is satisfied locally. Inspite of this problem, the company has no intention of involving itself in direct cotton farming to source it raw materials locally. This is because it hasn't got resources to do so.

3.5 Sales:

This department is headed by the sales manager and is responsible for marketing the company's products. With the high demand for the company's product which is seasonal, especially, during the rainy season, this has encouraged stiff competition. The fact that the company has the monopoly of manufacturing tarpaulin locally did not exclude it from competition. With the lucrative market, smugglers have found it very easy to compete with the company. In the last 2 years, the company was forced to close it lagos sales office to cut down it marketing cost. The smugglers have almost dominated 50% of the market with their foreign manufactured products against which the local product cannot compete favourably. Because of the porous nature of our borders, several efforts by the government to curb the activities of these smugglers have not fully succeeded. The company is so far studying measures it can adopt to maintain its market share.

3.6. Prospects:

Inspite of the stiff competition from smugglers, the future of the company is very bright. This is because the existing national demand for tarpaulin products is high while

the supply is low. In the near future the company is likely to have its raw materials supplied locally as Nigerian farmers continue to engage in cotton farming. The present goverment export drive will also enable the company to expand it markets when the local market has been saturated into neighbouring countries. The support which the company has given towards state government and community programmes has also earned it goodwill particularly within the community it is sited.

This support will continue to ensure the patronage of its services by both the government and public as large.

CHAPTER FOUR

FINDINGS AND DATA ANALYSIS

This Chapter analyses superior-subordinate communication in Zaria Industries Limited. The analysis is based largely on the questionnaire responses of both parties. The analysis examines areas like the awareness and need of communication, the means of effecting superior and subordinate communication, what is often communicated, the frequency of communication, communication problems and assesing the likelihood of superiors influencing their subordinates. Table 1, A - D represents the response of superiors. Table 2, A -E represents the response of the subordinates.

TABLES REPRESENTING SUPERIOR RESPONSE TO QUESTIONS IN THE QUESTIONAIRE:

TABLES I. A -D represents superiors response to the various questions.

Table I. A: Awareness and need for communication

Questions	Answer	No of Superiors Resp	% of resp
1. Do you believe that communication with both your superiors(s) and subordinate(s) can affect your job performance?	Yes	2	50
	No	2	50
2. If communication is that important to you, do you in communicating with your subordinate(s) plan:			
a) what to say?	Yes No	4	100
b) when to say it?	Yes No	4	100
c) How to say it?	Yes No	4	100

(d)	Where to say it?	Yes No	4	100
3.	Do you feal that your subordinate(s) need to be:			
(a)	Provided with information about the activities of the company?	Yes No	4	100
(b)	Told the importante of their jobs?	Yes No	4	100
(c)	Told about the problems affecting the department?	Yes No	4	100
(d)	Trained to transmit information and answer the questions of of junior employees?	Yes No	4	100

Table I B. The media or Means through which communication is effected with subordinates.

SUBORDINATES

Questions	Answers	No of Superior Resp.	% of resp.
1. Which language(s) do you effectively use in communicating?	English Hausa both	4	100
2. which means do you use in communicating with your subordinate(s)?			
(a) Face to face contact?	Yes No	4	100
(b) Telephone?	Yes	3	75
	No	1	25
(C) Radio message?	Yes No	4	100
(d) By writing?	Yes No	4	100
3. In communicating with your subordinate(s) how often do you:			
(a) Talk to them in groups?	Regularly occasionnally never	4	100
(b) Talk to them individually?	Regularly occasionally Never	4	100
4. Which of these methods is effective:			
(a) Talking to them in groups?	Yes No		
(b) Talking to individually?	Yes No	4	100

Table I C. The subjects of communication, frequency and where communication occurs with subordinates.

Questions	Answers	Superiors No of resp.	Superiors % of resp
1. Do you communicate to your subordinate (s):			
(a) Specific tasks you expect them to perform?	Yes No	4	100
(b) The standard of measuring their performance?	Yes No	4	100
(c) Feed back on their performance?	Yes No	4	100
(d) Your desire for their feedback?	Yes No	4	100
2. How often do you desire to communicate with your subordinate(s) on their :			
(a) Work problems?	Regularly Occassionally Never	4	100
(b) Social and family problems?	Regularly Occassionally, Never	4	100
3 How frequent do you communicate with your subordinate(s):			
(a) In your office?	Often sometimes Never	1 3	25 75

(b)	In his work place?	Often sometimes never	4	100
(c)	In social circles after working hours?	Often sometimes never	3 1	75 25
4.	Do you:			
(a)	Allow subordinates access to your office?	Often sometimes never	2 2	50 50
(b)	Consult them on issues affecting their welfare ?	Often sometimes never	4	100
(c)	Use their ideas and suggestions?	Often sometimes never	4	100

Table I D. Communication problems with subordinates.

Questions		Answers	Superiors No of resp.	% of resp
1,	Which of these communication problems do you encounter when communicating with your sobordinate (s) :			
(a)	Getting the right information at the right time?		3	75
(b)	Getting the message accepted and acted upon?			
(C)	Language problem?		3	75
(d)	Lack of adequate equipment?		3	75
(e)	Repetition of message?			
(f)	Misunderstanding through failure to read and listen attentively?		1	25

(g)	Lack of feedback?			
(h)	poor writing, speech etc?			
(i)	Inability to select the information to pass on?		1	25
(j)	inconsistency between words and action?			
2.	Do you desire to improve in your communication with your subordinate(s)?	Yes No	4	100
3.	How do you rate the performance of of your subordinate(s)	Very Good Good fair poor	4	100

Tables Representing subordinates response to questions in the questionaire

Tables 2, A-E represents subordinates responses to the various questions

Tables 2, A: Subordinates awareness and need for comunication

Questions	Answer	Superiors No of resp.	% of resp
1. Will communication with your boss and subordinates affect your job performance?	Yes	2	25
	No	**6**	75
2. In communicating with your boss do you plan:			
(a) what to say?	Yes No	8	100
(b) When to say it?	Yes No	8	100
(c) How to say it?	Yes **No**	7 1	87.5 12.5
(d) Where to say it?	Yes **No**	8	100

3.	Do you desire to be:			
(a)	provided with information about the activities of the company?	Yes No	8	100
(b)	Told about the importance of your job?	Yes No	8	100
(c)	Told of the problems affecting the department?	Yes No		
(d)	Trained to transmit information and answer the questions of junior employees?	Yes No	8	100

Table 2, B: The media or means through which communication is effected with superiors.

Questions		Answeres.	Superiors No of resp.	Superiors % of resp.
1.	Which language(s) do you effectively use in communicating with your boss?	English Hausa Both	5 3	62.5 37,5
2.	Which means do you use in communicating with your boss?			
(a)	Face-to-face contact?	Yes No	8	100
(b)	Telephone?	Yes No	5 3	62.5 37.5
(c)	Radio message?	Yes No	8	100
(d)	By writing?	Yes No	8	100
3.	In communicating with your boss how often does he communicate:			
(a)	Talk to you in groups?	Regularly Occassionally Never	1 6 1	12.5 75 12.5

(b)	Talk to you individually?	Regularly	6	75
		Occassion-ally, Never	2	25
(c)	By writing?	Regularly	1	12.5
		Occassion-ally, Never	7	87.5
4.	Which of the above methods do you prefer?	in group	1	12.5
		individua-lly By writing	6	75
		only.	1	12.5

Table 2, C: The subjects of communication, frequency and where communication Occurs with superiors.

Questions	Answers	NO of Resp.	Superiors % of Resp
1 Does your boss communicate to you:			
(a) The specific task he expects you to perform?	Yes No	8	100
(b) The standard of measuring your performance?	Yes No	8	100
(c) The feedback on your performance?	Yes No	8	100
(d) How he expects you to keep him informed?	Yes No	8	100
2. Do you desire to be informed of your performances?	Yes No	8	100
3. How often do you communicaton with your boss on:			
(a) work problems?	Regularly Occassion-ally, Never	8	100
(b) Social and family problems?	Regularly Occassion-ally, Never	3 5	37.5 62.5

4.	Where do you communicate with your boss:			
(a)	In his office?	often	2	25
		sometimes	5	62.5
		Never		
(b)	At your work place?	Often	6	75.
		sometimes	2	25
		Never		
(c)	In social circles after office hours?	Often		
		sometimes	4	50
		Never	3	37.5
5.	Does your boss:			
(a)	Allow you access to his office?	Often	5	62.5
		sometimes	3	37.5
		Never		
(b)	Consult you on issue affecting your welfare?	Often		
		sometimes	4	50
		Never	4	50
(c)	Use your ideas and suggestions?	Often		
		sometimes	8	100
		Never		

Table 2, D: Communication problems with superiors

Questions.	Answers	Superiors No of Resp.	% of Resp
1. Which of these communication problem do you encounter when communicating with your boss:			
(a) Getting the right information at the right time?	3		37.5
(b) Getting the message accepted and acted upon?			
(c) Language problem?	1		12.5
(d) Lack of adequate equipment?	3		37.5
(e) Repitition of message?			
(f) Misunderstanding through failure to read and listen attentively?	1		12.5

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(g)	Lack of feed back?	3	37.5
(h)	poor writing, speech etc?		
(i)	Inability to select the information to pass on?	1	12.5
(j)	Inconsistency between words and action?	2	25
(k)	Lack of trust and confidence in your boss?		

Table 2, E: Assesing the likelihood of superiors influence

Questions.	Answers	Subordinates No of RESP .	% of Resp
1. How much do you think your boss can affect your career?	Very Much	1	12.5
	Much	6	75
	Not at all	1	12.5
2. How much background and interest do you have incommon with your boss?	Very Much	2	25
	Much	6	75
	Not at all		
3. Do you think the way your boss communicates to you effect towards your job performance?	Yes	5	62.5
	No		
4. If your boss communication with you did not affect your job performance, what reasons affected your attitude to the job?			

1. The awareness and need of communication:

In this section analysis of answers to various questions that determine the respondants awareness and need of communication is made as stated below?

(a) In answering the question whether communication with superiors of subordinates would affect the respondents job performance, 50% of the superiors agreed that they believed that it could affect their job performance, About 75% of the subordinates were of the opinion that communication with their boss would not affect their job performance, what could be concluded from the responses was that only half of the superiors are aware of the role that communication could play in their job performance. The ignorance of the role of communication is demonstrated by the high number of the subordinates response who believed that it could not affect their job performance, The difference in the level of awareness might be due to educational difference since 2 of the superiors are Higher National diploma holders while the subordinates are secondary school leavers of people who rose through the ranks. This revelation is not surprising, because the ignorance of communication is not limited to this company but also to other organisations as the following experience demonstrate. In the course of my search for a company where I wanted to conduct this study, when I met the personnel Manager of one company and told him that my purpose was to conduct a research in his organisation on the use of communication as a management tool, his reply was that "we don't communicate here, what we do is to produce soft drinks" With this kind of response the discussion was terminated.

(b) with regard to planning their communication, 100% of the superiors affirm that they plan what, when, how and where to say what they want to say.

Similarly, about 100% of the subordinates response was affirmative. To both parties, planning their communication in the organisational set up is necessary if what they have to say is to gain acceptance while superiors may exercise caution in communicating what may undermine their status and prestige, the subordinates on the other hand may communicate only what will be pleasing to the superiors to avoid offending them.

(c) On the need for information on the organisation, 100% of both superiors and subordinates feel that there is the need of providing and being provided with such information if they are to perform their functions effectively. With such a need, both superiors and subordinates would desire to improve the content and quality of their communication.

(ii) <u>The media or means through which the communication is effected</u>:

Here we will consider the following responses:

(a) On the question of which language or languages the respondants use, 100% of the superiors responded that they use both Hausa and English. 62.5% of the subordinates use and prefer to use English in communicating with the superiors. 37.5% of the subordinates use both languages. From these responses, it could be observed that the superiors use English language in communicating with their immediate subordinates while using hausa to communicate with the operatives. The subordinates on the other hand prefer communicating with their superiors by using English because of the belief that the higher you

climb up the organisational ladder, the more you are expected to master the English language. The fact that it is very difficult for them to give complex scientific explainations of issues in Hausa is also one of the reasons.

(b) In terms of which means of communication do the respondants use, 100% of the superiors responded that that they use face to face contact and written media. 50% of them said they also use telephones. The subordinates on the other hand responded that 100% of the communication with their superiors is through face to face contact and written media. 62.5% of them said they use telephones. The emphasis on face to face contact shows that the level of interaction between superiors and subordinates is very high and thus, the likelihood of their being influenced.

(c) With regard to how often the superiors communicated with their subordinates individually or in groups, 100% of the superiors responded that they regularly talked to their subordinates individually and only occassionally do they talk to them in groups. This assertion was substantiated by 75% of the subordinates. However, 85% of the subordinates prefered being spoken to individually. This pattern of communication may either be the result of the small number of employees involved or because of the desire of the

superiors to deal with only one person at a time or desire for detailed information. Whatever may be the reason, it appears that this pattern is a company tradition that serve to enhance the status of the employees since 100% of the superiors feel that talking to their subordinates individually is most effective.

iii) The subjects of communication:

In this area we seek to analyse the response to the following questions.

(a) As to whether the superiors communicate to their subordinates the task they are expected to perform, the standard of measuring performance and providing feedback, 100% of the superiors responded that they do communicate the above information. This claim was also supported by 100% the subordinates. However, on the desire for feedback, 100% of the subordinates expressed the desire for feedback. This establishes the fact that there is no subordinate that does not desire feedback. Prompt feedback would enable the subordinate to control and correct his behavior. Feedback will also increase accuracy.

(b) On how often the superiors communicate with their subordinates on their work and social and family problems; 100% of the superiors responded that they communicated regularly with their subordinates on their work problems and only occassionally on their family problems. While 100% of the subordinates agreed that they communicated regularly with their superiors on their work problems, about 62.5% responded

that they never communicate with their superiors on social and family problems. The lack of communication between some superiors and subordinates on social and family problems shows that most of the communication that goes on between them is only related to their work. The absence of communication on social matters either shows that the managers do not want to delve into the personal concerns of their subordinates or there is lack of trust and confidence in the superiors which hinders the subordinates from sharing such problems with them. Superiors can influence subordinates more if they are interested not only in their subordinates' work problems but also in their social and family problems.

(c) In answering the question where they communicate, 100% of the superiors responded that they often communicated with subordinates at their work places. About 75% of the superiors communicated sometimes with the subordinates in their offices and social circles after working hours. On the other hand, 75% of the subordinates responded that they commmunicate at their own work place with their superiors. 62.5% of them said they communicated sometimes with their superiors in the superior's office. However, only 50% of them admitted that they communicated with their superiors sometimes in social circles after working hours. The nature of communication here indicates that superiors go out to meet their subordinates in their working places to give instructions and directives. This shows that there is close supervision and frequent interaction between superiors and subordinates. This might be explained in the light of the factory environment

where most of the superior's jbb involves on the spot control. The implication of the superiors and subordinates communicating in social circles after working hours shows that both might be living within the same environment which facilitates frequent meetings or they share the same social hobbies.

(d) On the question of allowing subordinates access into their office, consulting them on issues affecting their welfare and making use of their ideas and suggestinns, 50% of the superiors responded that they often allowed their subordinates into their offices. 100% of the superiors, claimed that they sometimes consulted their subordinates on issues affecting their welfare and sometimes make use of their ideas and suggestions. In validating the above claims 62.5% of the subordinates responded that their superiors allowed them access to their offices often. However, 50% of the subordinates claimed that their superiors never consulted them on issues affecting their welfare. 100% of the subordinates agreed that their superiors sometimes made use of their ideas and suggestions. While it must be accepted that by allowing subordinates access to their offices often and sometimes making use of their ideas is a reflection of the superiors open door policy and recognition of the value of their contribution to the organisation, the fact that some superiors are not ready to consult their subordinates on issues affecting their welfare shows a lack of concern for the feeling of their subordinates on their personal problems such an attitude can possibly irritate and cause suspicion among subordinates.

This will tend to reduce the subordinate's ability to perform to the best of his ability. While adopting subordinates ideas is encouraging as this will give them courage to speak out, some improvement is needed in the area of consulting subordinates on matters that affect their welfare. This will show to them that their superiors are concerned about their feelings.

iv) Communication problems

When asked about the communication problems they encounter with each other, the respondants responded thus: 75% of the superiors pointed out that getting the right information at the right time from their subordinates is one problem. Other problems pointed out by the same percentage of respondants are language problems and lack of adequate telephone facilities. Only 25% of the superiors pointed out that misunderstanding through failure to read and listen attentively is constituting one of the problems. On the other hand, 37.5% of the subordinates responded that they similarly experienced the problem of getting the right information at the right time from their superiors as one of the problems. The same percentage of the subordinates similarly, pointed out that lack of adequate telephones and feedback are some of the problems. In addition, 25% of the subordinates also stated that the inconsistency between the words and actions of their superiors is one of the problems. Some other problems pointed out by 12.5% of the subordinates included, language, misunderstanding through failure to read and listen and in-

ability to select the right information to pass on.

From the problems stated above, the failure of giving the right information at the right time may be caused by the lack of the knowledge of the information desired by either the superior or due to the absence of prompt feedback. Both superiors and subordinates are not time conscious in the manner they transmit information. The question of inadequate telephones facilities accounts for much of the face to face communication among the parties. The language problem arises as a result of differences in the level of education of the superiors and subordinates. The fact that feedback is stated as one of the problems by the subbrdinates shows that some of the superiors are not providing their subordinates with prompt feedback on their performance. The problem of inconsistency between the words and actions of some of the superiors demonstrates an atmosphere of lack of trust and confidence in the subordinates, This is likely to affect the superiors credibility. The problem of failure to understand and select the information to pass on might all be attributed to the low educational level of the subordinates. Whatever might be the case, these problems need to be tackled if the communication level desired should be attained.

(b) In this area, superiors were requested to indicate their desire for improving their communication with their subordinates as well as assesing their subordinates performance. 100% of them responded that they desire an improvement in communicating with their subordinates, thus, indicating that the present

level is far from satisfactory. They similarly, assesed their subordinates performance to be good.

(v) Assessing the likelihood of superiors influence on subordinates:

This section is not contained in the questionaire administered to superiors. It deals with the following questions:

(a) In responding to the question how much do you think your boss can affect your career, 62.5% of the subordinates responded that the influence of their superiors would be much, 25% said the influence would be very much, only 12.5% said the superior cannot influence his career at all. The conclusion would therefore be drawn that because of the likely influence of the superior on the subordinate's career, the subordinate will ensure that he must live up to the expectation of his boss if he is to progress in the organisation. He is therefore likely take his relationship with his boss very seriously into consideration when communicating.

(b) On how much background and interests they have in common with their bosses. 75% of the subordinates responded that they have much common interest and background with their bosses while 25% said they had very much in common. This trend shows that the superiors employ subordinates who have common background and interests with them because they intend to minimise their communication problems. Thus, the lesser the communication problems they have, the greater their ability to influence their subordinates.

(c) In assesing whether the way their bosses communicated

to them influenced their attitude towards the performance of their jobs, 62.5% responded that it did affect their attitude while about 37.5% said it did not. This later group did not however, provide any reason beside communication which might have likely influenced their attitude. The response of the subordinates to this question shows how each considers communication with their superiors.

Some of them may seriously be affected by what the superior's says while others may simply not care especially in this part of the country where people believe in fatalism. Whatever may be the case, without human communication, people cannot work together effectively in groups, where there is no communication confusion prevails. The superiors should therefore provide an atmosphere within the organisation which will encourage effective communication. Since their subordinates' ability to be influenced depends on their comprehension ability, attitudes and beliefs, superiors by improving their subordinates' communication skills and shaping their attitude towards their jobs, they can effectively convert their potential to influence work behavior in to actually influencing the behavior of their subordinates towards the achievement of organisational goals.

CHAPTER FIVE

CONCLUSION

5:1. This chapter concludes the study. It summarises the major issues raised and has some recommendations for better and more effective communication in organisations. The chapter is organised into the following (5.1) summary of the study, (5:2) recommendation and (5:3) conclusion.

(5.1) Summary

The study as stated in Chapter one has examined the nature of communication and its role as a management tool using Zaria idustries limited as a case study. It was shown in chapter two that communication is the transfer of meaning from one person to another involving the use of symbols. The fact that people must communicate has also been established if they are to exercise influence on others. To this end, managers are influenced and also influence the behaviour of their subordinates through communication. The importance of communication is reflected by the manager's ability to function effectively. For his ability to think, to reason, pass judgement, to perceive, discern and evaluate are all limited or facilitated by what he knows or what is communicated to him. People at the same time know him only by what he communicates to them. His subordinates, friends, associates, customers, suppliers, bosses all know him and judge him on the basis of what he communicates and how he communicates.

It was further highlighted in chapter two that the way orgnisations are structured reflect the formal channel of communication.

The informal channel also exist along with the formal channel to provide for the social need of the members. Attention has also been drawn to both internal and external organisational communication with the need for all levels of management to be responsible for communication. Similarly, consideration has been given to the communication process which involves the sender, the channel and the receiver as well as the need for both of them to posses encoding and decoding skills for them to understand each other. To facilitate the process, there is need for eliminating the causes of noise as well as stressing the necessity of feedback so that the sender could be able to judge the effectiveness of his message has been pointed out. In addition, the communication flow in an organisation which could either be downward, upward and horizontal with the need of improving upward communication has been examined as well as the media of communication. The subject of superior and subordinate communication has received attention as well as what determines the effectiveness of communication. Indeed it has been pointed out that for any communication to take place, a climate of mutual trust and confidence must be established, consistent effort should be made in taking delibrate steps in improving communication skills. The fact that effective communication is not a panacea for failures in other managerial functions like planning, organising and control has also been stressed.

In chapter three, background information was provided on the company to provide some familiarity with the company; special emphasis has been laid on the company's organisational structure

because it reflects the nature of the formal communication flow. It also provides the environmental setting within which the communication between superiors and subordinates take place.

The data analysis in chapter four brought to light the lack of awareness of the role of communication on the part of some of the superiors and subordinates. The fact that both superiors and subordinates desire to communicate work related information has also been established. The study has also highlighted the fact that the pattern of communication involves a lot of face to face interaction on individual basis among both parties which most of the subordinates seem to prefer.

It has also been noted that superiors maintain an open door policy as well as use the ideas of their subordinates to encourage upward communication. It was also shown that some communication problems do exist among superiors and subordinates. This was further confirmed by the fact that superiors desire more communication with their subordinates. The fact that some subordinates admitted that the way their superiors communicated affected their attitude towards their job performance corrobor the idea that communication can be an effective means of influencing work behavior.

5;? Recommendations.

In an attempt to solve some of the following problems discovered in the course of the study, the following recommendations are made:-

a) On the failure of getting the right information at the

right time which might be due to lack of the knowledge of the information desired; In minimising such a problem, there is the need for being definite in communicating what is desired as well as insisting on timely reporting. The time value of information must be borne in mind at all times when communicating.

b) In tackling the language problems which arises as a result of the educational differences between superiors and subordinates, superiors must learn to communicate at a level comprehensiable to their subordinates. Superiors should teach their subordinates how to communicate well by the way they also communicate. They should be encouraged to improve their communication skills by organising such training for them.

c) In solving the problem of inadequate telephone facilities; the company should also subscribe for more telephone lines if it can afford it. Telephones should not be seen as luxuries entitled to only the people at the top but as a necessity that will facilitate prompt communication.

d) The problem of feedback on performance which is one of the complaint of the subordinates can be minimised by a change of attitude on the part of superiors. Feedback should be informed by a desire to improve the performance of a subordinate. He should be commended when he does well and encouraged to do better when he performs badly. The attitude of some superiors that the subordinate is in the best situation to judge his own performance and therefore there is no need to inform him on his performance should be avoided.

e) In some cases, both superiors and subordinates misunderstand each other through failure to read and listen attentively. This problem might be due to dislike for the subject or the person who is communicating. In solving this problem, superiors and subordinates must learn to show empathy by cultivating good listening habits. They should also endeavour to maintain good working relationships with colleagues.

f) In tackling the problem of credibility which often results from inconsistency between words and actions, superiors especially must bear in mind that the degree to which they are able to influence their subordinates is determined by the credibility of their communication. They should communicate frankly and sincerely so as to sustain the confidence reposed on them by their subordinates.

5.3 Conclusion:

At the begining of the study it was posited that where there is an awareness of communication the way the superiors communicate will affect the attitude of their subordinates towards their job performance. This assertion has been substantiated in the study. While at the begining of the study about 75% of the subordinates felt that the way they are communicated with did not affect the performance of their job, by filling the questionaire, at the end of the study, about 62.% of them had to admit that the way their superiors communicated with them can affect their attitude towards their jbb performance. The study has similarly created the need for more communication among superiors and subordinates for better understanding. To this end there is a need for all the levels

of management to improve their communication skills. The following ten commandments set forth by the American Management Association for good communication would help in achieving this objective if considered while communicating.

1. Seek to clarify your ideas before communication. You must analyse the problem or idea to be communicated to make it clear. This requires planning which must consider the goals and attitudes of those who will be affected by it.

2. Examine the true purpose of each communication. Before communicating ask yourself what you really want to accomplish by your message. Is it to obtain information, initiate action, change another person's attitude; identify your most important goal and then adapt your language, tone and total approach to achieve that goal. Do not try to accomplish too much with each communication. The sharper the focus of the message the greater it chances of success.

3. Consider the total physical and human setting whenever you communicate. Meaning and content are conveyed by more than words alone. Many factors influence the over-all impact of a communication and the manager must be sensitive to the total setting in which he or she communicates. For example, consider your sense of timing, that is, the circumstances under which you make an announcement or render a decision: the physical setting - whether you communicate in private or otherwise. The social climate that pervades work relationships within the company or department and sets the tone of its communication: customs and past practice, the degree to

which your communication conforms to or departs from the expectations of your audience. Be constantly aware of the total setting in which you communicate because communication must be capable of adapting to its environment.

4. Consult with others where appropriate in planning communication. It is desirable to seek the participation of others in planning a communication or developing facts on which to base it. Such consultations helps to lend additional insight and objectivity to your message. Moreover, these who have helped you plan your communication will give it active support.

5. Be mindful while you communicate, of the overtones as well as the basic contents of your message: your tone of voice expression, your receptiveness to others - all have a tremendious impact on those you wish to reach. When overlooked these often affects the listener's reaction to a message even more than its basic content. Similarly, your choice of language - particularly your awarenes of the fine shades of meaning and emotions in the words you use - predetermines in a large part the reaction of your listeners.

6. Take the opportunity, when it arises to covey something of help or value to the receiver; consideration of the other persons interest and needs - the habit of trying to look at things from anothers point of view will frequently point up opportunities to convey something of immediate benefit or long range value to him or her. People on the job are most responsive to the manager whose message take their own interest into account.

7. Follow-up your communication. Our best efforts at communication may be wasted and we may never know whether we have suceeded in expressing our true meaning and intent if we do not follow up to see how well we have put our messages across. This can be done by asking questions, encouraging the receiver to express his or her reactions, follow-up contacts by subsequent review of performance. Feedback is a necessity for complete understanding and appropriate action results.

8. Communicate for tomorrow as well as for today. While communication may be aimed primarily at meeting the demand of an immediate situation, they must be planned with the past in mind if they are to maintain consistency in the receivers view: but most important of all, they must be consistent with long term interest and goals. For example, it is not easy to communicate frankly on such matters as poor performance or the short-comings of a loyal subordinate-but postponing disagreeable communication makes it difficult in the long run and is actually unfair to the subordinate and company.

9. Be sure your actions support your communication. The most persuasive kind of communication is not what you say but what you do. When actions and attitudes contradict words, we tend to discount what is said. For every manager, this means good supervisory practices such as clear assignment of responsibility and authority, fair rewards for efforts, sound policy enforcement; these serve to communicate more than all the gifts of oratory.

10. To be an effective communicator seek not only to be understood but to understand, that is, to be a good listener. When we start talking, we often cease to listen that we do not attend to the other person's unspoken reactions and attitudes. Listening is important yet it is the most neglected and difficult skill of communication. It demands that we concentrate not only on the explicit meanings another person is expressing but on the implicit meanings, unspoken words and undertones that may be far more significant. Thus, we must learn to listen with the inner ear if we are to know the inner person.

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APPENDICES:

APPENDIX 1

Faculty of Administration,
Department of Business Administration
Kongo Campus,
A.B.U. Zaria.

5th August, 1988.

Dear Sir/Madam,

I would greatly appreciate your co-operation in filling the attached questionnaire to assist me in conducting a research on the use of communication as a management tool. The research is a requirement in partial fulfilment of a Master's Degree in Business Administration by the post-graduate school of the University.

I assure you that the information volunteered would be treated with utmost confidence and would not be used for any other purpose than for the research.

I look forward to your maximum co-operation.

Thank you.

I. YAKUBU

Questionnaire of Research on Interpersonal Communication Between Superiors and Subordinates: Questions for Superiors (Head of Department)

Section A: (Fill in the appropriate information)

1. Name.....

2. Department:.....

3. Position:.....

4. How long have you held the post?

5. Number of staff in your department:

   (a) Senior.....

   (b) Junior .....

6. Educational attainment.....

   .....

Section B (fill or thick where appropriate)

		Yes	No
1.	Do you believe that communication with both your Superior(s) and Subordinate(s) can affect your job performance?	.....	.....
2.	If communication is that important to you, do you in communicating to your subordinate(s) plan;	.....	.....
	(a) What to say?	.....	.....
	(b) When to say it?	.....	.....
	(c) How to say it?	.....	.....
	(d) Where to say it?	.....	.....
3.	Do you feel that your subordinate(s) need to be; (a) Provided with information about the activities of the company?	.....	.....
	(b) Told the importance of their jobs?	.....	.....
	(c) Told about the problems afficting the department?	.....	.....
	(d) Trained to transmit information and answer the questions of junior employees?	.....	.....

Section C (Fill or tick where appropriate)

1. Which languages(s) do you effectively use in communicating with your subordinate(s)?.....
.....
.....

2. which means do you use in communicating with your subordinate(s)

	Yes	No
(a) Face-to-face contact?	.....	.....
(b) Telephone ?	.....	.....
(c) Radio message ?	.....	.....
(d) By writing?	.....	.....

3. In communicating with your subordinate(s) how often do you;

	Regularly	Occassionally	Never
(a) Talk to them in groups?	.....	.....	.....
(b) Talk to them individually?	.....	.....	.....

4. Which of these methods is most effective;

	Yes	No
(a) Talking to them in groups ?	.....	.....
(b) Talking to them individually?	.....	.....

Section D

1. Do you communicate to your subordinate(s)

	Yes	No
(a) Specific Tasks you expect them to perform ?	.....	.....
(b) The standard of measuring their performance?	.....	.....
(c) Feed back on their performance?	.....	.....
(d) Your desire for their feedback?	.....	.....

2. How often do you desire to communicate with your sub-ordinate(s) on their;

	Regularlu	Occassionally	Never
(a) Work problem?	.....	.....	.....
(b) Social and family problems ?	.....	.....	.....

3. How frequent do you communicate with your subordinate(s);	Often	sometimes	Never
(a) In your office?	.....	.....	.....
(b) In his work place?	.....	.....	.....
(c) In social circles after working hours?	.....	.....	.....

4. Do you:-	Often	Sometimes	Never
(a) Allow subordinates access to your office?	☐	☐	☐
(b) Consult them on issues affecting their welfare?	☐	☐	☐
(c) Use their ideas and suggestions?	☐	☐	☐

Section E. (Thick where appropriate)

1. Which of these communication problems do you encounter when communicating with your subordinate(s)
   - (a) Getting the right information at the right time?
   - (b) Getting the message accepted and acted upon?
   - (c) Language problem?
   - (d) Lack of adequate equipment?
   - (e) Repetition of messagr?
   - (f) Misunderstanding through failure to read and listen attentively?
   - (g) Lack of feedback?
   - (h) Poor writing, speech etc?
   - (i) Onability to select the information to pass on?
   - (j) Inconsistency between words and action?
   - (k) Lack of trust and confidence in subordinates?

2. Do you desire to improve in your communication with subordinates.?	yes	No
	☐	☐

3. How do you rate the performance of your subordinate(s) Job(s)?	Very good	Good	Fair	Poor
	☐	☐	☐	☐

APPENDIX 2

Questionnaire of Research on Interpersonal Communication Between Superiors and Subordinates: Questions for Subordinates:

Section A. (Fill in the appropriate information)

1. Name.....
2. Department:.....
3. Position:.....
4. Name/Position of Your Immediate Boss:.....
.....
5. How long have you worked with your boss?.....
6. Educational attainments?.....

Section B (Fill or tick where appropriate)

		Yes	No
1.	Will communication with your boss and subordinates affect your job performance?	☐	☐
2.	In communicating with your boss do you plan:-	☐	☐
	(a) What do you say?	☐	☐
	(b) When to day it?	☐	☐
	(c) How to say it?	☐	☐
	(d) Where to say it?	☐	☐
3.	Do you desire to be:-	Yes	No
	(a) Provided with information about the activities of the company?	☐	☐
	(b) Told about the importance of your job?	☐	☐
	(c) Told of the problem affecting the department?	☐	☐
	(d) Trained to transmit information and answer the questions of Junior employees?	☐	☐

Section C. (Fill or tick where appropriate).

1. Which language(s) do you effectivily use in communicating with your boss? .....

2. Which media do you use in communicating with your boss

	Yes	No
(a) Face-to-face contact?	☐	☐
(b) Telephone?	☐	☐
(c) Radio Message?	☐	☐
(d) By writing ?	☐	☐

3. In communicating with your boss how often does he communicate?

	Regularly	Occasionally	Never
(a) Talk to you in groups?	☐	☐	☐
(b) Talk to you individually?	☐	☐	☐
(c) By writing?	☐	☐	☐

4. Which of the above methods do you prefer? .....

Section D. (Tick where appropriate)

1. Does your boss communicate to you:-

	Yes	No
(a) The specific task he expected you to perform?	☐	☐
(b) The standard of measuring your performance?	☐	☐
(c) The feed-back on your performance?	☐	☐
(d) How he expects you to keep him informed?	☐	☐

2. Do you desire to be informed on your performance? ☐ ☐

3. How often do you communicate with your boss on:-

	Regularly	Occasionally	Never
(a) Work problems?	☐	☐	☐
(b) Social & Family problems?	☐	☐	☐

		Often	Sometimes	Never
4.	Where do you communicate with your boss			
	(a) In his office	☐	☐	☐
	(b) At Your workplace?	☐	☐	☐
	(c) In social circles after office hours?	☐	☐	☐
5.	Does your boss:-			
	(a) Allow you access to his office?	☐	☐	☐
	(b) Consult you on issues affecting your welfare?	☐	☐	☐
	(c) Use your ideas and suggestions?	☐	☐	☐

Section E. (Tick where appropriate)

1. Which of these communication problems do you encounter when communicating with your boss:-
   (a) Getting the right information at the right time?
   (b) Getting the message accepted and acted upon?
   (c) Language problem?
   (d) Lack of adequate equipment?
   (e) Repetition of message?
   (f) Misunderstanding through failure to read and listen attentively?
   (h) Poor writing, speech etc?
   (i) Inability to select the information to pass on?
   (j) Inconsistency between words and action?
   (k) Lack of trust and confidence in your boss?

		Very much	Much	Not at all
2.	How much do you think your boss can affect your career?	☐	☐	☐
3.	How much background and interest do you have in common with your boss?	☐	☐	☐

		Yes	No
4.	Do you think the way your boss communicate to you affected your attitude towards your job performance?	☐	☐

6. If your boss's communication with you did not affect your job performance, what reasons affected your attitude to the Job?

.....

.....

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