EFFECTIVENESS OF COMMUNICATION ON STAFF PERFORMANCE IN AN ORGANISATION: A STUDY OF NIGERIAN TELEVISION AUTHORITY (N.T.A.), KADUNA

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BEING A THESIS PRESENTED TO THE DEPARTMENT OF PUBLIC ADMINISTRATION, AHMADU BELLO UNIVERSITY, ZARIA IN PARTIAL FULFILMENT OF THE REQUIREMENT FOR THE AWARD OF MASTER OF SCIENCE (MSC) IN PUBLIC ADMINISTRATION

DECLARATION

I, Bako Zambrang Jane, hereby declare that, this research work titled: "*Effectiveness of Communication on Staff Performance in an Organisation*" which is based on my findings under the supervision of Dr. Prince Kola Obaitan.

I further declare that all sources of data, information and authors used in compiling this work have been fully acknowledged. I therefore remain responsible for all errors and omissions found in the course of this work.

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CERTIFICATION

This is to certify that this research work has been read and approved as having met the requirement for the award of Master in Public Administration and is meant to contribute to knowledge and literary presentation.

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DEDICATION

This work is dedicated to God Almighty, the fountain of knowledge and to my late Dad, James Paul. May your gentle soul continue to rest in peace until we meet to part no more and to my dear mum for all your effort and support.

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To God Almighty, the Alpha and Omega, the fountain of knowledge, the God of possibilities, for the grace, wisdom, guidance and divine projection all through the period of my study. I say blessed be your Holy Name and may your Holy Name be glorified both now and forevermore. Amen.

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ABSTRACT

This study is entitled "The Effectiveness of Communication on Staff Performance in an Organisation: A Study of Nigerian Television Authority (N.T.A) Kaduna". It is obvious in most organisations that ineffective communication brings about poor working relationship, suspicion as well as conflict which to a large extent affects performance within the organisation. This study was conducted for the purpose of assessing the system of communication in organisations as well as identifying ways in which relationships between management and other staff of the Nigerian Television Authority (N.T.A.),Kaduna can be improved to bring about good working relationship and greater performance. Two hypotheses were formulated. The first hypothesis which states thus: "That performance in N.T.A. Kaduna is affected by ineffective communication was accepted while the second which states that hierarchical channel of communication causes delay in decision making was rejected. The study employed the survey method. That is, both primary and secondary data were used. The findings from the study shows that effective communication enhances performance and brings about effectiveness and efficiency, while ineffective communication leads to negative attitude to work as well as ineffectiveness and inefficiency. In addition, hierarchical communication helps in achieving set goals as it enhances checks and balances within the organisation. At the end of the study, it was recommended among other thins that dialogue and meetings should be encouraged so that employees will have a sense of belonging and so put in their best in their jobs and work towards the attainment of organisation's success.

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CHAPTER ONE

INTRODUCTION

1.1 Background To The Study

Within groups or organisations, many people often fail to communicate because of the human tendency of taking basic things for granted. The common assumption is usually that people know or ought to know a number of things, while no effort is made to ascertain whether such things have been made known to them or whether those who may have been informed understood the information. Therefore, that not much attention is often paid to effective communication in many human systems or organisations does not call for debate.

Communication is an integral part of human interaction which serves as a vehicle/instrument of social interaction which helps us to understand ourselves. What can be done without communication? Almost nothing. Let us consider a clinical diagnosis of a patient who is very sick, by silent observations, the reaction of the patient may show signs which could aid the doctor in determining the nature of the ailment. This becomes clearer when the doctor asks questions. From the patient's

response by oral or other forms of communication, the doctor will be better equipped to help the patient. Thus communication has taken place.

In business and industry, communication helps orientate workers to understand one another and to achieve the goals of the organisation. It is the means by which such goals can be pursued, attained, sustained and improved. Thus, no organisation can survive without communication. Communication is vital to the success any organisation and must be effectively handled to ensure attainment of the organisation's objectives. To achieve such goals, there is need to define the authority structure (hierarchy) to regulate the relationship between the people involved in the pursuit of the common goals.

The organisation's structure influences the type of relationship and mode of communication within and outside the organisation. The structure is necessary in order to determine the areas of specification under which the various people involved in carrying out the organisational task will function. Communisation in organisation therefore, portends a flow of information in a social system to sustain its operations and to gear it towards

achievement of pre-determined goals. That makes communication and indispensable management tool.

Communication is very crucial for proper understanding of the roles and responsibilities of personnel within any organisation. That is why organisations depend on it for the attainment of their set goals and objectives. Effective communication builds a friendly and conducive working environment among members in an organisation. Inadequate communication brings about distrust, resentment and feelings of insecurity.

Communication being an important factor in organisational performance, as part of human behaviour, it had been the key of continuing existence of organisations. Effective communication within an organisation stimulates employees towards greater performance.

The nature of work in an organisation can only be achieved working in group or as a team. For all employees and units in an organisation to get organisational goals accomplished there must be effective communication. It is the means through which information is productive and goals achieved. Organisation can only operate under the principles of unity in diversity. That is, an organisation is a system composed of several mutually

interrelated and interdependent units who most work as a team with the aid of effective system of communication to achieve organisational goals.

This emphatically makes organisational performance inevitably a function of communication within and out of the organisation.

It is against this background that this is been carried out to examine the effect of communication and how they influence the behaviour and performance of workers as a whole, with particular reference to N.T.A. Kaduna. However, communication in an organisation could be upward/downward or lateral. Fort the purpose of this study, emphasis will be laid more on the upward/downward communication.

1.2 Statement of the Problem

Over the years, the issue of inefficiency and ineffectiveness in Nigerian public organisations has been a key problem. This prompted the introduction of various reform programmes such as the NEEDS as well as the privatisation of most public organisations, especially the power sector which affects all other sectors. Despite this some level inefficiency is still observed in most public organisations, N.T.A. inclusive.

The essence of communication is to inform and exchange messages/ideas. However, no matter how clear the idea is in the mind of the sender of the communication, it may still be hindered by poorly chosen words, omissions, lack of coherence, failure to clarify the implication of the message, incomplete networks, complexity of the organisation structure which has to do with bureaucracy, reluctance of subordinates to report upward, religion sentiments, tribal/ethnic differences and god-fatherism which can be traced to appointments being offered based on sentiments and not on merits. All of these are the key issues that affect all sectors the Nigerian economy. Above all, communication equipment may malfunction. All of these often bring about communication gap between superiors and subordinates and affect performance in most organisations.

Research Questions

In view of the foregoing, the research seeks to answer the following questions:

i) How effective are the communication systems in the N.T.A. Kaduna?

ii) How does the organisational structure (i.e. bureaucracy) affect the organisational target within the constraint of time?

iii) What effect does communication influences the workers attitude to work as well as their performance?

1.3 Objective of The Study

This study is aimed at

i) Identify major factors hindering the attainment of effective system of communication and goal attainment in the Nigerian Television Authority (N.T.A.) Kaduna;

ii) Explaining the various systems of communication and how they affect performance in an organisation; and

iii) Ascertaining whether the organisational structure (hierarchical order) affects decision making as well as other barriers in communication often result to ineffectiveness in organisations.

1.4 Hypotheses Tested

1) That workers performance in N.T.A is affected by ineffective communication.

2) That hierarchical channel of communication causes delay in decision making.

1.5 Scope And Limitations Of The Study

This study focuses on hierarchical communication and its effect on performance with particular reference to N.T.A Kaduna. A study of this nature cannot be said to have been carried out without some difficulties. In terms of time, finance, material resources as well as access to information which most people consider as too secret. Having a broad topic to conduct a thorough research and with a case study as N.T.A. having different network centres all over the nation, that is why the researcher narrowed herself to horizontal communication with particular reference to N.T.A. Kaduna being one of the oldest network centres in Nigeria as a representation of

Others due to time and financial constraints. This covers a time frame of ten (10) years, i.e. 2001 to 2010.

1.6 Significance of the Study

The significance of communication in regards to staff performance in any organisation cannot be overemphasised. This study will be of great benefit to management and staff of the Nigerian Television Authority (N.T.A.). It will help management to gain more knowledge about communication technique or

systems that will help boost staff performance and it will also help employees or staff by minimising their level of frustration/misunderstanding between them and management, derive satisfaction and so enhance performance.

Through this study, government can adopt various techniques/measures to improve staff performance and effectiveness of most public organisations in other to compete well with their private counterparts.

This study is also significant as one of the partial requirement for the award of M.Sc and so will boost the researcher's Curriculum Vitae (C.V).

1.7 Methodology of The Study

1.7.1 Sources of data

The data for this research shall be sourced using both primary and secondary sources of information. The primary sources include interviews, questionnaires and personal observations. These are sources which confine one to a particular group or sample and are mostly undocumented. That is why the researcher is using the secondary sources which are

documented to complement the primary scources. The secondary sources include textbooks, journals, newspapers and other literatures related to the topic understudy.

1.7.2 Population and sample size

The population of staff in Nigeria (N.T.A.) Kaduna is 300 comprising of management, senior and junior staff. Out of this 50% of the whole will be used as the sample size, giving us 150 workers as the sample size of the study.

1.7.3 Sampling Techniques

The stratified sampling technique will be used for this study. The respondents will classify into different strata, management, senior and junior strata. The purpose of this classification is to ensure that each category of staff is adequately represented. This will give room for the collection of data from the sample size for analysing the hypothesis earlier formulated.

1.7.4 Method of data analysis

This study, being a qualitative research work, tables and simple percentages will be used for analysing the data collected.

1.7.5 Questionnaire administration

The researcher physically administered the questionnaire to the respondents in order to ensure prompt and high response. This was designed to extract desired information based on the topic understudy. The Admin Officer was first consulted and briefed about the survey who admonished other staff members to cooperate with the researcher.

1.8 Plan Of The Thesis

Chapter one is the introduction. It covers background to the study, statement of the problem, objectives of the study, methodology of the study, which includes the sources of data, population and sample size, method of analysis and questionnaire administration.

Chapter two contains the literature review and theoretical framework which is made up of an introduction, meaning of communication, types of communication, forms of communication, process of communication, objectives of

communication, feedback mechanism, communication strategy in N.T.A, problems of communication, and the theoretical framework.

The third chapter gives a historical, structural and functional perspective of the organisation understudy (N.T.A).

Chapter four represents and analyses data collected for the study.

Chapter five provides summary of the work, conclusion and recommendations.

CHAPTER TWO

LITERATURE REVIEW AND THEORETICAL FRAMEWORK

2.1 Introduction

In this chapter, as much as accessible, ideas, concepts and principles, both documented and non-documented as related to the subject matter, "The Effectiveness of Communication on Staff Performance"", will be put together. A lot has been written in relation to organisational relations as well as communication and performance. In this chapter, these ideas, concepts, principles and propositions will be reviewed to ascertain how they affect performance in an organisation and how communication also affects performance. Communication is a tool for effective interaction among corporate bodies and their employees to ensure achievement of organisation's goals positively. More so, communication is a tool that bridges the gap between a corporate body or individual and the different public.

At the end of this chapter, a theoretical framework will be used to explain the impact of communication on performance for better understanding of the subject matter.

Before the establishment of the National Information Technology Development Agency, the awareness and deployment of information technology was almost at zero level. Nigeria was backward both at international and local levels.

The dire need to bridge the digital divide and for Nigeria to effectively join the emerging global economy driven informational technology necessitated the establishment of the National Information Technology Development Agency (NITDA). Its mandate is to operationalise the national IT policy to ensure that the entire citizenry is sufficiently empowered with information technologies and to enter into strategic alliance with information international organisation/communities with the aim of developing and regulating the information technology sector in Nigeria. It also has the aim of ensuring that the information technology resources are readily available to promote efficient national developments, create awareness and ensure universal access in order to promote IT diffusion in all sectors of our national life. To eliminate waste and ensure that governance and business are done in the global standard of using ICT for easier, faster and cheaper service delivery for information of Nigerian economy from resource based to knowledge based economy.

Also a means of assessing, planning, managing, developing and for achieving sustainable growth, improved accessibility of information as "information is power".

At the end of this chapter, a theoretical framework will be used to explain the effect of communication on performance for better understanding of the subject matter.

2.2 Concept of communication

The word communication was derived from the Latin word "*commune*", which means "to make common", "to share", "to impart", "to transmit". It involves exchange of information, ideas, feelings or message from one source to a receiver. In other words, it takes place between two or more persons. Moreover, communication does not take place unless the receiver correctly interprets the information that is being transmitted before taking decision. All organisations, be it public or private, cannot function properly without an efficient and effective system of communication. This is so because communication plays a vital role in the organisation by ensuring cooperation as well as co-ordination within the organisation. It also creates mutual understanding in regards to common difficulties and problems to

the minds of members of the organisation. In other words, communication is very vital factor for the successful achievement of organisation goals and objectives. It is one of the most important devices in making administrative procedures smooth and efficient.

Communication, being a motivational tool within the organisation helps in getting the employee to put in more effort to achieve the organisation's set goals. Edwin Locke (1960) propose that intention to work towards a goal are major sources of work motivation that tell an employee what needs to be done ad how such efforts will need to be expected.

In order words specific goals tend to increase performance. In relation to organisational goals and performance, good communication clarifies the organisational goal for the worker. Hence, the worker knowing and equipped with what is expected of him/her will be ready and willing to put extra effort to achieve the organisational goal which him/her understands and accept.

According to Abel K. Ubeku, communication is the passing of relevant information to the person, who:

a. Needs to know,

b. Is in position to use that information in his/her work.

According to Lewis and Baker (1983:65) "communication entails the conveying of thoughts, opinions, desires or data to someone else, but it is more that just an exchange of evidence. To be effective, what you say or write must be understood by the receiver. Thus, communicators are concerned with the successful transfer of an idea from one person to someone else".

Akani (1987:265) opined that a large percentage of activity in an organisation concerns transmission of information between people and this is referred to as communication. According to him, communication includes face-face discussions, memos, telephone calls, reports, letters and any forum through which information is passed along or exchanged. He went further to explain that the amount of time devoted to communication in organisations is beyond estimation.

James et al (1990:23) quote definition from various sources, some of which are quoted below:

> "Communication is any means which a thought is transferred from one person to another"

> "Communication is the process by which the person (or group) shares and imparts information to another person or group"

Today, the importance and role of communication are over riding and all pervading in management practice. Indeed, all functions of management (planning, organising, commanding, co-ordinating, controlling, integrating and budgeting) cannot be performed without communication. The assertion is even true today with the role that information technology (IT), computers, wireless and fixed telephones, fax and internets plays in decision making transmission and implementation.

Millet (1954:23) defines communication as "shared understanding at a shared purpose". To Pfiffner (1958) communication is "the process of transmitting ideas, mainly written and verbal in order to modify human behaviour".

Bernard Kimbrough and Nunney (1983) identified communication as "an essential executive function". He noted that in a comprehensive theory of organisation, communication would occupy a central place because the structure, extensiveness and scope of organisation are almost entirely determined by communication techniques.

Petter Little (1975:15) described communication as "a chameleon of a word changing the colour or its meaning with a change of speaker or listener. This interpretation of communication is that it is dynamic in its own sense. That is to say that it is not static, it varies and changes. He opined that communication is the process by which information is passed between individuals and all organisation by means or previous symbols used. In this definition, he explained that the symbols used must be agreed upon by the parties involved. He further states that communication is the means which organised activity is unified. It may be looked upon as the means by which behaviour is modified, change is affected, information is made productive and goals are achieved, whether we are considering a church, family or a business enterprise the transfer of information from one individual to another is absolutely essential.

Nigro and Nigro (1965:188) defines communication as "that process whereby one person makes his ideas and feelings known to another". Chambers Compact Dictionary(1977:95) further defines communication as an act or means of conveying information, piece of information, means of sending a message or of transporting information from one person to another.

According to Mel Grasze, "planning and control are two principal responsibilities of management which are essential information processing activities". In other words, it takes communication to make the two processes to work. Further more, according to Shawn Gregson and Frank Livesey, "Good communication enables people to perform well, and this benefits the organisation as well individuals. Thus in the area of job satisfaction, can influence earning capacity and may improve the individual's chances of promotion".

Good communication helps to improve the social element within an organisation because having information about what is going on in the organisation often helps to reduce suspicion and conflict. Thus producing generally a happier working environment conducive for organisational performance. Communication lays the foundation for people to work together under the demand of situations for effectiveness and efficiency.

Thus if communication breaks down in organisation, the system malfunctions or ceases to produce.

Lasswell (1969), says

> "communication involves one person passing a message of some kind to another who in turn is in

> some way affected by it at least to the extend of hearing or seeing it".

Nigro and Nigro (1965:188) define communication "as the underlying medium of bringing the route between human behaviour and management". They further added,

> "The best value of life such as achievement through superior performance and productivity leading to a contentment and success depend on proper communication network and the philosophy that people wish to know and understand so that they can contribute to society."

To Osisioma and Osisioma (2002:80), communication is the process of maintaining an uninterrupted flow of orders, instructions, questions, responses, explanations, idea and suggestions between the management and the rest of the organisation. "Management is getting things down through others" (Mary Parker Follet), a task which requires the manager to communicate with people. Good communication not only help management orders to be understood down the line, but it improves the manager's knowledge about subordinates attitudes and feelings towards the job, the organisation, supervisors and the work environment.

Kinbriough and Munnery (1983:361) stressed that "communication network is the ingredient which makes organisation possible. It is the vehicle through which basic management functions are carried out".

Castetter (1967:62) opines strongly that "communication is organisation's connective tissues". He also maintains that instances in failure in communication within an organisation results in grievances, unsatisfactory individual performance, misunderstanding and a general decline in unified behaviour. Therefore, the clearer the communication in organisations like N.T.A., the better the satisfaction as well as attainment of goals and objectives. Effective communication occurs when a thought or idea has been transmitted, such that the mental picture by the receiver is exactly the same with the sender.

Communication system from the above description is an important tool in achieving success in any organisation if well utilised by the right people and with the help of good print and electronic media as obtained in N.T.A. Kaduna. Information from the organisation are passed to the general public through the electronic media as a tool for effective communication.

According to Habibu (2006:16) communication is an essential feature of every human organization. It is the life wire and the heart of all organizations. Without communication, an organization is bound to be a muddle of men and women steeped in confusion. He further stated that communication is a very important aspect in all human organizations, whether large or small in which all managerial and supervisory activities cannot be carried out without establishing and sustaining communication between the manager or supervisory and the subordinates. As such, a thorough understanding of the communication process is absolutely beneficial for successful managerial duties.

Organizational goals can therefore be better achieved through effective communication system. Simon in Afolayan (1989:96) states that *"Communication is the life blood of organizations"*. This emphasizes the fact that it is obvious that without communication, there can be no organization for it is the communication that influences the individual as well as general group behaviour.

For the efficient performance of duties, there is therefore need for adequate flow of information. Its perception by superior and

subordinates of the organization must be clear and properly translated for everybody to understand. Communication plays an outstanding role and facilitates the direction of an organization towards achievement of goals and objectives.

2.3 TYPES OF COMMUNICATION

Basically, there are two types of communications; verbal and non-verbal communication. Verbal communication uses words in spoken and written forms while non-verbal communication uses other means to express itself. Verbal communication is divided into;

(a) ORAL and

(b) WRITTEN COMMUNICATION

2.3.1 Oral communication

This involves face to face conversation, such as interview, meeting, oral briefings, public address, oral presentation, telephone call, conference training session etc. This involves direct medium of communication, physical proximity and usually both sight and sound of sender and receiver allows for instant interchange of opinion, views attitudes, instantaneous

feedback, easier to convince or persuade, allows for contribution and participation from all present.

2.3.2 Written communication

This involves written works such as letters, memorandum, report, abstract, minutes, article, press release etc. these types of communication provides written record and evidence of dispatch and receipt capable of relaying complex ideas, provides analysis evaluation and summary, disseminates information to dispersed receivers, can confirm, interpret and clarify oral communications. It forms the basis of contract or agreement.

Writing is a type of verbal communication. Communication is described as science of exchanging information for reaction. It uses words, but unlike oral communication, it translates sounds into readable codes or symbols which are known as alphabets. Alphabets are combined into words; words are laterally and vertically arranged into phrases. Phrases are developed into clauses, sentences, paragraphs, essays, chapters and books, as illustrated in the diagram below:

Fig. 2.1: Written Communication
Source: Communication Skills for Managers (NIM Booklet)

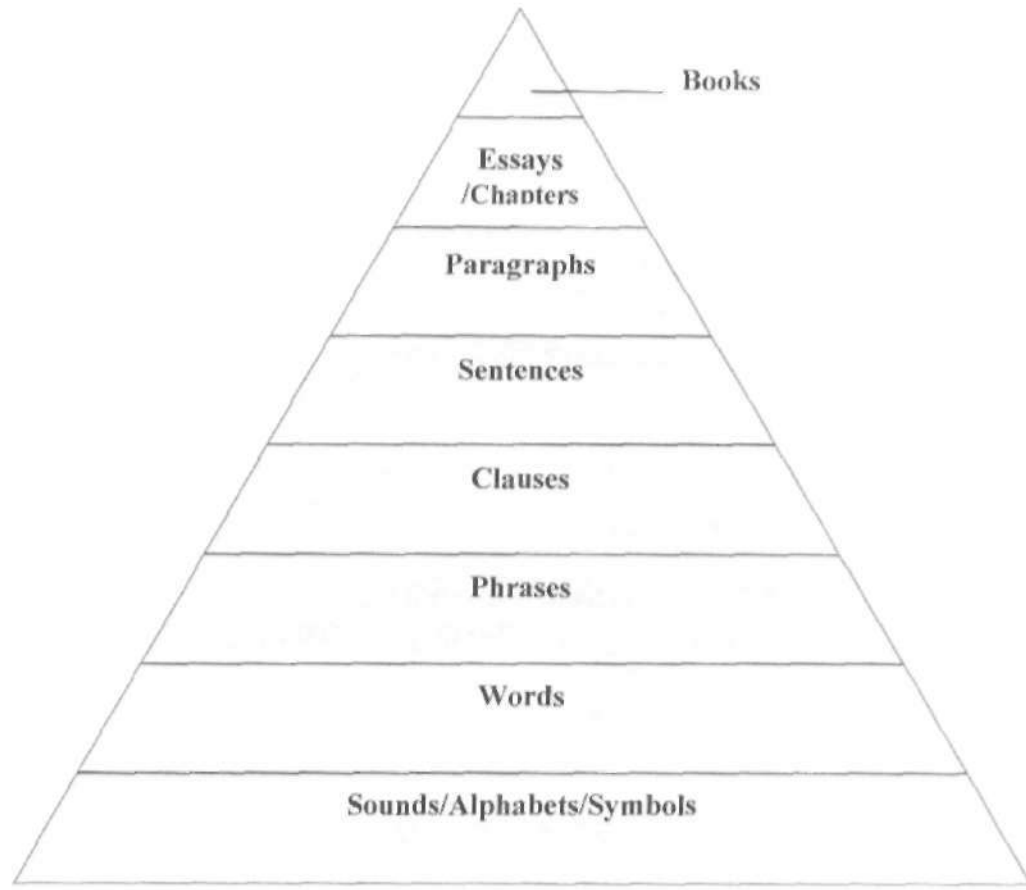


Figure 2.1: Written communication
Source: *Communication skills for managers (NIM Booklet)*

Its peculiarity is that when sounds are translated into alphabets, codes, symbols etc. they are documented on sand, paper, board, wall, parchment etc. which are hard objects using pen (with ink), chalk, pencil or even fingers and toes (on sand) etc. There are even more advanced technologies in typewriting, publishing, word-processing etc. in the IT word.

2.3.3 Non-verbal communication

This involves winking of the eyes, laughter, hissing, crying, colours, etc. In the development of a human, it is non-verbal communication that is inbuilt and transcends tribes, colours, creeds and races. It is universal. For example laughter, crying, beckoning and frowning elicit the same interpretation through out the world.

2.3.4 Visual communication

This involves non-verbal communication such as expressing, gesture, posture, diagram, chart, table, graph, photograph etc. it reinforces oral communication, provides additional visual stimulus, simplifies written or spoken word, quantifies, provides ideas in number form, provides stimulation of situation, illustrates techniques and procedures, and provides visual record.

Roles: For the different types of communication, we have a pair of participants and action as in below.

GROUP A	RESPONSIBILITIES	GROUP B	RESPONSIBILITIES
Initiator		Audience	
Sender		Receiver	
Actor	Clarity and Repetition	Spectator	Understanding
Speaker		Listener	Inquiry (Ask questions)
Writer		Reader	

Copyright Evans, Desmond, People and Communication, The pitman press 1989 p.9.

Imagine an organization having only supervisors and subordinates or what it would be like to have a football match of only one team playing towards the same goal. Therefore, it is compulsory that for communication to be effective, the pairs must play their roles effectively. In other words, to ensure goal attainment within an organization, there must be adequate communication with each person and each unit within the organization playing his/her role effectively. The two types of communications can be used simultaneously to show seriousness as the teacher does in writing, speaking and demonstrating at the same time. More so, superiors need to not only communicate verbally to subordinates what they are expected to do but also demonstrate and show examples on how to go by their jobs so as to ensure effectiveness and efficiency.

In the illustration above group A, the participants are initiating a communication process and they have a responsibility to make themselves as clear as possible. They must not give room for the audience to give two meanings or interpretation to their words and actions to avoid confusion within the organization. If they do, they are guilty of ambiguity. Therefore they must not be tired of repeating themselves (superiors) until their audience (subordinates) understand.

On the other hand in group B, participants (subordinates) must put themselves in a position to understand and must ask questions until they have understood. The objective of the on-lookers, spectator, receiver, listener and reader is to understand. No pressure must be put on them to understand as many teachers do. That is every worker within the organization must be carried along to be able to contribute their best to the organization.

2.4 Channels Of Communication

(1) DOWNWARDS/ UPWARD/ VERTICAL COMMUNICATION

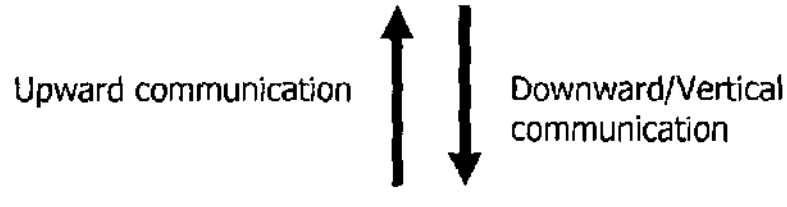
(2) HORIZONTAL/ LATERAL COMMUNICATION

2.4.1 Downward/upward/vertical communication

Upward communication entails the upward flow of information which forms the basis of policies and decision making in the organisation and holds together the organisational hierarchy. The needs for upward communication in the organisation are to ensure accountability by means of reports and to achieve performance and results. Upward communication asserts that it is every worker's responsibility to direct communication about his work to the person above him in hierarchy. This includes making proposals reports, recommendations or suggestions to his/her superior as it relates to his/her job. Upward communications is non-directive because it only reports results or pass information. In other words, upward communication is a kind of feedback mechanism from subordinates to superiors.

The downward communication comes in form of executive direction, commands and orders. Downward communication is highly directive because it initiates action by subordinates. They link the various levels of organisation and are

instruments which executive uses which results in organisational output. The role of a superior in an organisation is to decide what the subordinates need to know and ensure that they get information regularly, in sufficient quantity and in relevant form. This information should be relayed quickly enough for the subordinates to act in response which promotes higher performance. The downward/vertical/upward communication is illustrated as thus:



2.4.2 Horizontal/Lateral Communication

Just like the downward/upward communication, horizontal/ lateral communication has the same critical effects on organisation's performance. Whereas the downward communication is highly directive because it initiates action by the subordinates and upward communication is non-directive because it merely reports results or pass information, horizontal communication carries non of these implications. Horizontal communication is an aspect of informal

communication which subsequently affects performance of the organisation.

As observed by modern theorists, organisations today are faced with 'environment' which is dynamic, chaotic and unpredictable in nature within which they operate. As a result, the managers cannot predict and control the unfolding drama inside and outside their organisation. To tackle these, organisations have to adapt a new paradigm in which they work toward moderate size with flexible decentralised structures and emphasise horizontal cooperation. This involves division of labour. Furthermore, the nature of horizontal communication problem is determined by individual position, work groups and individual position holders having different organisational sub-goals but interdependent activities that need to be blended. The horizontal/lateral communication is illustrated as follows:



Summarily, the forms of communication are as follows:

i) Downward communication: from the boss to the shop floor;

ii) Upward communication: from the shop floor to the boss;

iii) Lateral communication: among colleague of the same grade; and

iv) Diagonal communication cuts across from the top to the bottom like the boss and the driver of or domestic staff.

Furthermore, communication could be formal or informal. It is formal when it involves the earlier forms of communications discussed. In other words, communication is formal when it follows the legally recognised routes of the organisation. However, there are times when information does not pass through the right route to its destination and that is where informal communication comes in.

2.5 Process Of Communication

The communication process involves six stages which are further divided into two classes according to their roles as follows:

Group A	Group B
Initiator/Sender/Writer/Speaker	Receiver/Spectator/ Audience/Reader/Listener

i. Ideation

ii. Encoding

iii. Transmission

iv. Reception

v. Decoding

vi. Feedback

One process/activity/role leads to the next in the order of i) – iv). Communication process is also cyclic because process vi), i.e. feedback leads to ideation. Simply explained, it means that after an initiator has thought about an idea (ideation) he/she has to put a language for his/her audience (encoding) and send it to the receiver/spectator/reader/listener (transmission) who receives the message (reception), finds it meaning and interpretation (decoding), acts on the message and sends a message back as to what action has been taken (reporting/feedback). The audience receives the report and he also thinks (ideation) and goes through the process i) – iii) while the first initiator becomes the receiver. That is what happens within an organisation when information is passed from the superior to the subordinates or from one unit of the organisation to the other.

More so, communication process answers 6-W questions, namely:

1) What? (Subject matter);

2) Who? (Initiator);

3) Whom? (Audience);

4) Why? (Rationale/Reason/Objective);

5) Where? (Venue); and

6) When? (Time).

Group A: Activities and Process of Initiating communication

2.6 Objective Of Communication

Communication is described as science of exchanging information for reaction. It transmits valid information which is used for making decisions. The objective of communication is to exchange information and initiate action. The importance and role of communication are over riding and all pervading in management practice. All the functions of management: planning, organising, staffing, directing, coordinating, controlling, and budgeting (POSDCORB) cannot be performed without communication. However, everyone involved in the process have a responsibility to make themselves as clear as possible. In essence, the information exchanged must be understood. The objective of acting based on information received is clarity. More so, they must pay attention and have interest in order to understand.

However, the general purpose of communication includes the following:

a. To affect other people, influence them either through persuasion or argument.

b. To inform the people through instruction, teaching and new bulletin.

c. To entertain other people.

Organisation can be functional if only the above purpose of communication is fulfilled.

In a nutshell, the objective of communication is to exchange information as well as initiate action so as to ensure that individual roles are carried out effectively.

2.7 The Feedback Mechanism

As stated earlier, feedback is the action expected from the information received. The mechanism entails the channel through which the action expected from the information received is passed through. The feedback is a kind of report sent based on the information received. There are however, several channels/routes and instruments through which the information can be exchanged. They include the following: letter, telephone,

fax, memorandum, minutes, press release, oral briefing, video/audio tapes and radio stations.

Ordinarily, people will perform better when they get feedback on how they are progressing towards their goals because feedback is an essential component of control system. More so, feedback enables the workforce to know what their effort is doing to the attainment of set objectives and this will ginger them into putting in more efforts.

2.8 Communication Strategy In N.T.A.

This has to do with how employers, management and employee of N.T.A. exchange messages, ideas, data and information in order to achieve the objectives of the organisation. All organisations of the world, N.T.A inclusive are naturally vertical like a triangle with only one person (C.E.O/President/Chief Executive) at the apex; others fall into different cadres down the triangle. The channels of organisational communication are called communication routes which are divided into formal and informal routes. The formal route has to do with the forms of communication, i.e. downward communication, which is from the boss to the shop floor; lateral upward communication, among colleagues of the same grade and diagonal communication which

cuts across from the top to the bottom like the boss and the river, as explained earlier in this chapter.

However, the informal route involves times when the formal routes experience coups. Then the informal routes ignore all the management structures to circulate information among staff members. It is called GRAPEVINE. It simply means the information circulating as rumours. Sometimes, it contains facts but most times it is more fallacy than truth.

In N.T.A, management demand that all employees must share information as openly as possible. Secrecy around information should be reduced to ensure effectiveness and efficiency. Policies and instructions go to the shop floor from the boardroom. Reports and protest go up to management. Colleagues share information for purpose of information empowerment, house journal and news letters are being circulated regularly among staff members. Joint Action committee or employee's consultative forum exists as a platform for solving differences.

2.8.1 Means of organisational communication

As the "connective tissue" of organisation, communication can be carried out through the following means:

1) **Personal contacts**: This is an effective means of internal communication between the executive and subordinates. They may have face-to-face conversation, telephone chart, etc to convey their views.

2) **Formal correspondence**: Communication by written documents is the most commonly used method in modern organisations. Public personnel are responsible for their act and as such, they must endeavour to put all their transactions in writings.

3) **Instructions**: Instructions are passed in the form of circular or orders. They are usually in written form but may be issued orally. They usually deal with the right and responsibilities of the staff. They are effective means of communication in personnel administration.

4) **Internal publicity**: Since most organisations are complex and large, there is tremendous need for internal publicity. Different methods of publicity are used for different kind of information. The method to be used depends upon the type of information and is decided by the officer in charge.

Public may be permanent e.g the use of official club or temporal in nature, such as notification about the visit of an important official. Publicity may be done using the notice boards, staff journals, staff meetings, the staff library, etc.

5) **Forms**: In modern organisations, the use of printed forms as a means of communication has become very popular. Example of such forms is application forms, requisition forms, accounting forms and several other types of forms. All these sale time and increase efficiency in administration.

2.9 Problems Of Communication

There may be occasions of inadequate information, wrong information and failure of information to reach its target and achieve its objective at right time, in the right place and in the right quantity and quality. This is called communication gap.

2.9.1 Communication gap

Gaps are caused by barriers which is termed NOISE. If this happens, a communicator should start by self-examining

himself/herself. Thereafter, the process and route can be revisited to see how effectively the individual roles have been played.

2.9.2 Causes of communication barrier/gap

The following are some of the causes of communication failure or breakdown among others:

i) **Badly expressed messages**: The very content of a communication in form of its chosen words, phrases and sentences, may be a barrier to the efficient transmission of a message. No matter how clear the idea is in the mind of the sender of communication, it may still be hindered by poorly chosen words, omissions, lack of coherence, platitudes, unnecessary jargon, and failure to clarify the implication of the message.

ii) **Defects or complexities on the structure**: A company with several geographically separate plants or branches may experience gaps in the transmission of information and incomplete networks. Information may be delayed so long that it becomes useless through bureaucracy.

iii) **Psychological factors**: Examples of these are:

- Reluctance of subordinates to report upwards for whatever reason;
- Subordinates may read more than was intended into a superior's message. Conversely, superiors may listen less carefully to information passed up the line by subordinates.
- Communication may suffer too, due to the listener's distrust of the communicator.
- Individual bias, e.g. people tend to hear and see what they expect to hear and see.

iv) **Poor communication skills**: Examples are:

- Lack of planning to communicate: too often, people start talking and writing without prior thinking, planning, and stating the purpose of the message.
- Poor listening and premature evaluation: Listening demands full attention and self discipline.
- Lack of fluency on the part of the sender due to grammatical inaccuracies.
- Communication equipment may malfunction.

2.9.3 Reducing barriers to effective communication

Barriers can be reduced if we use the six communication processes discussed earlier.

i) **Feedback**: Communication can be improved if the sender will invite and use feedback to get some idea of whether the message communicated has been correctly interpreted.

ii) **Training**: By training employees in relevant techniques of using communication effectively, particularly in listening and interpreting ideas.

iii) **Using appropriate routes and providing facilities for effective communication**: This could be done in respect of downward, upward, as well as lateral communication, particularly mechanisms which have widely adopted which include:

a. Downward communication:

- Briefing groups (where team leaders brief immediate staff about events)
- Staff meetings (where all staff in one unit or from one site are brought together).
- Using bulletins, notices and circulars.

b. Upward communication:

- Joint consultative committees (where management and staff meet to consult about issues).
- Suggestions schemes or boxes.
- Grievances procedure.
- Sending up timely and accurate reports.

c. Lateral communication: This include the use of:

- Inter-departmental committees
- Special projects groups
- Co-ordinating committees

iv) Ensure action from communication: Managers should take care to ensure that actions outlined in their messages are carried out.

Nevertheless, there are certain factors that influence performance in the organisation such as age, satisfaction in the job and individual ability and individual personality.

- **Age**: It is generally believed that job performance declines with age. Younger workers or employees are more agile and flexible and are competent with changes and new technology within the organisation. On the other hand,

older workers are perceived to be lacking in flexibility and being resistant to change as well as new technology and all these affect performance.

- **Gender**: Women have often been regarded as the weaker sex and cannot fit in some jobs which their men counterparts can perform. However, nowadays, it is believed that what a man can do a woman can do better. With this, issues of difference in performance between genders have prompted serious arguments. As such, evidence suggests that there are few, if any, important difference between women that will affect their job performance.
- **Individual ability**: Ability is an individual capacity to perform various tasks in a job. It is an assessment of what one can do. Individuals are not created equal. Most people are to, the left of the median on some normally distributed ability curve. Individual differ in their mental and physical abilities. In behaviour too, no two individuals are exactly the same. Each individual goes into the organisation with differences and for different reasons and goals which all affects performance.

2.10 Theoretical Framework

The attainment of organisational goals depend to a large extend on how effectively the various units in such organisation are coordinated. However, there cannot be any proper way without an effective system of disseminating information from and to every member of such an organisation.

In line with the above, this study is an evaluation work, as such four (4) communication theories or models will be considered. However, one will be adopted to throw more light on the study. These models include:

A) The linear communication model;

B) The interactive communication model;

C) The Berlo's source, message, channel and receiver (SMCR) model of communication; and

D) Shannon-Weaver model of communication.

2.10.1 The linear communication model

In recent time, most theorists have described communication as a one-way linear process. According to this view point, communication takes place when a sender puts ideas into some kind of coded message and delivers it through some

channels such as speech or writing to one or more receivers, who in turn decodes it for example, watching television or reading a book.



Figure 2.2: Linear Communication

Sources: Alder, R.B (1983). Communication at work: *Principles and practices for business and the* professions. New York, Random House

The linear view characterised communication as something that an active sender does to pass information to the receiver. It implies that the responsibility for getting a message across rests with the sender alone. While some types of message such as letters and radio broadcast do flow in a one-way manner, a linear model does not completely describe most types of communication. The one-way linear model ignores the fact that receiver react to messages.

2.10.2 The interactive communication model

An interactive view of communication is an improvement over its linear predecessor, but it is still not satisfactory. We can picture communication as a two-way interactive event in

which a sender formulates and transmits a message to a receiver who in turn, formulates and sends a response as shown in figure 2.3 below.

There is the need for both the sender and the receiver to choose or pick words carefully when communicating so as to convey the actual message meant. Failure to do this, the message may be lost due to double meanings or interpretation that can be given to the message being conveyed.

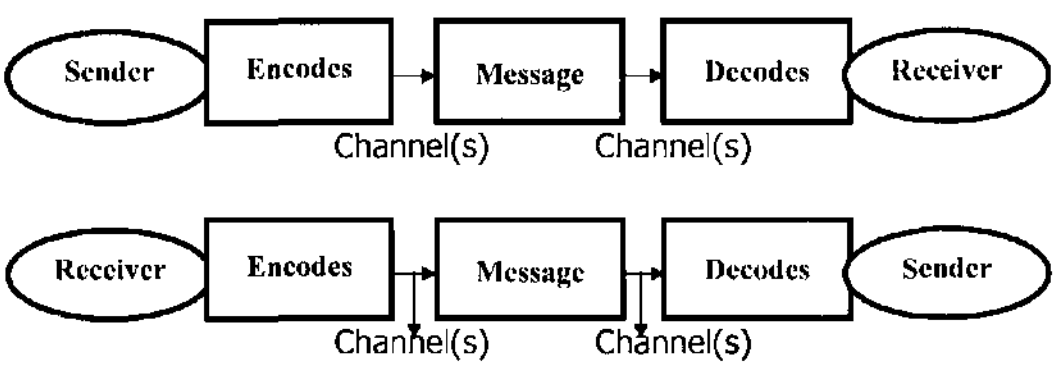


Figure 2.3: Interactive Communication

Sources: Alder, R.B (1983). Communication at work: Principles and practices for business and the professions, New York, Random House

In simultaneous communication, the parties are usually transmitting and receiving messages at the same time, like the telephone, face-to-face interaction, etc. for example, a sales representative presents a product to a potential

consumer while the representative is doing most of the talking, at least initially, the customer is also sending messages, non-verbal ones in this case, smiles and nods of agreement suggest the representation is going on well, while yawns, folded arms signifies failure. Thus, the primary sender (the sales representative) is also a receiver and the customer, while principally a receiver is also a message sender. This simultaneous sending and receiving shows there is need for both the sender and receiver to be knowledgeable in the language of communication.

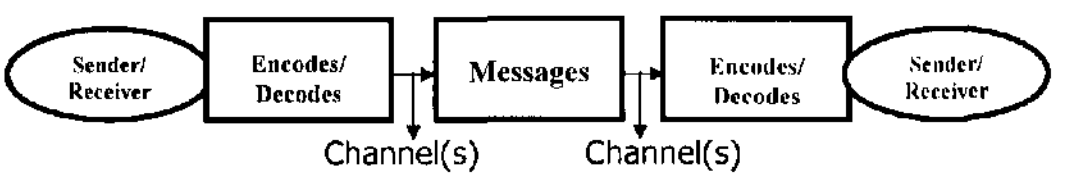
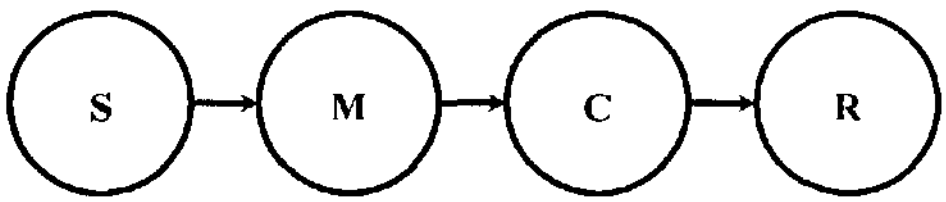


Fig 2.4: Interactive Communication
Sources: Alder, R.B (1983). Communication at work: Principles and Practices for Business and the Professions, New York, Random House

2.10.3 The Berlo's S.M.C.R. model of communication

The Bero's S.M.C.R. focused on the individual's characteristics of communication and emphasis on the role of the relationship between the 'source' and the 'receiver' as an important variable in the communication process. The more highly Developed the communication skill of the 'source' and the 'receiver' the more effectively the message will be

encoded and decoded. Berlo proposed that effective communication may include four elements as shown in diagram below:



Source	Message	Channel	Receiver
Communication skills	content	seeing	
attitudes	elements	hearing	attitudes
knowledge	treatment	touching	knowledge
social system	structure	smelling	social system
culture	code	testing	culture

Fig 2.5: Berlo's S.M.C.R. Model of Communication
Source: CCMS into base at http:www.cuhstock

Berlo's (SMCR) model represents a communication process that occur as a SOURCE draft message based on ones communication skills, attitudes, knowledge, social and cultural systems. These messages are transmitted along CHANNELS, which may include sight, hearing, touch, smell and taste. A RECEIVER interprets a message based on the individual communication skills, attitudes, knowledge, social and cultural systems.

Therefore, going by Berlo's (SMCR) model, effective system or flow of information in the Nigeria Television Authority (N.T.A.) Kaduna, depends on communication skills, attitudes, knowledge and socio-cultural systems of management staff (source) as well as the communication skills, attitudes, knowledge and socio-cultural systems of operational staff (receiver) in the case of downward flow of information in the organisation. On the other hand, effective system or flow of information also depends heavily on the communication skills, attitudes, knowledge and socio-cultural systems of operational staff (source) as well as that of the management staff (receiver) as the case of upward communication.

In the same way, effective system or flow of information between staff of the same cadre depends heavily of communication skills, attitudes, knowledge and socio-cultural systems of the source and the receiver in the organisation. The limitation of this model is that it lacks feedback, which calls for the adoption of the next model for the proper understanding of communication system in the Nigerian Television Authority (N.T.A.) Kaduna.

2.10.4 The Shannon Weaver model of communication

The model adopted in this study as a theoretical framework approach to analyse the flow or system of communication in the Nigerian Television Authority (N.T.A.) Kaduna is the Shannon-Weaver's model of communication. Shannon and Weaver (1946) produced a general model of communication known after them as the Shannon-Weaver's model. It involves the breaking down of an information system into sub-systems so as to evaluate the efficiency of the various communication channels and codes. They propose that all communication must include seven elements;

1) Source
2) Encoder
3) Channels
4) Message
5) Receiver
6) Decoder
7) Feedback

The Shannon-Weaver's model of communication was propounded in 1946. this model is show in the diagram below:

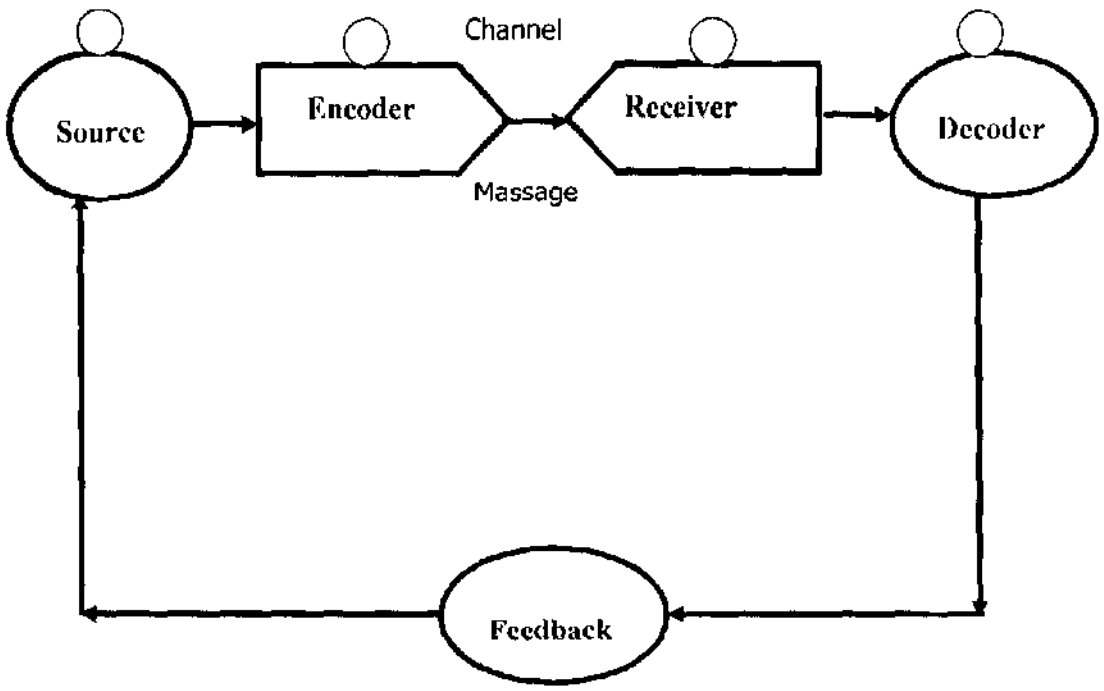


Fig 2.6: Shannon-Weaver Model of Communication
Source: CCMS into base at http://www.custock.c.uk

This model is often referred to as an "information model" of communication.

1) **Source**

The process is that of thinking and planning on how to send out a message which is a management function. Therefore, we must always think deeply before we act. That is the stage of what? I.e. subject matter of communication. The initiator is the who? The audience is the whom? He/she must understand the subject matter and if he/she is not clear, he/she consults others. The initiator must also decide on the rationale (why) for

communicating. The receiver (whom), the place to send the information (where), the time to send the message (when). The answers to the five (5) questions minus who will determine How (technique) medium (verbal), Channel (letter or T.V). The initiator (who) must asses himself as to his capabilities available.

For more understanding of this point lets look at the Herold Laswell model of communication in the diagram below.

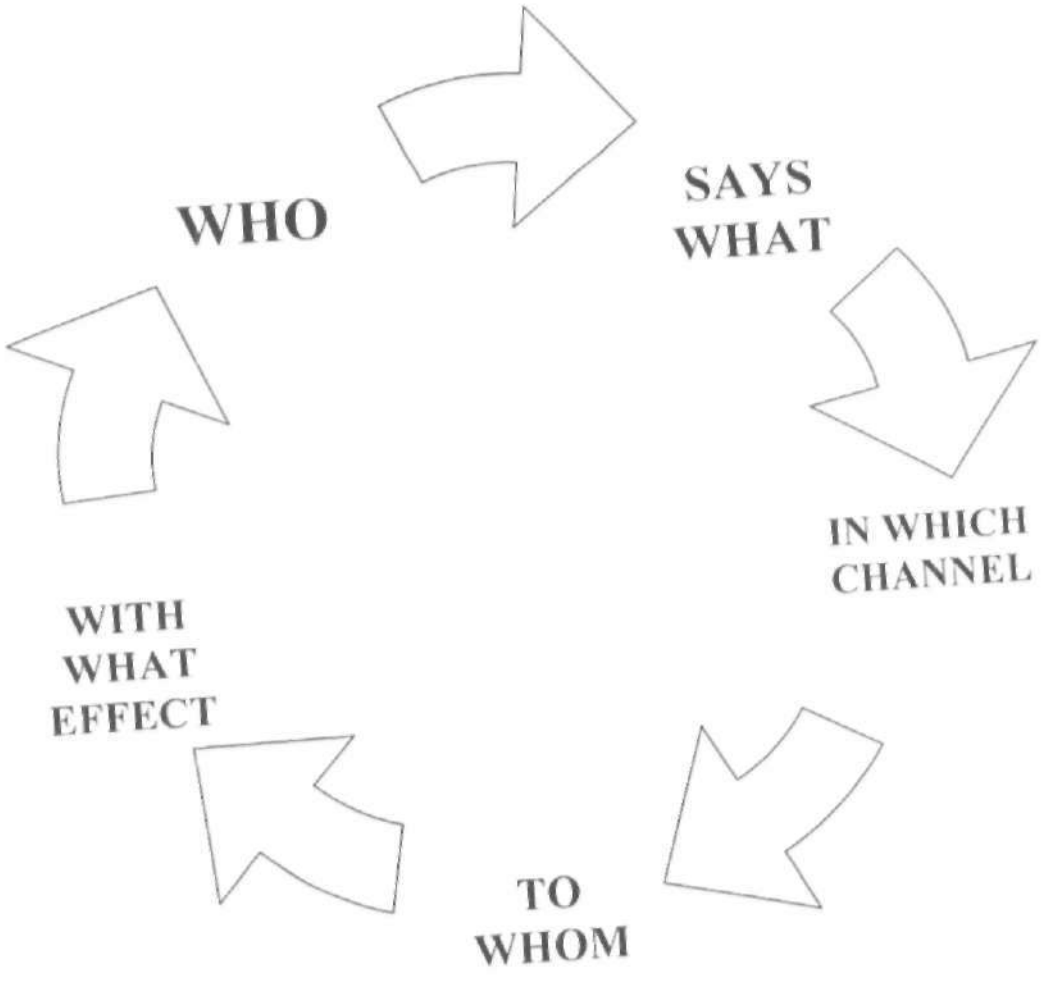


Fig. 2.7: Harold Lawwell Communication Model

As shown in the above diagram, in traditionally structured organisation, if the process of communication is defective or breaks down, so will the flow of information/directive which make production possible becomes defective or breaks down too. On the other hand, in modern organisation where the manager does not see himself as a

of information from the receiver after receiving and decoding the information.

Adopting Shannon-Weaver's model of communication as theoretical basis of the study will provide a framework for analysis of communication system in the Nigeria Television Authority (N.T.A) Kaduna. As earlier stated in this study, communication in an organisation could be from the management or other subordinate staff of the organisation. That is, it could be downward or upward depending on the direction of flow of information.

At this level, the source of information could be from management, in the case of downward communication. The management put the information into a manner or language that is understandable and then chooses or decides to send the information to the subordinates (receiver). The subordinates interpret the meaning of the information received and send response (performance) to the management as feedback.

In the case of upward communication, the subordinates conceive the idea or information (suggestion) from the external environment (customer) and then put the

information into a manner or language that is understandable to the management. Then the subordinate staff chooses or decides whether to send the information in a written or verbal or other means of disseminating information and send the information (suggestion) to the management (receiver) who then interprets the meaning of the information received and sends a response (instruction, policies, or decision) to the subordinate staff as feedback.

In the case of lateral communication, the source of information (experience) could be from any of the subordinate staff or unit heads of the same cadre respectively. The subordinate staff or unit heads as the case maybe put the information into a manner or language that is understandable to the other operational staff or unit head, then choose the appropriate medium to send the information which could be either written or verbal or other means of disseminating information and send the information to other staff or unit head. The staff or unit had interprets the meaning of the information received and send a response (feelings) to other operational staff or unit head (sources) as feedback).

In a nutshell, the organisation is made up of several subunits that must work as a team with the aid of available information for effectiveness and efficiency. In other words, all persons and units in the organisation must perform their functions if the organisation must accomplish what it has been set up to do.

CHAPTER THREE

HISTORICAL STRUCTURAL AND FUNCTIONAL PERSPECTIVE OF NIGERIAN TELEVISION AUTHORITY (N.T.A)

3.1 *Introduction*

The Nigerian Television Authority (N.T.A) is the national television network for the people of Nigeria. It is an organ of the Federal Government charged with the responsibility of broadcasting. Its key function is to provide as a public service in the interest of the nation. No other television station in Nigeria is charged with the same social responsibility of public interest broadcasting. Accordingly, the N.T.A. seeks to serve as a tool for national integration with a vision to be a world class television network and a mission to provide excellent television worldwide and project the true African perspective. More so, N.T.A. has the following core values of professionalism, accuracy, credibility, impartiality, balance and objectivity, national interest, social responsibility, sensitivity, commitment to world peace and development.

Television broadcasting was first established in Nigeria on October 31st 1959 in Ibadan, by the then government of the western region on Nigeria. The organ now called Nigeria Television Authority (N.T.A Ibadan) was known as an arm of former Western Nigerian Government Broadcasting Cooperation. Initially N.T.A. Ibadan, which was established under the name of Western Nigeria Radio Vision Services limited in partnership with over-seas re-diffusion limited of U.K. Two years after its inception the regional government bought over the share of the partners and become the sole proprietors. One year after the inception of the Ibadan station, the former government of the eastern region in October 1960, established the second Nigeria Television Service, then known as E.N.TV. this later became N.T.A. Enugu. Shortly after 1962, the northern region government established a television station as an arm of the broadcasting company of the Northern Nigeria (BCNN) located in Kaduna, which was known as Radio Kaduna Television (RKSTV) and was also owned jointly by the British Television company. This station is now known as N.T.A. Kaduna, the federal government in 1962, established its own station, the Nigeria Television Service (N.T.S) under a management agreement with an American network. The service was confirmed to the federal

Capital (Lagos) and soon came under the Nigeria Broadcasting cooperation N.B.C whom the management contracted with the Americans.

The advent of television brought about new dimension to broadcasting in Africa. With the first decade of the arrival of 22 African countries established their own television services. More so, the creation of states in Nigeria meant that the new administration could set up television networks in other state. The old government of the middle belt states in 1973 went ahead to establish the mid west Television (M.T.V) now N.T.A Benue, Benue and Plateau Television (B.P.T.V) follow in 1974, but started transmitting in colour, therefore, it became the first station in the country to broadcast in colour.

In 1975, the Federal Military Government announced her intentions to take over all television station in Nigeria. It then established machinery within the federal ministry of information to take the policy into effect. Prior to that time, there were about ten (10) stations in the country; Ibadan, Enugu, Kaduna, Lagos, Benin, Jos, Port-Harcourt, Kano, Sokoto and Owerri (Aba).

The Nigeria Television Authority (N.T.A) was finally inaugurated in May 1979. However, the decree 24 of 1977 which established

it was promulgated in March 1977 but took effect from April 1976. By that decree, the Nigeria Television Authority (N.T.A) became the only body in power to undertake television broadcasting in Nigeria. Nevertheless, the federal government had begun to fund all the station from 1st April 1976. When networking of news also commence on Nigeria Television Domestic Satellite (DOMSAT) by December 1979, there was schedule broadcasting from every capital in the country.

As a result of the movement of the country's Federal Capital from Lagos to Abuja, all government and private establishments were mandated to move their corporate headquarters to Abuja. Consequently, the N.T.A. relocated its Headquarters in October, 1996.

3.2 Historical background of N.T.A. Kaduna

In February 1962, the broadcasting company of northern Nigeria otherwise known as B.C.N.N. was born. It was commissioned on 15th March, 1962. B.C.N.N. was established by the premier of the then Northern Region, the Sardauna of Sokoto Late Sir Ahmadu Bello. He wanted a medium through which he could sell his government's policies and bring development to the whole of the North, because he felt that the existing Radio Station, the

N.B.C. was not giving adequate coverage to his government and indeed the activities of the Northern Region. The station started in monochrome. In 1963 the Radio Television Kaduna (R.K.T) arms was established the combination was known and still remained as Radio Television Kaduna.

The television arm was excised from the former broadcasting corporation of Northern Nigeria (B.C.N.N) with Decree No. 24 of May, 1975 which took effect respectively from 1st April, 1976. the station has two (2) 10kw transmitters. Larcan Transmitter installed in April, 1994 and Rhodes and Scharz (R & S) installed in year 2000, both transmitters are located at No. 99 Isa Kaita Road, Kaduna.

Nigerian Television Authority (N.T.A.) Kaduna is located in the heart of the city at No. 7 Yakubu Gowon/ Independence Way, Kaduna. The premises are shared with the Federal Radio Corporation of Nigeria. The transmitters are located at No. 99 Isa Kaita Road.

3.2.1 Network Centres

N.T.A. has 101 stations located across the country. In February 2004, the Authority designed and created the Network Centres. Initially there were six (6) centres and by

2006 the centres grew to eight (8) in numbers, presently N.T.A. has operational 10 network up-link centres and Abuja as Headquarters. To ensure efficient and effective coverage of the entire country; the network centres are:

- Maiduguri Network Centre
- Kaduna Network Centre
- Sokoto Network Centre
- Benin Network Centre
- Ibadan Network Centre
- Jos Network Centre
- Enugu Network Centre
- Makurdi Network Centre
- Lagos Network Centre
- Port Harcourt Network Centre

Each of these Network Centres is headed by a Zonal Director who is charged with the responsibilities of overseeing all other stations within the zone, e.g. State Capital and Local Government Stations. The Kaduna centre is made up of N.T.A Kaduna, Kano, Katsina and Dutse. For more extensive coverage of the state, three (3) local government stations were established at Kafanchan, Zaria and Birin Gwari. The

three sub-stations are fully functional and presently transmitting its signals to towns and villages in the area of location.

3.2.2 Nigerian Television Authority (N.T.A) Zaria

This is located in the Northern part of Kaduna State in Zaria town along Dam Road, off Jos Road, Dakace Zaria. The station is able to transmit signal to all the towns & villages within the area through its U.H.F. 3.5kw Rhodes & Schwarz transmitter. The station is equipped with Digital Television equipment. It is headed by an officer on GL – 13.

3.2.3 Nigerian Television Authority (N.T.A) Kafanchan

This is located in the southern part of Kaduna State, situated along Madakiya Road in Kafanchan town. The station transmits its signals to towns and villages in the area and to some neighbouring states, e.g. to some parts of plateau and Nasarawa States through its D.H.F. 3.5kw Rhodes & Schwarz transmitter. The station is equipped with Digital Television equipment. The station is headed by an officer in-charge on GL 13.

3.2.4 Nigerian Television Authority (N.T.A) Birnin Gwari

This is located in the Western part of Kaduna State, Situated along Funtua Road in Birnin Gwari town. The station transmits it signals to towns and villages in the area and some neighbouring states e.g. Niger State, through its U.H.F. 3.5kw Rhode & Schwarz transmitter. The station is equipped with modern Digital Television equipment. The station is headed by an officer in-charge of GL – 13

3.2.5 The Studio

The studio is where recordings/transmission of news/programmes are done with the following equipment: professional cameras, control unit, teleprompter sound craft, audio console, video mixer, studio light at various voltages and microphones (table and neck mics). The studio complex comprises of engineering production units being manned by engineers and production officers. The final output from the studio goes through the master control room (MCR) to domsat for onward transmission to various destination having been converted from video signal to TVRF signal.

The MCR is the heart of every N.T.A. station where the transmission of the station is handle by both engineers and transmission director (TD). These personnel co-ordinates the transmission by monitoring various sources of signals from all N.T.A. stations and follow strictly the daily transmission programme as scheduled with time frame.

3.3 Aims and Objectives of N.T.A

The Nigeria Television Authority (N.T.A) derives the objectives from the overall aims of broadcasting in Nigeria as a medium of communication; it seeks to enrich the life of the average Nigerian through the following corporate objectives:-

i. To serve the Nigeria culture and promote culture and political awareness on the country.

ii. To provide Nigeria with the most reliable, authoritative and independent coverage and analysis of contemporary issues of the nation, regional and international events through news programmes.

iii. To influence, promote, sustain and improve the Nigeria social values through social, cultural, economical, political and technological programmes.

iv. To promote civil responsibility and indigenous technology.

v. To serve as a means of improving knowledge to Nigerian through educative, informative and entertaining programmes.

vi. To ensure the establishment and maintenance of high standard for efficient operation of the broadcasting system.

vii. To become an integral part of the information highway and implement all the objectives with an eye on the competition in order to ensure competitive advantage and profit.

viii. To enrich national output through fostering the spirit of hard work and productivity

The Nigeria Television Authority (N.T.A.) pursues these objectives in order to fulfil its crucial role as necessary pillar and beacon of light in the development of a shared natural consciousness, cohesion and of the Nigeria state.

3.4 Functions of N.T.A.

The Nigeria Television Authority has various functions which involves the provision of an impartial television broadcasting for general reception within Nigeria and in the interest of the entire nation. Such service rendered should reflect the unity of Nigeria

as a federation and at the same time highlight the culture, characteristics and affairs of each of the state, zone or other parts of the federation so as to erect, maintain and operate television transmission and receiving station.

3.4.1 N.T.A. Range of Service

a. News/Programmes Categories:

   News, current affairs, business week and sports

b. Non News Programmes Categories:

   Culture, public enlightenment, family enlightenment, etc.

In addition to the above, N.T.A. carries out the following functions:

a. To ensure the establishment and maintenance of standard, promote the efficient operation of the entire system in accordance with the national policy.

b. To establish each member of production centre as it may consider necessary from time to time.

c. To plan and coordinate the activities of entire television network.

d. To establish and operate formula for sharing funds among the stations.

e. To specify the type of programmes which should be transmitted by the whole network and the quality, type and content of foreign materials.

f. To enter new arrangement with any authority for the purpose of obtaining concession, license, privilege and other rights.

g. To add as liaison between the federal government and zonal/station operation.

However, the Nigeria Television Authority (N.T.A), Kaduna comprises of six (6) departments with the various distinct fuctions as follows:

1) Administrative Department
2) Programmes Department
3) News Department
4) Engineering Department
5) Finance Department
6) Marketing Department

1) **Administrative Department**: The Administrative Department is the human resource/personnel arm of the station. It is responsible for policy interpretation and implementation as well as general administration.

2) **Programmes Department:** The Programmes Department is responsible for transmission. The programmes types are light entertainment, drama, variety and documentary. The department is also responsible for all OB coverage and contribution to network programmes. The star programmes are "Kaduna Live" on Fridays and "Shiga Share Ba Shanu", an Hausa programme which featured every Friday.

3) **News Department**: The News department is responsible for news and current affairs programmes; it is statutorily vested with the responsibility of gathering and broadcasting News from all sources within the country.

- The star programme are the "News at 7" a 30 minutes bulletin broadcast at 7:00 pm Mondays to Thursdays.
- The News magazine programmes are on Fridays and Sundays. "Panorama" and "Hansti" the Hausa edition.
- Guest of the week is usually on Mondays 7:30 pm.

- "Issues" a weekly programme that focus on topical subjects.

4) **Engineering Department:** The department is responsible for the maintenance of equipment and daily transmission of programme. As a zonal centre, it contributes to transmission of network programmes. It is equipped to cover and transmit live. Programmes from one location within the zone.

5) **Finance Department:** The finance department is responsible for the management of the finances of the station.

6) **Marketing Department:** The marketing department is responsible for the marketing of the activities of the station. Which is one of the major sources of revenue.

3.5 The Organizational Structure of N.T.A Kaduna.

The decree that established the N.T.A. made a provision for one (1) national board and six (6) boards. The overall responsibility for policy making and standard rest with the national board and remains the corporate entity. The chief executive of N.T.A is the Director General and is assisted at the head quarters by

department Directors of News, Finance, Engineering, Programmes, man power resources and state operation and marketing.

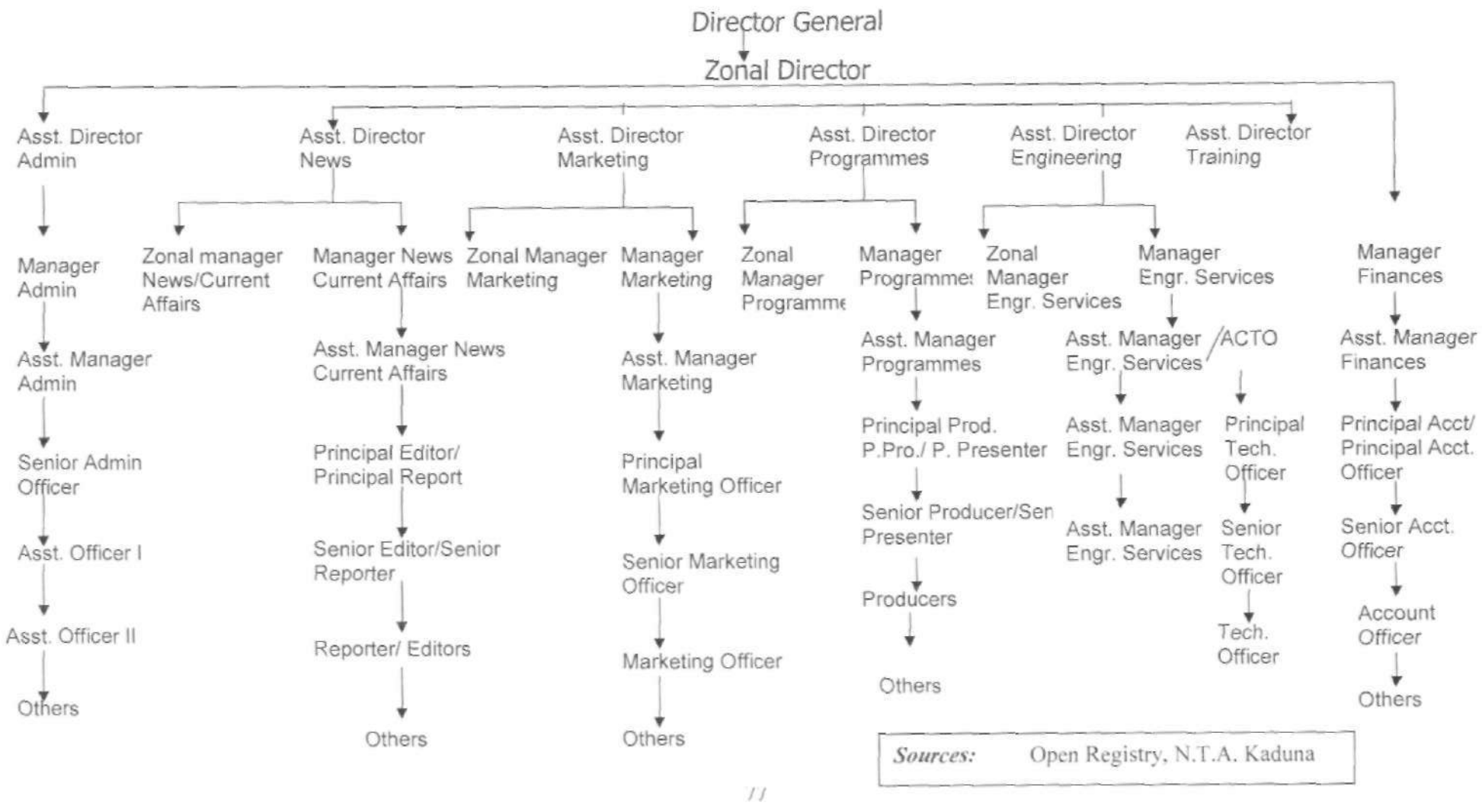
The zonal managing directors are placed grade level 1 – 6 as well as other lines supervisor and the staff on various lower grades. The zonal structure has been scraped and all the staff in the zones are being deployed to the production centres. The third tiers within N.T.A are the state production centre which produced programmes for local consumption and occasionally make contribution for network transmission. Each station is headed by general manager and assisted by the manager programmes, engineering, news and current affairs, administration, finance and commercial department under the manager and controllers, principal grades officers, senior grade officers as well as other categories of staff who know what to do so as to achieve the objectives of the N.T.A.

Past and Present General Managers/Zonal Directors

	Names	**Period**
1.	Rufai Yahaya	1977 – 1979
2.	Abdulrahman Michika	1979 – 1980
3.	Mr. Peter Olowo	1981 – 1982

4.	I.S. Abubakar	1982 – 1987
5.	Sa'idu abubakar	1987 – 1990
6.	Al-amin Mohammed	1990 – 1997
7.	Hajiya Maryam J. Bewell	1997 – 1999
8.	Bello Abubakar	1999 – 2004
9.	Hajiya Maryam J. Bewell	2004 – 2008 as zonal Director
10.	Mallam Abdulkareem M. Abdullahi	2008 – 2010
11.	Balah Hassan	2010 – till date

ORGANIZATIONAL STRUCTURE OF N.T.A



Sources: Open Registry, N.T.A. Kaduna

3.6 Sources of Revenue

Nigerian Television Authority (N.T.A) Kaduna is one of the production centres of N.T.A. and has the responsibilities of making programmes for the benefit of the people in Kaduna in particular and the nation in general. N.T.A gets part of its revenue from government subvention.

With the establishment of N.T.A; most of the problem gradually reduces the authority funding by the government. Though, the government subvention is not forthcoming, it makes use of advantage stage/ advertisement to make money for undertaking the activities of the organization. Revenue earned stood at ₦710.9- m. as the authority develop, it has in it tactical plan a new vision in programmes for profit to serve as the spring board for the authority new commercial franchise by ensuring that the programmes produced have popular appeal to attract sponsorship as a major source of her revenue.

In a nutshell, N.T.A. is made up of highly trained professionals in all aspects of television broadcasting. The directorate of training and capacity building actively trains and retrains the staff. N.T.A. Television College, Jos is now a degree awarding institution,

affiliated to Ahmadu Bello University, Zaria. Other units of N.T.A. include two limited liability companies, N.T.A. Enterprises Limited and N.T.A. Properties Limited. Each is administered by a managing director as the chief executive.

More so, N.T.A.'s are of strength include the largest network in Africa, with over 90 million viewers, with a network reach from all network centres, balanced news, in that it is not most quoted as source of vital information with goodwill and commitment to excellence. With publication like the N.T.A. in-house quarterly magazine, the N.T.A. Corporate Newsletter, a monthly journal on the activities of N.T.A. Directorates. It bridges the communicatioin gap between staff and management.

CHAPTER FOUR

DATA PRESENTATION AND ANALYSIS

4.1 Introduction

This chapter deals with the presentation and analysis of data from questionnaire administered to the staff of N.T.A Kaduna on the topic, "*The Effectiveness of Communication on Staff Performance in an Organisation*", a study of N.T.A Kaduna.

The importance of communication on performance cannot be over emphasized. Information collected from the respondents would be analysed to test the hypothesis earlier postulated.

Summary of the major findings were highlighted from the analysis of the data collected.

4.2 Questionnaire Administration Analysis

In this section, effort is made to analyse the questionnaire administered as they relate to rate of returned, sex, educational qualification, age as well as length of working years of the respondents.

4.2.1 Rate of returned Questionnaire

With regards to a population size of 300 and a sample size of 150, representing 50% of the population were randomly selected. Therefore, 150 questionnaires were administered to Management, Senior and Junior Staffs of Nigeria television Authority (NTA) Kaduna. On the rate of returned 134 were duly completed and returned which is about 89.3%.

Table 4.2.1.1: Distribution of the respondents

Staff Population	Frequency	Questionnaire distributed	Returned questionnaires
Junior Staff	90	35	29
Senior Staff	158	83	78
Management Staff	52	32	27
Total	**300**	**150**	**134**

Source: Researchers Survey 2011

The table above shows that out of 35 questionnaires administered to junior staff, 29 were returned; 83 to senior staff, 78 were returned; and 32 to management staff, 27 were returned making a total of 134.

Table 4.2.1.2: Number of Questionnaire Returned

Questionnaire	Frequency	Percentage
Completed questionnaire	130	86.7
Not Completed	4	2.6
Total questionnaire returned	134	89.3

Questionnaire not returned	**16**	10.7
Total	**150**	**100**

Source: Researchers Survey 2011

Rate of Return= Total number of questionnaire retrieved X 100/1
Total sample drawn or number of questionnaire

Rate of Response = Total number of questionnaire completed X100/1
Total sample drawn or number of questionnaire

SECTION A

4.2.2 Sex Distribution

From the above table, the question sought to know the gender of respondents in Nigeria Television Authority (N.T.A) Kaduna. The questionnaires reveals that out of the total of one hundred and thirty (130) respondents, Ninety (90) are of the male gender while forty (40) are female which represents 69.2% and 30.8% respectively. This shows that the respondents are dominated by the male gender.

4.2.3 Age Distribution

The age distribution as revealed in the questionnaire reveals that 78 representing 60% of the respondents are between 20 – 30 years while 42 representing 32.3% are between 31- 49 years and 10 representing 7.7% are between 50 years and

above. This shows that staff between the ages of 18 – 30 form the majority.

4.2.4: Length of Service

The length of service as revealed in the questionnaire shows that 69 representing 53.1% have worked with N.T.A for a period of 1 – 5 years, 41 representing 31.5% have worked for 11 – 20 years and 20 representing 15.4% have worked with N.T.A for 21 years and above. This indicated that a good number of the staff can say something reliable about the organisation.

4.2.5 Educational Qualifications

As revealed in the questionnaire 10 (7.7%) of the respondent have primary certificate, 30 (23.1% have secondary certificate, 52 (40%) have NCE/OND, 28 (21.5%) have first degree/HND and 10 (7.7%) have other additional qualifications. This shows that majority of the respondent are well read and stand in good position to respond to the questionnaire adequately.

4.2.6 Category of Staff

Table 4:2:6:1

Category	Frequency	Percentage
Junior Staff	29	22.3
Senior Staff	76	58.5
Management Staff	25	19.2
Total	**130**	**100**

Source: Researchers Survey 2011

From the questionnaire, it revealed that 29 representing 22.3 of the respondents are from the junior cadre, while 76 representing 58.5% are senior staff and 25 representing 19.2% management staff.

4.3 Test of Hypothesis One

Communication involves exchange of information, ideas of message from one person to another. When an individual is well equipped with information about what he/she is doing, it makes one know-9 what is expected of him/her and so be able to perform well. The adequacy or inadequacy or relevant information to ones job are those things that motivate workers to higher performance and leads to organisational success. It is against this background that the first hypothesis was formulated which is stated thus: That performance in N.T.A. is affected by ineffective channels of communication.

Importance of Communication

As stated above, having information on what one is expected of motivates a worker towards higher and better performance. In view of this, the researcher went on to ask the respondents of the importance of communication in the organisation. They were asked to state yes or no. their responses are shown in the table below;

Table 4.3.1: Importance of Communication

Response	Frequency	Percentage
Yes	102	78.5
No	28	21.5
Total	**130**	**100**

Source: Researchers Survey 2011

From the above table majority of the respondents, 102 representing 78.5% are of the view that communication is an important factor of the organisation. While 28 representing 21.5% don't see communication as an important factor of the organisation.

Communication System

This question was posed to seek the respondents' option, if they are comfortable with the system of communication within their organisation.

Means of Communication

There are so many channels in which information is being passed across and within an organisation such as face-to-face conversation, telephone conversation, mails, memos, and so on. Its effect in the organisation depends on the means chosen. In this regards, the respondents were asked to state the means in which management uses in communicating with staff.

Table 4.3.2: Means of communication

Response	Frequency	Percentage
Meetings	16	12.3%
Telephone	30	23%
Circulars/emails	24	18.5%
Memos	60	46.2
Total	**130**	**100**

Source: Researchers Survey 2011

From the above table, it reviews that 16 representing 12.3% of the respondents say meetings are most common means of communication in N.T.A Kaduna. 30 respondents representing 23% say they use telephone, 24 respondents representing 18.5% say circulars are used ad 60 respondents representing 46.2% say memos are mostly used for communication in Nigerian Television Authority Kaduna (N.T.A).

Effective of Flow of Information

This is also important in the organisation due to constant challenges and competition in the business environment. There is need for timely and effective flow of information within the organisation in order to enhance performance. In this regards, the respondents were asked to state how effective is the flow of information within the organisation and their responses are shown in the table below:

Table 4:3:3: On Effectiveness of Flow of Information

Response	Frequency	Percentage
Effective	51	39.2
Very Effective	19	14.6
Ineffective	60	46.2
Total	**130**	**100**

Source: Researchers Survey 2011

From the above table 51 representing 39.2% revealed that the flow of information in the organisation (N.T.A) is effective while 19 representing 14.6% say is very effective and 60 representing 46.2% see it as ineffective. This shows that majority of the staff are not satisfied with the flow of information within the organisation.

Effective Communication on Performance

The effectiveness of flow of information in an organisation also depends on the effect of communication on an individual worker within the organisation which affects performance as well as productivity. In view of this, the respondents' opinion was sought on the effect of ineffective communication on their performance.

Table 4:3:4: Effect of Communication on Performance

Response	Frequency	Percentage
High Performance	82	63.1%
Low performance	13	10.0%
Average Performance	35	26.9%
Total	**130**	**100**

Source: Researchers Survey 2011

From the above table which reveals the 82 representing 63.1% of the respondents say that communication motivates them towards high performance while 13 representing 10.0% say it leads to low performance and 35 representing 26.9% say it motivates them toward average performance. From this it is obvious that the majority number shows that communication leads high performance in the organisation.

Role Effective Communication

As mentioned earlier, having knowledge about ones job helps one to do that which is expected of him or her. It is in view of this that the respondents were asked whether effective communication plays any role in improving general staff performance. The table below shows the analysis of their responses.

Table 4.3.5: Role of effective communication in improving Performance

Response	Frequency	Percentage
Agree	46	35.4
Strongly Agree	63	48.5
Disagree	19	14.6
Strongly disagree	2	1.5
Total	**130**	**100**

Source: Researchers Survey 2011

The table above shows that 46 representing 35.4% of the respondents agree that effective communication play a role on their performance while 63 representing 48.5% strongly agree, 19 representing 14.6% and 2 representing 1.5% strongly disagree. The majority number that agreed shows that effective communication plays a vital role on general staff performance.

Ineffective Communication and work Attitude

The level of communication within the organisation affects workers morale and general attitude to work. In addition, if the system of communication within the organisation is ineffective it affects the workers attitude to work. It is in view of this that the respondents were asked to state how ineffective communication affects their attitude to work. Their responses in shown in the table below:-

Table 4:3:6 Ineffective Communication and Attitude to work

Response	Frequency	Percentage
Positively	13	10%
Negatively	89	68.5
Indifferent	28	21.5
Total	**130**	**100**

Source: Researchers Survey 2011

From the above, it reveals that 13 representing 10% of the respondents say that ineffective communication affect their attitude to work positively while 89 representing 68.5% say if it affects their attitude negatively while 28 representing 21.5% are indifferent. The majority number of respondents' shows that

ineffective communication affect s workers attitude to work negatively.

Ineffective Communication and Staff Relationship

When there is exchange of ideas and information among workers, it reduces suspicious and enhances harmonious relationship within the organisation. In this regard, the respondents were asked to say their opinion on whether ineffective communication affects staff relationship within the organisation.

Table 4.3.7: Ineffective Communication affects staff relationship

Response	Frequency	Percentage
Agree	35	26.9
Strongly Agree	71	54.6
Disagree	15	11.6
Strongly disagree	9	6.9
Total	**130**	**100**

Source: Researchers Survey 2011

As shown in the table 35 representing 26.9% of the respondents agree that ineffective communication affects staff relationship, while 71 representing 54.6% strongly agree, 15 representing 11.6% disagree and 9 representing 6.9% strongly disagree. The

majority number that agree shows that ineffective communication affects staff relationship

Rate of effect of ineffective communication and staff relationship

When there is ineffective communication within the organisation it brings about misunderstanding, suspicion and conflicts among staff. In regards to this the respondents responses are shown in the table below.

Table 4.3.8: Rate of Effect of Ineffective Communication on Staff Relationship

Response	Frequency	Percentage
Harmonious working relationship	21	16.2
Conflicts	80	61.5
Indifferent	29	22.3
Total	**130**	**100**

Source: Researchers Survey 2011

From the above table, it shows that 21 representing 16.2% of the respondents are of the opinion that ineffective communication brings harmonious working relationship while 80 representing 61.5% say it brings about conflicts and 29 representing 22.3%

say they are indifferent from the above it reveals that ineffective communication brings about conflicts within the organisation.

Need for Improvement of communication System

When there are indices of ineffectiveness and inefficiency within the organisation, management needs to check the whole organisational system in order to make amends. It is in view of this that the respondents were asked to state whether the communication system in N.T.A Kaduna needs to be improved.

Table 4.3.9: Need for Improvement of Communication System in N.T.A Kaduna

Response	Frequency	Percentage
Yes	97	74.6
No	28	21.5
Undecided	5	3.9
Total	**130**	**100**

Source: Researchers Survey 2011

From the above table, it could be seen that majority of the respondent 97 representing 74.6% believe that communication System need to be improved in N.T.A Kaduna while 28 representing 21.5% do not agree and 5 representing 3.9 are

undecided. The majority number shows there is need for improvement of the communication system.

Why Communication Requires Improvement

As mentioned earlier, when one is equipped with knowledge of what is expected of him or her, that person will put in more effort to achieve results. More so, effective communication boosts employees' morale. It is in view of this that the respondents were asked to state why there is need for improvement of communication in the organisation and their responses are shown in the table below;

Table 4.3.10: Why Communication Require Improvement N.T.A Kaduna

Response	Frequency	Percentage
Effective Performance	107	82.3
Efficient Services	23	17.7
Other Reasons	-	-
Total	**130**	**100**

Source: Researchers Survey 2011

The table above shows that 107 respondents representing 82.3% of the respondents are of the opinion that communication requires improvement for effective performance, while 23 respondents representing 17.7% are of the view that

communication in N.T.A Kaduna need to be improved for efficient service delivery.

In a nutshell, the results of the analysis revealed that ineffective communication affects performance in N.T.A. Kaduna.

4.4 Test of Hypothesis Two

It is every worker's responsibility to direct communication about his/her work to the person above him in hierarchy. More so, the role of a superior in an organisation is to decide what the subordinates need to know and ensure that they get information regularly, insufficient quality and in relevant form which must be relayed quickly enough for the subordinates to act in response in order to promote performance. It is in view of this that this hypothesis is stated thus: *that hierarchical channel of communication causes delay in decision making.*

Whether Relationship between Superiors/Subordinates is Too Autocratic

This entails a kind of leadership that is too rigid. When there is no free or cordial relationship between superiors and subordinates it

tends to affects workers performance. It is in view of this that the respondents opinions were sought on whether they consider relationship between superiors/subordinates too autocratic in the organisation.

Table 4.4.1: Is Superiors/Subordinates Relationship too Autocratic?

Response	Frequency	Percentage
Agree	35	26.9
Strongly Agree	14	10.8
Disagree	71	54.6
Strongly Disagree	10	7.7
Total	**130**	**100**

Source: Researchers Survey 2011

From the above table, 35 respondents representing 26.9% agree that the relationship between superiors and subordinates within the organisation is too autocratic while 14 respondents representing 10.8% strongly agree; 71 respondents representing 54.6% disagree and 10 respondents representing 7.7% strongly disagree. The majority number of respondents that disagree shows that the relationship between superiors and subordinates within the organisation is not too autocratic.

Hierarchical Communication Slows Action

It is sometimes believed that the time used in passing orders from superiors to subordinates or subordinates sending reports to superiors slows down action. In other words, the hierarchical procedure within the organisation causes delay and slows down action. It is in view of this that the respondents' views were sought on whether hierarchical communication slows down action.

Table 4.4.2: Hierarchical Communication slows down action

Response	Frequency	Percentage
Yes	58	44.6
No	72	55.4
Total	**130**	**100**

Source: Researchers Survey 2011

From the above table it shows that 72 respondents representing 55.4% of the respondents say hierarchical communication does not slow down action while 58 respondents representing 44.6 says it slows down action. The Majority number who said no reveals that hierarchical communication does not slow down action.

Frustration and Low Performance

Getting orders from a boss sometimes prevents one from doing the actual task expected of him or her due to turning around by one's superior. It is in this regard that the respondents were asked to state if hierarchical communication frustrates their efforts and lead to low performance.

Table 4.4.3: Hierarchical Communication Frustrate workers to Low Performance

Question	Frequency	Percentage
Agree	21	16.2
Strongly Agree	13	1.0
Disagree	81	62.3
Strongly Disagree	15	11.5
Total	**130**	**100**

Source: Researcher's Survey 2011

From the above, it shows that 21 respondents representing 16.2% of the respondents agree that hierarchical communication frustrates workers to low performance while 13 respondents representing 10% strongly agree, 81 respondents representing 62.3% Disagree and 15 respondents representing 11.5% Strongly disagree. The majority number of respondents that disagree

shows that hierarchical communication does not frustrate workers to low performance.

Self Control

As suggested by Douglas McGregor in his theory Y that man likes work just like play and so will do well if given the opportunity. In view of this, the respondents were asked to state their opinion on whether workers will put in their best when allowed to control their work.

Table 4.4.4: Workers will put in their best when allowed to control their work?

Response	Frequency	Percentage
Yes	54	41.5
No	76	58.5
Total	**130**	**100**

Source: Researchers Survey 2011

From the above table, 54 respondents representing 41.5% of the respondents agree that workers will put in their best when allowed to control their work while 76 respondents representing 58.5% disagree. The majority number that said no shows that, workers will not put in their best when allowed to control their work.

Information from Colleagues

Sometimes workers get information which is relevant to their jobs from their colleagues that will help their performance. It is in view of this that the respondents were asked to state whether they get information from colleagues that will help them in their work.

Table 4.4.5: Workers can get information from colleagues.

Response	Frequency	Percentage
Yes	77	59.2
No	53	40.8
Total	**130**	**100**

Source: Researchers Survey 2011

From the table above, 77 respondents representing 59.2% of the respondents are of the opinion that workers can get information from their colleagues while 53 respondents representing 40.8% said no. The majority number that said yes reveals that workers can get information relevant to their work from their colleagues.

Specific source of information

As mentioned earlier, workers can get information from other sources that may be relevant to their job and this will help them towards greater performance as it helps in boasting their morale

but when restricted to a specific source it narrows their scope and affects them in one way or the other.

Table 4.4.6: Performance is constrained when workers are restricted to specific sources of information.

Response	Frequency	Percentage
Agree	52	40
Strongly agree	26	20
Disagree	43	33.1
Strongly disagree	9	6.9
Total	**130**	**100**

Source: Researchers Survey 2011

The table above shows that 52 respondents representing 40% of the respondents agree that performance is constrained when workers are restricted to specific sources of information while 26 respondents representing 20% of respondents strongly agree, 43 respondents representing 33.1% of respondents disagree and 9 respondents representing 6.9% of respondents strongly disagree.

The majority of the number that agree reveals that performance is constrained when workers are restricted to specific source of information.

Hierarchical communication and performance

As mentioned earlier, the work of a superior in an organisation is to decide what the subordinates need to know and ensure that they get information regularly, in sufficient quantity and in relevant form for the subordinates to act in response which promotes performance.

Table 4.4.7: Hierarchical communication influences performance.

Response	Frequency	Percentage
Agree	85	65.4
Strongly agree	13	10
Disagree	17	13.1
Strongly disagree	15	11.5
Total	**130**	**100**

Source: Researchers Survey 2011

From the table above, it shows that 85 respondents representing 65.4% of respondents agree that hierarchical communication influences performance while 13 respondents representing 10% strongly agree, 17 respondents representing 13.1% of respondents disagree and 15 respondents representing 11.5 of respondents strongly disagree. The majority of the number of

respondents shat agree shows that hierarchical communication influences performance.

Effects on performance

Ordinarily, knowing that someone is watching your steps and your actions will make you to be more careful and do that which is expected of you. This also can be linked to Douglas McGregor's theory X which says man is naturally lazy and needs to be followed.

Table 4.4.8: Effect of hierarchical communication on performance

Question	Frequency	Percentage
High performance	79	60.8
Low performance	26	20
Average performance	15	11.5
Indifferent	10	7.7
Total	**130**	**100**

Source: Researcher's Survey 2011

The table above shows that 79 respondents representing 60.8% of the respondents say hierarchical communication leads to high performance while 26 respondents representing 20% of the respondents say it leads to low performance, 15 respondents representing 11.5% of the respondents say it leads to average performance while 10 respondents representing 7.7% are

indifferent. The majority of the number shows that hierarchical communication enhances performance.

Hierarchical Communication and Errors

As mentioned earlier, having someone to watching your actions will make one to be more careful in doing his/her job and avoid mistakes. It is in view of this that the respondents were asked the preceding questions.

Table 4.4.9: Hierarchical communication is more prone to errors.

Response	Frequency	Percentage
Agree	27	20.8
Strongly agree	13	10
Disagree	69	53.1
Strongly disagree	21	16.1
Total	**130**	**100**

Source: Researcher's Survey 2011

From the table above, it shows that 69 respondents representing 53.1% of respondents disagree that hierarchical communication is prone while 27 respondents representing 20.8% agree, 13 respondents representing 10% of respondents strongly agree and 21 respondents representing 16.1% of respondents strongly disagree. The majority of the number of respondents that

disagrees shows that hierarchical communication is not prone to errors.

Why hierarchical communication is not prone to errors

Following due process in the organisation entails doing the right thing as no one wants to be associated with failure. More so, having one to check your actions will help in making corrections and doing the right thing.

Table 4.4.10: Why hierarchical communication is not prone to errors.

Response	Frequency	Percentage
It entails checks	43	33.1
Proper co-ordination and control	87	66.9
Others	-	-
Total	**130**	**100**

Source: Researchers Survey 2011

From the above table 43 respondents representing 33.1% of the respondents are of the view that hierarchical communication entails checks and so is not prone to errors while 87 respondents representing 66.9% of the respondents say it is not prone to errors because it entails proper co-ordination and control.

Therefore, the foregoing disapproves the second hypothesis of this study, which states hi

4.5 Major Findings of the Research

Based on the analysis from the hypotheses, the following findings were drawn:

That communication is a motivational factor within the organisation as seen in Table 4:3:4, 63% of the respondents revealed that communication motivates them towards high performance.

Communication affects staff performance in all organisations (N.TA. Kaduna inclusive). Looking at it from this view point, the respondents in Table 4:3:5, majority attested that communication affects staff performance.

That there is need for the introduction of information and communication technology (I.C.T) e.g. computers for effectiveness in the organisation.

Effective communication brings about harmonious working relationship, when everyone in the organisation is in the picture

of all that is happening within the organisation, it reduces suspicion and enhances harmonious working relationship as well.

Hierarchical communication ensures checks and balancing within the organisation and enhances performance.

That poor power supply is one of the factors that affect the activities of Nigerian Television Authority (N.T.A.) Kaduna.

Communication need to be improved for effective performance in N.T.A. Kaduna.

Ineffective communication brings about suspicion and conflict within the organisation and affects performance.

The means or medium of communication used determines its effect in the organisation.

Memos and circulars are the major means of communication among staff in N.T.A. Kaduna.

For effective and efficient service delivery, superior need to check the work of subordinates to ensure that desired result is achieved.

That having knowledge about your job guides you towards better performance.

Organisational goals to a large extend depends on how effective the various units in the organisation are coordinated.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATION

5.0 Introduction

This Chapter gives the summary of the study. Here, the researcher summarizes the whole research work in that it gives a glimpse of the overall work. More so, based on the analysis conducted, conclusions are drawn from the major findings. Finally, suggestive recommendations are given based on the conclusions

5.1 Summary

Communication is the process by which information is passed between individuals in all organizations. Its importance to all organizations cannot be over emphasized. An organization be it public or private cannot work properly without an efficient and effective system of communication. This research work started by looking at what communication is all about with reference to the formulation of two (2) hypotheses in order to examine the effectiveness of communication on staff performance in an

organization with particular reference to Nigeria Television Authority (N.T.A.) Kaduna.

The study is made up of five chapters, the first chapter which is introduction where the two hypotheses were formulated. The second chapter contains comments/opinions of experts in relation to the area of the study (Communication). At the end of the chapter, four communication models were used to explain and throw more light on the topic under study.

The third chapter shows the historical, functional and structural organization of the case study: The Nigerian Television Authority (NTA) its operational activities, as well as objectives.

Chapter four is all about data presentation and analysis. Here the first hypothesis which stated thus: that performance in N.T.A. is affected by ineffective channels of communication.

From data collected during the course of investigation and analysis was accepted while the second hypothesis which stated thus: that hierarchical channel of communication causes delay in decision making was rejected. From the analysis, this major

findings was discovered that communication is a motivational factor within the organization and the realization of organizational goals to a large extend depends on how effective communication is within the organization.

The last chapter (Chapter five) considers the summary of the whole idea, conclusion and recommendations.

The transfer of information from one individual to another is absolutely essential. Communication is very crucial for proper understanding of the roles and responsibilities of personnel within any organization. In other words, organizations rely on it to achieve their aims and objectives. A good flow of communication builds a friendly good working rapport among and between employees in an organization. Inadequate flow of communication on the other hand can cause mutual distrust, resentment, gossips and feelings of incompetence and in security. In essence, communication provides information for the smooth running of an organization, to stimulate dialogue and peaceful coexistence between and among workers.

More so, communication takes place in an organization for a variety of reasons and through variety of methods. It could be to inform, explain, persuade, encourage, think, instruct, etc. They may be written in the form of letter, memos, reports, oral through conversation, interviews or visual in the form of illustrations, videos, television etc. However, in business setting, communication could be visual or non-visual or combing the two. Visual communication demands that the two parties meet face-to-face. In this case, information exchange is in a give-and-take fashion and there is instant and direct feedback.

From the above, it shows that communication is an important tool in achieving organizational success if well utilised by the right people. It is important to observe that communication does not only involve the transfer of information among individuals in an organization but it unifies behaviour. It is important that the individuals in an organization communicate effectively for the attainment of the organisation's goal and objectives. Effective communication therefore involves the speaker or writer who is the source of the information and the listener or receiver who is the target of such information.

However, the findings from this study show that communication is a motivational factor which affects staff performance in an organization.

Organizations need to collect information to help their members decide what to do and how to do it. This information once gathered should be processed accordingly to the procedures in effect at the time, some are stored for future use, others are distributed to members of the organization or to the environment outside the organization. This shows that communication is dynamic and changes with a change of speaker or listener. This also entails that communication is a process whereby one person makes his ideas and feelings known to another.

Good communication helps to improve the social element within an organization. This is because having information about what is going on in the organization which helps to reduce suspicion and conflict. Thus, producing a generally happier working environment conducive for organizational performance in other words, communication lays the foundation for people to work together under the demand of situations for effectiveness and efficiency.

Communication is an every day experience but quite a complex activity. Without communication, all experience would ease to exist for it is a vital component of all sphere of life. Organizational activities would not take place without communication. Thus, if communication breaks down in organization, the system malfunctions or ceases to produce.

According to Mary Parker Follet, "management is getting things done through others", a task which requires the manager to communicate with people. Also, good communication not only help management orders to be understood down the line, but it improves the manners knowledge about subordinates attitudes and feelings towards the job, the organisation and the work environment.

Furthermore, communication networks are the ingredient which makes organisation possible. It is the vehicle through which basic management functions are carried out. It is the organisation's connective tissues. Instances of failure in communication within an organisation results in unsatisfactory individual performance,

misunderstanding and general decline in organisations effectiveness and efficiency.

Therefore, the clearer the communications in organisations like the Nigerian Television Authority (N.T.A.) Kaduna, the better the level of effectiveness and efficiency as well as the attainment of goals and objectives.

5.2 Conclusion

Despite the lapses found out in the Nigeria Television Authority (N.T.A.) Kaduna, its contribution in the area of socio-economic development cannot be overemphasised. Considering the objectives of which it was established, its functions and contributions in public enlightenment through her transmission of various programmes designed for its target audience.

The Nigeria Television Authority (N.T.A.) Kaduna, has contributed a great deal in the area of mass mobilisation to realise the need for being self reliant, and ensuring economic growth. Also, through her transmission of government programmes, the station has gone a long way in the activities of government as well as

bringing indigenous cultures to the awareness of the general public.

However, it has also been observed that power failure has contributed to the problems faced by the Nigeria Television Authority (N.T.A.) Kaduna.

Communication involves the transfer of information or ideas from one person to another. More so, having information/ideas about ones jobs instils confidence and motivates one towards better performance.

From the analysis of this study, it has been found that when there is effective communication within an organisation all hands will be on deck to ensure that the organisational goal and objective is being achieved. In other words, if there is adequate and good exchange of information as well as ideas everyone will be on alert within the organisation and so work towards the success of the organisation as a whole. However, there must be some kind of checks and balancing within the organisation to ensure that everything is working according to plan and set

objectives. This entails the hierarchical channel of communication.

Ordinarily, knowing that someone is watching your steps and actions will make you to be more careful and do that which is expected of you. As observed or suggested by Douglas McGregor in his "theory X", that man is naturally lazy and needs to be followed.

However, there must be good understanding between superiors and subordinates regarding the flow of information to keep everyone in the picture of all that is happening within the organisation. This reduces suspicions and enhances harmonious working relationship towards the attainment of the organisations goals and objectives.

In a nutshell, the level of communication within the organisation affects workers morale and general attitude to work. If the system of communication is ineffective, it affects the workers attitude to work negatively. On the order hand, effective communication plays an important role in improving general staff performance. More so, the effectiveness of flow of information in

an organisation depends on the effect of communication on an individual worker within the organisation.

That is to say the level of effectiveness of flow of information in the organisation is important due to constant challenges and competition in the business world regards to information technology. Therefore, there is the need for timely and effective flow of information within the organisation in order to enhance performance.

Form the above assertions and based on the findings of the respondents in Nigeria Television Authority (NTA) Kaduna, it shows that communication is a motivational factor that connects the different units within the organisation. Moreso, effective communication stimulates employees towards greater performance and ensures effectiveness as well as efficiency within the organisation while ineffective communication, brings about negative attitude to work as well as ineffectiveness and inefficiency. Therefore, effective communication is a vital tool for enhancing efficiency and effectiveness and ensuring organisational success.

5.3 Recommendations

For goals to be efficiently carried out there is need for them to be placed under some personnel's charge. In other words, someone has to be made responsible for them. To make one responsible to get a thing done, there is need to get him/her equipped with commensurate authority through good hierarchical channel of communication and always call for feedback so as to control the results of the person's activities and actions to maintain and increase performance of the organisation. This entails the application of horizontal communication which initiates action.

In order to enhance efficiency and increase performance, there must be flow of information and ideas. More so, without communication, work within an organisation becomes static thereby defeating the aim and purpose of organisational existence. In this regard, no organisation can perform well without effective and efficient superior subordinate communication (hierarchical communication).

Based on the above, and from the findings of this study, the following recommendations were made.

5.3 Recommendations

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Based on the above, and from the findings of this study, the following recommendations were made.

- There should be adequate and prompt flow of information in order to initiate action toward goal attainment.

- The feedback mechanism should be imbibed because the feedback is an essential component of control system and ordinarily, people will perform better when they get feedback on how they are progressing.

- As indicated by the respondents, circulars and notice boards are mostly used in communication among staff in NTA Kaduna; Dialogue should be encouraged as employees will have a sense of belonging if they are properly put through.

- Management should ensure using appropriate routes and providing facilities for effective communication.

- Management should allow staff to communicate freely with colleagues about their work and to sort information concerning it from within and outside the organisation.

- There should be a monthly forum of discussion where matters affecting all staff are addressed.

- Seminars and workshops should be organized for staff members so as to acquaint them with latest development in their field.

- Prompt and adequate information necessary for the performance of a task should be communicated regularly in sufficient and relevant form to the right person to initiate action.

- There should be unity in command. That is one supervisor to one or few subordinates to ensure effectiveness and efficiency.

- Supervisor should ensure clarity and fluency in giving instructions and orders to subordinates so as to eliminate communication gap.

- The orgnogram of the organisation should be simplified for quick understanding and the chains of command and line of communication well spelt out for quick decision making.

- Management should ensure re-orientation and training of staff in relevant techniques from time-to-time to be competent and fully equipped with modern equipments to aid effective communication.

- The essence of communication is to provide information for the smooth running of an organisation, therefore management of the Nigerian Television Authority (NTA) Kaduna should encourage good flow of information within the organisation for effective communication to bring about effectiveness and efficiency as well as realisation of set goals and objective.

- Communication technology facilities such as computers, internet facilities, e-mail, fax intercom, etc should be made available to staff so as to get them empowered technically in order to produce the best out of them.

- Considering the importance of telephone as channel of communication that gives instant feedback, it should be made more effective by installing it in all offices and ensuring regular maintenance especially during raining seasons. This will go a long way to enhance the effectiveness of the channel of communication within the organisation.

- Management should ensure that vacancies are filled based on merits and not on sentiments so as to ensure that the Nigeria Television Authority (N.T.A.) Kaduna, is properly manned by competent manpower fully equipped with modern equipments for effective execution of daily activities. The N.T.A. should re-orientate her programmes so as to achieve its aims of informing, educating and entertaining its audience.

- Considering the mission and vision of the Nigeria Television Authority, government should ensure adequate funding of the organisation as tool for the achievement of developmental goals and objectives.

- Failure of the Power Holding Company of Nigeria (PHCN) has also contributed to the lapses and ineffectiveness of the Nigeria Television Authority (N.T.A.) Kaduna. Therefore, government should put in more efforts in the area of power generation and distribution in the state and the nation in general so as to ease the problems faced by the Nigeria Television Authority (N.T.A.) Kaduna, and other sectors of the economy in order to ensure the attainment of the desired growth and development.

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APPENDIX

QUESTIONNAIRE

Department of Public Administration,

Institute of Administration,

Ahmadu Bello University,

Zaria.

Dear Respondents,

I am a student of the above named institution undertaking a research to find out the effectiveness of communication on staff performance in an organization, A study of the Nigerian Television Authority (N.T.A) Kaduna. The research is being conducted in partial fulfillment for the requirement of the award of Master of Science (M.SC) in public Administration.

I am therefore, soliciting for your co-operation in completion of the attached questionnaire and wish to inform you that the information supplied will be used strictly for academic purpose and treated confidentially for the purpose of research only.

Thank you in anticipation of your cooperation.

Yours Faithfully,

Bako Zambrang Jane.

The Researcher.

Questionnaire for staff of Nigeria Television Authority (NTA) Kaduna

Please tick [v] the one that is most appropriate.

SECTION A:

Bio-data

1. **Sex**

Male [ ] ii) female [ ]

Age

18-30 [ ] ii) 31—40 [ ] iii) 50 and above [ ]

Years of service

I) 1—10 years [ ] ii) 11—20years [ ]

Iii) 21 years and above [ ]

Educational qualification

Primary Certificate [ ] ii) Secondary Certificate [ ]

ii) NCE/OND [ ] iv) First Degree/HND [ ]

Iii) Others (specify) ----------

Category of Staff

i) Management Staff [ ] ii) Senior Staff [ ]

Iii) Junior Staff [ ]

SECTION B: EFFECT OF COMMUNICATION ON PERFORMANCE.

6. Do you consider communication an important factor within the organization?

i) Yes [ ] ii) No [ ]

7. Are you comfortable with the communication system in your organization (N.T.A)?

i) Yes [ ] ii)No [ ] if No, why?----------

8. What do you consider as obstacles to effective communication in the organization?

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9. How effective is the flow of information in your organization?

i) very effective [ ] ii) Effective [ ] iii) Ineffective [ ]

10. What effect does communication have on your performance as a staff of the Organization?

I) High performance [ ] ii) Average performance [ ] iii)Low performance [ ]

IV) Others (specify) ----------

11. How does ineffective communication affect your attitude to work?

i) positively [ ] ii) Negatively [ ] iii) Indifferent [ ]

12. Do you think ineffective communication affect staff relationship within the Organization?

I) Yes [ ] ii) No [ ] iii) How? ----------

13. Do you see any need for the improvement of communication system in NTA Kaduna?
    i) Yes [ ] ii) No [ ]
14. Give reasons for your answer in 14 above.

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15. Suggest ways in which the Communication system in NTA can be approved.

SECTION C: Hierarchical communication and Decision Making.

Hierarchical communication has to do with flow of information between superiors and subordinates.

16. Do you consider the relationship between superiors and subordinates too autocratic?
    i) Yes [ ] ii) No. [ ]
17. Give reasons for your answer in 16 above.

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18. Are you of the opinion that hierarchical communication slows down action?
    i) Yes [ ] ii)No [ ]
19 In what way does it affect decision making within the organization?

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20. Does it in any way frustrate workers and affect their performance?
    i) Yes [ ] ii)No [ ] How?----------
21. Do you think workers will put in their best when allowed to control their work without? Supervision?
    i) Yes [ ] ii)No [ ]
22. Do you think organizational performance is constrained when workers are restricted to Specific sources of information about their job?
    i) Yes [ ] ii)No [ ]
23. How does hierarchical communication affect performance?
    i) High performance [ ] ii) Low performance [ ] iii) Indifferent [ ]
    iv) Others----------
24. Do you think that hierarchical communication is more prone to errors and detrimental to effectiveness?
    i) Yes [ ] ii) No [ ]
25. What are your reasons for your answer in number 24 above?
