COMMUNICATION SYSTEM AND ITS EFFECT ON PERFORMANCE

A CASE STUDY OF OFFICE OF THE SECRETARY TO THE STATE GOVERNMENT ADAMAWA STATE

BY

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DECLARATION

I ELIZABETH PHILIP MAKEN do hereby declare that this Thesis is the result of my independent research. The work of other auth ors have been dully acknowledged.

Elizabeth Philip Maken

20/5/98
Date

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DEDICATION

This Thesis is dedicated to my father Mr. Philip Maken and my Mother Mrs. Hauwa Philip Maken.

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ACKNOWLEDGEMENT

I give thanks to God Almighty for His Divine Protection and Guidance throughout the course of my study. I would like to acknowledge some individuals who have contributed in making this research work a reality, although it is not possible to mention all names.

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ABSTRACT

The study was undertaken to find out the effect of communication system on performance. Communication plays a vital role being the life wire of any organisation its importance in an organisation can be likened to the circulation of blood in animals. Although several problems can effect performance in a work place the researcher had singled out the effect of communication. To this end, problems affecting the communication process between superiors and subordinates were examined. Other areas covered by the study were the medium of communication and the role of informal communication.

In Chapter Two, the work of the other authors was reviewed in order to acquaint the reader with the state of knowledge in the field. In Chapter Three, the organisation under study i.e. Secretary to the State Government Office was examined.

The findings of the study revealed that several problems affect the communication process between superiors and subordinates. Those identified were language barrier, mood, attitude/behaviour, confidence, prejudices/biases and physical distance. The media of communication was discovered not to be quite effective. Face to face communication was rated to be the most effective means whereas the file which is synonymous to an office was rated second among other medium. Informal communication was not adequately utilised to supplement the formal channels. Staff members were not given enough avenues to interact informally, so as to facilitate communication on a formal basis in the office.

Finally some suggestions were put forward to improve the communication system in the secretary to the State Government Office, Yola

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CHAPTER ONE

INTRODUCTION

1.1 Background to the Study:

Communication is a word of many meanings. It can be viewed from different dimensions depending on one's background. A Civil Engineer will see it in terms of Roads, Airports and Railways. An Electrical Engineer will conceive of it in terms of Telephone, Telex and Fax. A Journalist will view it in terms of Mass Media. An Administrator will see it in terms of formal lines of communication in an Organisation. Viewed from which ever angle, Communication connotes connection between people for the purpose of attaining specific objective. The word itself originated from the Latin word "COMMUNIS" which means "COMMON"[1]

Every organisation consists of people who are brought to work together for the attainment of a common goal. It is imperative that they have to interact with themselves as well as with the external environment. Decision making for routine work in an organisation is mostly a product of some interaction between the top and other levels of the hierarchy.

The performance of an organisation relies to a extent on its communication process. Employees have to be informed about their schedule of duties, their job performance, rules and regulations governing their employment, organisational objectives. Information on the aforementioned issues are necessary for the performance of any job ranging from the menial job of a cleaner to the top level decision making of a Director.

James A. Belasco et al have indeed noted that:

> Communication may well be the key to the success of organisation because without communication there could be no organisations. As soon as work is split among several people, it is imperative that there are some kind of communication between them and between the worker and the managers. In many ways, communication act as oil or blood that keeps an organisation running smoothly just like blood circulation in the human body.[2]

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It is indeed true that communication break-down in an organisation could result into chaos and break-down of Law and Order. The effect on performance could be tremendous. According to Abel to Ubeku "If one were to delve into the causes of some of the constant conflicts which arise between departments or between individual, one would find that most of them arose because we were not informed"[3] This serves to explain that ignorance is a great obstacle. Not much can be expected from o an employee who does not know his job or his organisation's rules and regulations.

The office of the Secretary to the State Government is the nerve centre of the State Government machinery. It is responsible for co-ordinating the activities of all Government ministries, departments and parastatals. The office also ensures that all government policies, and directives are implemented. In a set up, such as this therefore, the importance of effective communication system cannot be over emphasised. Effective communication network is a pre-requisite for performance in the civil service. Like any other formal bureaucratic organisation, the civil service has formal lines of authority along which communication flows. The civil service as the bed-rock of the executive arm of Government is also expected to abide by its norms which are neutrality, impartiality, continuity and anonymity. It is the duty of the civil servants to place before his political chief executive all the necessary information and advice for decision-making. However, he is expected to carry out loyally any decision that might have been taken even if had preferred a different one. That is why the credit or blame for any action of the Government lies with the political head of a ministry (i.e. Minister or Commissioner) and not the civil servants.

Considering the above, the morale and satisfaction of a civil servant is how far he is involved in decision-making. Effective communication and cordial relationship with his superiors will definitely bear upon how he performs this function. He must present his argument in clear and precise language and must be able to comprehend the directives of his boss so as to implement it as desired. In short, he must be a good communicator. The Canada Royal Commission on the civil service was quoted to have observed that:

> Satisfactory Morale and productivity depend upon the maintenance of proper channels of communication between management and employees. Good

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> communication must be deliberately planned as part of the task of management for there are number of specific questions on which public servants should be properly informed if high morale and productivity are to be attained and if satisfactory employee relations are to be secured.... public servants should understand the personnel policies of their employer... they should have some knowledge of the Government's policy in salary administration and the procedures for promotion and transfer. [4]

Information on the regulations governing appointments in the civil service are provided in the Civil Service Rules, the Financial Instructions, Guide to Procedure, Official Gazette and Official Circulars. The Civil Service Rules are sets of rules guiding the appointment and condition of service of civil servants. It spells out duties and responsibilities of both the employer (Government) and the employee (civil servant) Areas covered by the rules include appointments, promotion, transfers, discipline etc. Financial Instruction are rules pertaining to financial operation of Government funds, and it covers aspects such as custody of Government money, duties of Accounting Officers, preparation of annual estimates and other rules for spending and retiring public funds. The Guide to Procedure though not a rule per see but is a code of conduct for civil servants. It specifies some office abbreviations mode of addressing certain Government officials and channels of communication. Official Gazette is a publication of Government notices and information normally released periodically documenting new appointment's in the service, creation of certain Department, Agencies, Boards and generally other useful information. Civil servants are expected to get themselves acquainted with these publications to serve as a guide in discharging their duties.

Communication occupies a central place in organisation theory. However, it is suprising that not much research study had been done in this area at Institute of Administration, Ahmadu Bello University (A.B.U.) Zaria. An M.P.A. Thesis by Judith M. Saror (Mrs)5 was one of the few research works on the topic. This study prompted the researcher to undertake a similar one in the Civil service and particularly in the Office of the Secretary to the State Government.

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1.2 Statement of the problem:

The channels of formal communication in an organisation are established along the lines of its organizational structure. These channels are "consciously and deliberately being established."6 The civil service is arranged hierarchically according to Max Weber's ideal type of bureaucracy. Communication flow from superiors to subordinates and vice-versa in a hierarchical manner involving various officers at various levels. Problems could arise when positions in the formal hierarchy are by-passed. It breeds disorderliness, friction, insubordination and indiscipline. That is why civil servants are seriously required to adhere to the laid down procedures for communication, which requires an officer to contact his next superior to forward his cases to the Chief executive. Ministries are also required to do likewise in order to ensure orderliness in the service. The Secretary to the State Government had at one time or the other deemed it necessary to address this issue. For instance, in a circular letter (see appendix III) the civil servants were reminded to adhere strictly to the proper channels of official communication by routing all their official correspondences through their respective ministries and departments.

One of the functions of the Secretary to the State Government's Office, is to follow up action on Government directives by the ministries. This function can be facilitated by an effective mail delivery system. Evidences of failure of mail delivery was noted at one time or the other when circulars and letters to ministries on urgent matters take many days or even weeks to be delivered. Sometimes, before such letters are delivered the matter must have been overtaken by events. For instance a letter was received from the Federal Government informing the state on the existence of vacancies for its indigenes to fill their quota. Applications for the posts were to be submitted before a certain closing date. On receipt of the letter the office of the Secretary to State Government sent out a circular to all ministries for interested officers to apply. Due to delay in mail delivery, the information could not be passed to some ministries on time hence they could not respond before the deadline.

Most employees do not have telephones/intercoms in their offices. The Secretary to the State Government's Office is located in the State Secretariat complex within a two storey building. The absence of intercom necessitates physical communication which can be quite strenuous. The effect of these on performance is tremendous.

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In addressing the problem of mail delivery at one time a circular letter was issued to ministries specifying measures to be adopted in order to enhance mail delivery services and the security of mail. (see appendix IV).

The problem of mis-interpretation of directives is noted in the office of the Secretary to the State Government. On a number of occasions as a result of breakdown in communication, subordinates take a different course of action from that intended by a superior. This leads to wrong implementation of Government policies and directives. Even when such actions are sometimes later detected and rectified, the negative repercussions were not totally erased. The underlying cause of the above problem is not unrelated to the fact that sometimes directives are passed down to subordinates in vague terms which could be subjected to various interpretations.

Distortion of information as it passes through several persons in the hierarchy also contributes to this. Superior officers along the organizational hierarchy can interpret a directive based on their perception and understanding. Hence when it finally goes to the officer who is to carry out the directive, the original meaning may be distorted.

Formal organisation is basically emphasised by Max Weber's ideal type bureaucracy However, Organisation theorists have considered this approach not adequate for instance Elton Mayo's Howthorne experiments have shown that the level of productivity is set by social norms derived form informal relationships rather than by management rules. Peter M. Blau has noted that "informal relations and unofficial practices develop among the members of bureaucracies and assume an organised form organised form without being officially sanctioned"[7].

Informal communication can be very useful to an organisation. Employees can consult one another for advice, understand themselves better and develop an esprit de corps. Unfortunately, in the Nigerian bureaucracy, adequate use has not been made of informal organizations. Ibrahim Omale has rightly observed that:

> Must Public Officials have given in to primordial incinations, thus friendship and informal association circles are restricted to people of same ethnic and

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home origins. Tribal associations that go under the name of Development Associations are arduously patronized almost to the detriment of the total cross-sectional Staff Clubs and sporting unions.[8]

More often than not, in the Civil service, there are wide spread allegations of decisions taken in favour of one association along tribal lines. An officer from one ethnic group may deliberately frustrate issues that are in favour of another officer from a different ethnic group. These primordial factors had greatly affected performance in the civil service. Omale has further maintained that where informal communication is not allowed to foster there exists "animosity, jealousy and envy between one official and another, and one ethnic group and another which breeds deliberate delays and inaction".[9]

A negative aspect if informal communication is the circulation of distorted information commonly termed as "rumours" and "gossip". This phenomenon has tended to flourish in S.S.G's office partly, due to ignorance and partly, due to idleness. Although, the grapevine can be made to be beneficial to an organisation, more often than not, it is the negative aspects that are allowed to prevail. In the Nigerian context when used negatively, rumours could be destructive and consequently, affect performance in any organisation. Such is the problem associated with the communication system in S.S.G's office which this study seeks to uncover.

1.3 Aim of the study:

The purpose of this study is to find out the effect of communication system on performance. Attention will be focused on the following areas:

(a) Find out the existing formal and informal communication processes in Secretary to the State Government's Office (SSG).
(b) Assess the impact of the communication processes on performance.
(c) Identify obstacles to effective communication.
(d) Proffer useful suggestions for improvement.

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1.4 Significance and Justification of the study:

Often accusations and complaints of unnecessary delays and poor performance are leveled against the civil service without looking at the factors responsible. This study has singled out one of the factors responsible for poor performance, i.e. communication system and studied it in detail. Communication is the life-wire of any organisation just as blood is to the human body. The SSG coordinates the activities of other ministries and his the head of the civil service. He provides leadership and direction to civil servants and ensures that all government decisions are carried out promptly. A study of this nature is useful in the Secretary to the State Government's Office (SSG) and the state civil service are large, in identifying communication problems and how they could improved. It would promote better understanding and appreciation of the relationship between communication processes and performance.

Finally, the findings may indicate to other scholars the need for further research on communication processes in various organizations in this country.

1.5 Scope and limitation:

The study covers the period of 1976 – 1998. This period witnessed the creation of Gongola State n February, 1976 and Adamawa State in August, 1991.

The desired focus of the study is on the state civil service, but, due to time and financial constraints, the Secretary to the State Government's Office is chosen as the case study due to its strategic position in the Civil Service. The findings from the office would adequately represent other ministries as well. The study does not consider the public view or perception of communication processes in the civil service per-se. That is, it is not concerned with how the office relates to its clients or the general public. Rather, it focuses attention on the formal and informal communication processes and how they affect performance.

Finally, the study covers only the four department of the SSG's office namely Administration, Political/Security Affairs, Establishments and Department of Boundary Affairs. The study excludes the State's Liaison Offices in Abuja, Lagos

and Kaduna which are also being supervised by the Secretary to the State Government's Office.

1.6 Hypotheses:

The study is based on the following research hypothesis:-

(a) That the problems of communication between superiors and subordinates do affect performance.

(b) That the existing media of communication are not effective enough.

(c) That informal communication is not adequately utilized to supplement the formal channels.

1.7 Methodology:

In this section sources of data and sampling design are discussed.

1.7.1 Sources of data:

The following methods were used to collect data for this study participant observation:-

Participant observation: The study was facilitated by the researcher's experiences as a staff of SSG's Office having worked in the office for more than six (6) years. This position afforded the researcher the opportunity of knowing the problems and in making recommendations for improvement.

Documentary Research: Available civil service records and documents were used. The Guide to Procedure provided useful information on channels of communication in the service as well as the medium of communication which are the files, circulars, flimsy copies of letters and oral. Information on schedule of duty of each department were obtained from the relevant files and handing over notes.

Survey: A questionnaire was administered to both senior and junior staff in order to obtain information, on their view about communicating with superior and subordinates, as well as problems encountered in the process. Personal interviews

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were conducted with staff of the registry department who are responsible for delivering mails on problems of mails delivery.

1.7.2 Sampling Design: Sampling is the procedure whereby representative individuals or objects are drawn from a population for the purpose of study and experiment. The sample represents the whole population. In this study, a sample of 130 was drawn from a Staff list of 763. To ensure adequate representation, a stratified sampling was used. The population was grouped in the three (3) strata based on Grade Level 01 – 07, 08 – 12 and 13 – 16 consolidated. A system of random sampling was used to obtain a sample from the three strata. Within the first two strata, a sample of 70 and 40 respectively was chosen. Within the last stratum, a sample of 20 was chosen in view of its small size.

In administering the questionnaire, the Staff were assured of complete anonymity, that their reponses will be treated with strict confidence. A closed from of questionnaire was used to obtain the information required because the method is easier to analyse.

1.8 Definition of key terms

(a) **Communication:** This is the process of transferring information and ideas from one person to another for desired ends with the information being understood by the recipient.

(b) **Performance:** This is the level to which a stated objective is being met or achieved by an organisation within a specified period of time. The conventional yardstick for measuring performance are efficiency and effectiveness. An organisation is said to be efficient when its output is higher than input. It is effective if it achieves its intended goals.

(c) S.S.G's office: An abbreviation of office of the Secretary to the State Government.

(d) **Civil service:** "Civil Service of a State means Service of the government of a State in a Civil Capacity as Staff of the Office of the Governor, the Deputy Governor or a Ministry or Department of the Government of a State assigned with the responsibility of any business of the State."[10]

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CHAPTER TWO
LITERATURE REVIEW

This chapter examines scholars and other writer's view on communication especially in the civil services. While it is not possible to lay hands on all works in the field, a few selected ones will be examined. The review covered aspects of formal and informal communication in organizations. The theoritical framework at the end of the chapter provides a model which the study will adopt as a guide.

2.1 Formal Communication in Organisations:

Any writing on communication in the Civil Service, must be considered against the backgound on Max. Weber's ideal construct of bureaucracy, on which modern organizations are formed. Bureaucracy operates legal rational authority as oppossed to traditional and charismatic authorities. A major characteristic of bureaucracy is that the offices are arranged in a hierarchy with each lower office under the control and supervision of a higher one. This entails that there must be system of communication between superiors at the higher offices and subordinates at the lower offices. Max Weber had identified the ideal bureaucracy with the following characteristics.

1. The regular activities required for the purpose of the bureaucratically governed structure are distributed in a fixed way as official duties.
2. A specified sphere of completence has been marked off as part of a systematic division of labour.
3. The official is subject to strict and systematic discipline and control in the conduct of his office.
4. All operations are governed by a consistent system of abstract rules.
5. The organisation of offices follows the principles of hierarchy, that is each lower office is under the control and supervision of a higher one.
6. Officials are subject to authority only with respect to their impersonal official obligations.
7. Candidates are selected on the basis of technical qualifications. In the most rational cases, this is tested by examinations or guaranteed by diplomas, certifying technical training or both.

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8. Being a bureaucratic official constitutes a career. There is system of promotion according to seniority or to achievement or both. 1

It is against this model, that formal channels of communication in the civil service have been established. Communication flows through an established line of authority in the organisation. Chester I. Bernard has considered these ""lines of authority" and concluded that communication in organizations is based on it. He considered the requirements of such a communication system as:

(a) Channels of communication should be definitely known i.e. the lines of authority must be definite established.
(b) Objective authority requires a define formal channel of communication to every member of an organisation. In other words, everyone must report to some one and every body must be subordinate to someone.
(c) The line of communication must be as direct or short as possible.
(d) The complete line of communication should usually be used. A communication from the head of an organisation to the bottom should pass through every stage of the line of authority.
(e) The competence of persons serving as communication centres that is officers, supervisory heads must be adequate.
(f) The line of communication should not be interrupted during the time when the organisation is to function.
(g) Every communication should be authenticated.[2]

Formal communication network in organizations requires that all communications must follow the chain of command, the formal lines authority and responsibility. The classical organisation theorists such as Max Weber, Henri Fayol and Gulick have emphasised only on formal communication along organisation hierarchy. Their views can be summarised thus:

- Nearly all contacts in an organisation is in the form of orders going down and reports of results going up the pyramid.
- Each subordinate has to receive instructions and orders from one boss (unity of command).

- Important decisions are made only at the top of the pyramid.
- Each superior has only a limited "Span of Control" (supervised only a limited number of individuals).
- At any level, except the top and bottom people are in contact with only their immediate superior and subordinates.[3]

Bureaucracy has hierarchy of authority as its bedrock. Positions are arranged in a pyramidal structure with each lower office under the control of a higher one. Orders flow from top to down along this structure. Henri Fayol's principle of scalar chain requires that instructions or orders should take a pattern from top to the bottom or from the bottom to the top based on the organizational hierarchy. The Guide to Procedure has recognised the following media of formal communication in the civil service.

The File: This is a folder which contains the records of action taken on a particular matter. Files are numbered according to subject matter. A superior communicates his decisions, orders, directives and instructions to a subordinate by minuting in a file and vice-versa. Communications that are kept in the files are reserved as permanent records so that they can be easily retrieved any time they are needed. They include incoming and outgoing correspondences, minutes, directing actions, discussions held, memos and minutes of meetings.

Although the file is the most useful medium, it is not possible for all activities that go on in an office to be written down in it. Sometimes superiors may communicate orally with subordinates in giving simple instructions, reprimands and sending errands. Oral communication also takes place via telephone and intercomm

Circulars and Notice Boards : Although circulars are written through the file, they are normally addressed to a group of people unlike minutes which are addressed to individuals. Circulars on staff matters are normally circulated round the affected Staff or pasted on the notice board. Issues that could warrant issuance of circular include changes in rules and regulations, warning to desist from particular acts, forth – coming events, public holidays etc.

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Flimsy Copies of Letters: Letters in the civil service are normally written in triplicates, one for the person/organisation addressed, one for the subject file and one retained as a flimsy copy. The last copy is circulated daily among staff so as to keep themselves abreast of any development in the Office.

Reports, memos and Gazzettes:- Reports are normally submitted by committees set up to make some findings and recommendations, memos are normally addressed to the executive council on one issue of the other. The official gazzette is a publication of government notices and information.

All the above documents are normally bulky and cannot be conveyed in file hence are mostly carried as separate documents.

2.2.2 Downword Communication: Herbert Simon has viewed organisation as decision-making units. He sees communication as a process whereby "decisional premises are transmitted from one member of the an organisation to another".4 Strauss and Sayles have noted that decisions regardless of who makes them must be communicated down. They have further asserted that:

> In looking at an organisation chart, it is easy to imagine information flowing downward through the neat lines connecting boxes on the chart, thus the model suggests that someone at the top issues an order or makes a policy decision and the next person in the hierarchy passes the instruction along to subordinates so on down the line.[5]

Whereas the writers mentioned above have perceived downward communication as consisting mainly of directives, others have viewed it as the passing of information concerning the performance of a job.

In this regard Abel Ubeku sees downward communication as consisting of information on the job and conditions of employment. The former aspect specifies what the job is, it's duties and responsibilities, why the job, the relationship between the job and others in the organisation, what the accepted standards of performance

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are. The latter aspect consist of information on wages, salaries, annual and casual leave pay and medical bills.[6]

The formal organisation structure is the basis for downward communication. Even in an ancient times communication in organizations is basically the sending of directive and orders from the king to the subjects. Such communication is normally very effective since it connotes authority and non adherence could warrant punishment. It therefore, has a high level of effectiveness than any other form of formal communication.

Downward communication is mainly criticised for distortion of originally intended messages especially in an organisation with a tall hierarchical structure. By passing through different individuals, the message received may lack the original intention or the message may be delayed without achieving its purpose. That is why a complex bureaucratic organisation like the civil service is often accused of "red tapism" i.e. unnecessary delays.

2.2.3 Upward Communication:

Communication upward in an organisation is mainly on the request of a superior for the subordinate to provide one information or the other. Many subordinates are reluctant to communicate with their superiors. This could be due to:

(a) Perceived consequences of negative messages: When a subordinate feels that his boss will be angry by a news he is likely to suppress it.

(b) Lack of confidence in the boss: When there is no mutual trust between the boss and subordinate, the later will develop negative attitude towards communicating with the former.

(c) Inability of expression: Many subordinates lack the language to express themselves to their boss. The low educational background of this group limits their ability to communicate in English.

Herbert Simon has further elaborated on this aspect on why subordinates are reluctant to communicate with their supervisors. He observed that information tends to be transmitted upward in an organisation only if:

- Its transmission will not have unpleasant consequences for the transmitter.
- The superior will hear of it anyway form other channels and it is better to tell him first.
- It is information that the superior needs in his dealings with his own superiors and he will be displeased if he is caught without it.[7]

The benefits of upward communication both to a superior and subordinate has been stressed by writers. It has been identified that upward communication can be useful to a superior. Firstly it serves as a feedback. Superiors can get a feed-back on their downward communication. They can discover whether subordinates have really got the meaning of the message as intended. This is necessary because sometimes a subordinate can interpret the clearest instruction in the light of his own biases and experience. Appreciation loyalty from subordinates can be derived from opportunities for self expression

Secondly upward communication helps to satisfy a basic human needs. Abraham Maslow's hierarcy of needs has this as the third in the hierarchy i.e. the need for belongingness, of being appreciated and loved by ones fellow. All subordinates look upon themselves as having an inherent personal worth. When subordinates are not given a chance to express themselves this sense of personal worth is injured. A situation where employees are merely told without opportunity to comment or reply is geared towards dictatorship. It is in this vain that new management theorist such as Rensis Likert have recommended a participatory form of management where employees are able to satisfy the desire to achieve and maintain a sense of personal worth and importance.

Thirdly upward communication helps subordinates to get a release of emotional tensions which other-wise might have been expressed in other outlets like criticism, indolence, passivity and inefficiency. By being given opportunity to express themselves to their superiors, they can be relieved from some ill feelings.

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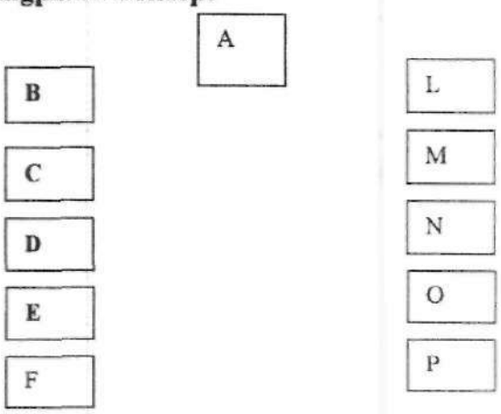
On our environment one can observe that upward communication is not encouraging, probably due to the assumption that no relevant knowledge or useful initiative important to superiors can be forthcoming from subordinates. In some African traditions, there is so much emphasis or reverence to age and experience that useful suggestions are not considered from younger persons. All these have direct bearing on how far a superior can allow upward communication in an organisation.

2.2.4 Horizontal or Lateral Communication: Horizontal communication when viewed from an organizational hierarchy is informal. However, some organizations have provision for horizontal communication on a formal basis. The aim of such communication is to consult colleagues for advice or opinion on one issue or the other.

In the civil service, the Guide to procedure provides that officers may correspond with one another at the same level depending on the subject matter of the particular correspondence. This provision, also requires that in some instances depending on the subject matter messages intended for an officer on the same level with the sender has to go to point where a common Head of department exists and then to the desired recipient.

Henri Fayol's concept of gangplank was aimed at minimising these problems so as to facilitate communication between peers, as shown in the diagram below:

Fayols's Gangplank Concept



Source : Fred Luthans: Organisation Behaviour
McGraw Hill Inc. U.S.A 1981

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In the diagram above, Fayol has conceptualised that if 'F' can lay a gangplank to 'P', it would allow the two employees 'F' and 'P' to communicate and solve problems instantly, instead of going through the formal channel of 20 positions.

In the Nigerian Civil Service, one can observe that horizontal communication is not practised effectively. This is because the civil service puts colleagues especially at the top in competition with each other with the result that peers are reluctant to share information that may benefit one another. An officer may hoard information for greater performance so as to enhance his chances of promotion to a higher post. An example can be cited in a ministry where there are four Directors all competing for succession to the only vacant post of Director General.

2.3 Informal Communication in Organisations:

Informal communication was given prominence by the human relations School, the social system School and modern organizational Theorists. In the human relations, Elton Mayo's experiment showed that productivity is a function of the condition existing between individuals who co-operated and formed what is called "Informal organisation". The workers willingly co-operated and set their own rules besides that of management. A pioneer of social system school, Chester I. Bernard emphasised that co-operation is very necessary in management so as to achieve a common goal. It is on this basis that individuals form informal organizations. Among the modern organisation theorists, Herbert A. Simon has emphasised that the formal communication in an organisation, has to be "supplemented by an equally important network of communications based on social relations within the organisation".[8] He noted that cliques could develop through informal relationships and secure power over the formal organisation.

The grapevine has been an issue of controversy among organisation theorists. While some viewed it as necessary for supplementing formal channels, others regarded it as an evil to be avoided and if possible, wiped out of any organisation.

Herbert Simon has cautioned that the grapevine discourages frankness, as confidential report may be spread about. He also associated it with the transmission of inaccurate information.

A study reported to have been conducted by Professor Keith Davis of Arizona State University made several discoveries on the advantages and disadvantages of the grapevine. Among other things, he found out that staff who participate in the grapevine are those whose jobs put them in frequent contact with people. That management cannot wipe out the grapevine by firing the rumour mongers because others would soon occupy their positions. Nevertheless, it can help in identifying important problems and concerns among employees. Management can use the grapevine to test employees' reaction to potential changes. Without informal communication and friendships, it was argued that organizational life would be extremely dull. Finally, the study discovered the accuracy of the grapevine to be as high as 85 percent indicating that there is a least a reason for any information to be transmitted through the grapevine.[9]

The spread of rumours and gossips in organizations had been attributed to various reasons. J.M. Pfiffner attributed it to the inability of management to communicate downwards. He asserted that:

> Indiscriminate gossips becomes ineviable when people gather and discuss matters about which they are not informed. Rumours flourish when managment has failed to communcate downward..... When management assumes as secretive role.... Rumours tend to flourish when people are under the stress and restraint.[10]

Strauss and Sayles on the other hand attributed the spread of rumours to an inherent nature in human beings rather than influence of the environment. They noted that:

> The grapevine fills a vital human need. Gossip gives people a social outlet and a chance to exercise their imagination. It gives an opportunity to relieve fears of the unknown by expressing anxiety in the form of stories. Above all, it allays curiosity.[11]

A major advantage of the grapevine has been identified as that of supplementing the formal channels. Management can use it as a "Trial Balloon" by letting out information of proposed changes through the grapevine, management can assess its

acceptability or otherwise without the knowledge of employees. Nevertheless, the grapevine has been associated with the spread of inaccurate information, by being distorted or exaggerated.

2.4 Theoritical Framework: Communication Process Models

Models are symbols showing the components of a process and the relationship between them. We shall consider some models of the communication process in order to enhance our understanding.

James A. Belasco et al has conceived of communication as complex process which involve at least six distinct steps.[12]

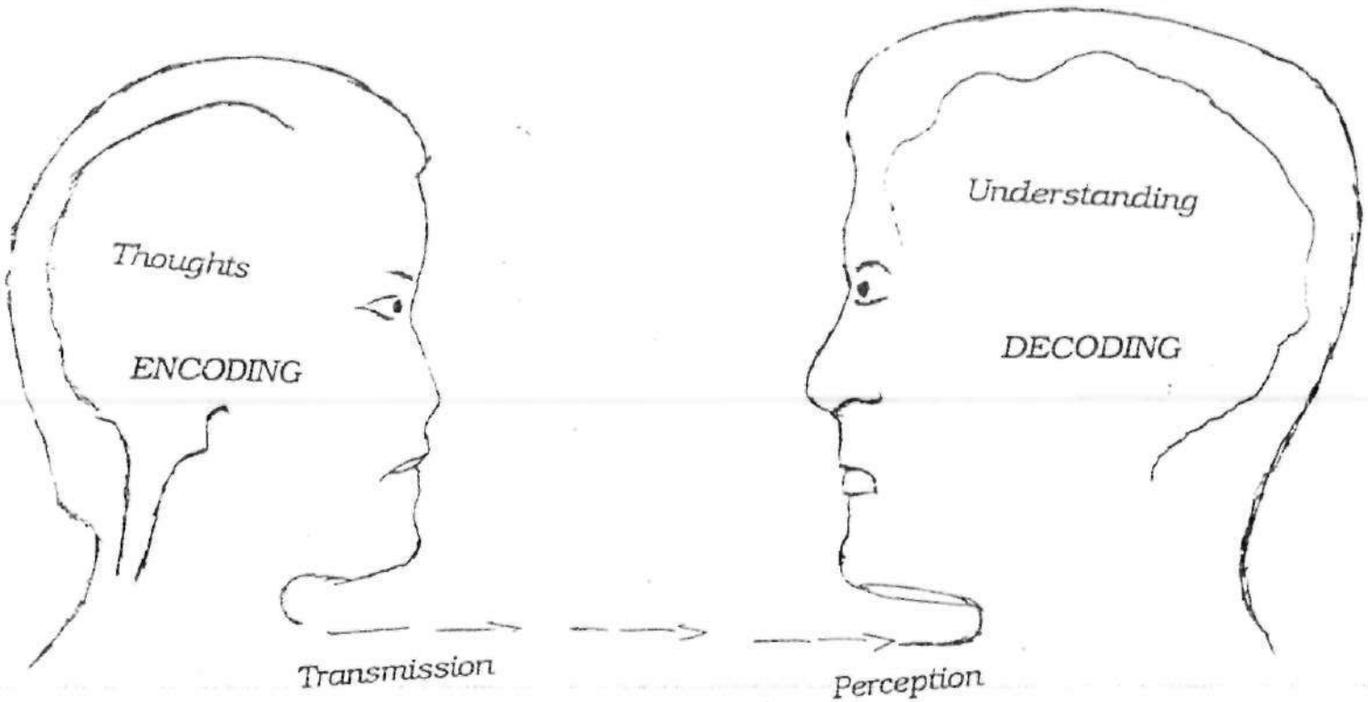
- Senders thoughts
- Encoding
- Transmission
- Receiving
- Decoding
- Receiver's thoughts.

The complexity of the process can be seen in the possibility for distortion or error at each stage. (see diagram No.2)

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THE COMMUNICATION PROCESS

figure 2



Source: James A. Belasco et al *Management Today* John Wiley and Sons Inc. 1975 p.116

21

Sender's Thoughts: This is the thought that triggers the entire process in the first place. An average human being can have over thousands of thoughts in a day. However, some are concealed in the thinker's mind while others are converted into language and communicated outside.

Encoding: The thoughts in the human mind are translated into language for transmission, some communications are done non-verbally, e.g. shrug of the shoulders, lifting of an eyebrow, a smile, nodding of head and other body movements. Whatever means is adopted encoding involves translating thoughts into language or other non-verbal means.

Transmission: The actual transmission of the message could be interrupted by many problems. The first of this is noise. In the communication system, Noise is anything that interferes with the actual transmission of message. It could be manner of speech, illegible hand writing or actual sound which is not desired.

Reception: At this stage, the message is received by the person intended. How the message is received will have an impact on the quality of the communication. For instance, the receiver might be thinking of something else at that particular time and that can distract his attention.

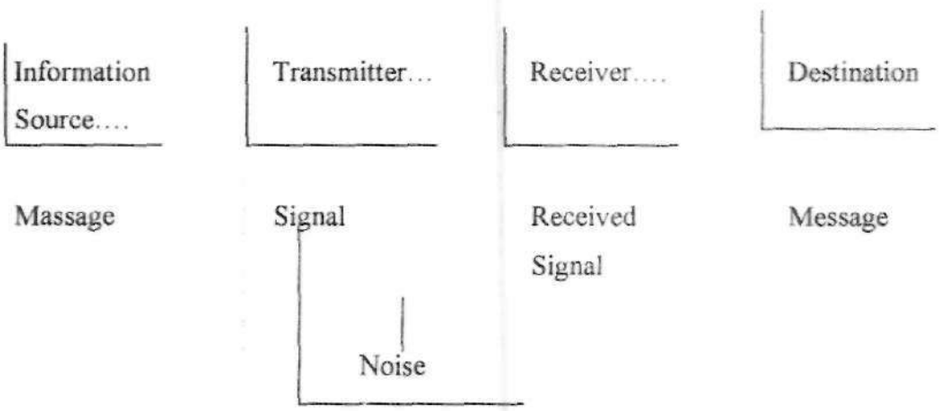
Decoding: After the message has been received, it must be decoded by the receiver, i.e. he must convert the verbal message into thoughts. Problems could also arise at this stage. A word that mean one thing to the sender may mean something quite different to the receiver. The imagery created by the sender may not create the same imagery for the receiver or the original meaning may be lost in the transmission.

Understanding: The final step in the communication process is the conversion of thoughts which has been decoded into a meaningful message. At this stage the recipient gets an idea of what the sender intends to achieve.

2.4.1 The Shannon- Weaver Model

This model also involves various stages starting from information source, transmitter, noise receiver and destination. This is represented in the diagram three (3) below:

Figure Three



Source:

Fred Luthans — Organisation Behaviour
Page 253

Information Source:

The process begins with some form of intent and purpose on the part of the sender.

Transmission:

The data is encoded into a message and sent to the receiver.

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Noise:

This is any interference that takes place between transmission and reception.

Receive

The information is passed from the sender to the recipient. The message is being decoded i.e. interpreted and understood.

Destination:

Here the purpose of the communication process is completed and achieved.

For the purpose of this study the model presented by James A. Belasco et al will be adapted as it is more comprehensive and simplified. Simply put the model involves the following stages:

- Sender's thoughts
- Encoding
- Transmission
- Reception
- Decoding
- Understanding.

This stages best explain the process of communication in humans starting from the senders thoughts to the recipient understanding of the message. It also identifies problems that could arise at each stage of the communication process. The problems to be studied include: Language barrier, mood, attitude, behaviour, confidence, prejudices/biases, physical distance, medium of communication and informal communication.

Endnotes

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11. J.M Pfiffner: The Supervision of Personnel: (2nd Edition) Prentice – Hall Inc. New Jersey, 1978, p.161

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CHAPTER THREE

HISTORICAL BACKGROUND AND FUNCTIONS OF THE OFFICE OF THE SECRETARY TO THE STATE GOVERNMENT

In the proceeding chapter we reviewed selected literature on the Research topic. This chapter provides an overview of the organisation under study by briefly stating it's functions organisation and the channels of communication.

3.1 Brief History of Office of the Secretary to the State Government

The Nigerian constitution has adopted a Federal System of Government whereby powers are shared between the Federal Government and the component units (States and Local Governments). In line with this arrangement, section 167 of the 1989 constitution establishes the Civil Service of the Federation while section 240 establishes the Civil Service of a state.

The Civil Service in Nigeria as in other commonwealth countries was inherited from British Colonial Administration. In order to fully comprehend the historical background of Secretary to the State Government's Office, it is deemed necessary to first examine its evolution at the Federal level.

During the colonial era the origin of the Office could be traced as far back as 1921 when the central secretariat was established in Lagos by the Governor – General, Sir Hugh Clifford. In 1957 the post of Prime Minister was created when parliamentary system of Government was introduced. The Central Secretariat therefore assumed the new name "Office of the Prime – Minister". Thereafter, the office when through several changes in name and function to suit various administrations both civilian and military [1]

The first military coup of January, 1966 abolished all political offices including the office of the Prime-Minister which came to be known as Cabinet Office. Under subsequent military regimes, the office of the Secretary to the Military Government and Head of service, was introduced to the Cabinet Office to assume a new role in the

civil service. With the return to democratic rule and introduction of presidential systems of Government, the office was named as "Executive Office of the President" and still assumed its former role. The only fundamental change made by the Civilian Government was the splitting of the office which was formerly held by the same person into two namely:

- Secretary to the Government of the Federation;
- Head of the Civil Service of the Federation.

Under Military rule in December, 1983 – 1995, there was still no major re-organisation of the functions of the office except occasional changes in name or title. The civil service reform of 1988 however, observed that "Office of the Head of Service under the new dispensation was been relieved of its present functions".2 The Reform viewed that this function has been lapsed and reposited in the different Ministries/Departments and the civil service commission.

In the Sates, the Secretary to the State Government's Office evolved from the office of "the Secretary to the Premier and executive Council". The functions of the office was similar to the functions of the office of the Prime minister at the Federal Level, from this period onwards most of the changes enumerated above at the Federal Level were also implemented at the State Level.

3.2 Function of Office of the Secretary to the State Government Adamawa State

The Secretary to the State Government's Office (SSG) in Adamawa State consists of the following Departments:

- Administration
- Political and Security Affairs
- Establishments and Training
- Department of Boundary Affairs.

Broadly speaking, the Secretary to the Government is responsible for co-ordinating the activities and duties of all Government Ministries/Departments and ensuring that

all Government decisions and directives are carried out promptly. He is to provide leadership and direction to the service, maintaining high moral, high standard of output, accountability, esprit – de – corps and favourable image of the service. He corresponds with the Federal Government on all issues on behalf of the State and co-ordinates all Federal Agencies and Departments in the State.

Technically speaking, the Secretary to the State Government is the Secretary to the Executive Council which is the Government (i.e. the Chief Executive and his Commissioners).

The functions of the various Departments of SSG's Office are considered below:3

3.2.1 Administration Department

The function of this department are:

- General Administration of SSG's Office;
- Liaison with Heads of Federal and other State Civil Services;
- Monitoring of Capital Projects;
- Provision of staff for newly established and Ad-hoc bodies established by the Government;
- Liaise in the recruitment and selection of candidates into the armed forces in respect of publicity and transportation of recruits;
- Handle matters relating to the State Liaison Offices at Lagos, Kaduna and Abuja;
- Formulation of policies on the development of management skills and techniques within the service;
- Processing new appointments and transfers into the personnel officers cadre.[1]

3.2.2 Political and Security Affairs Department

As the name implies Political/Security Affairs Department deals with all aspects of political and security issue of the state. The political division is specifically charged with responsibility for:

- Providing Executive Council (EXCO) Secretariat. Apart from taking minutes of council meetings, the Secretariat collects memoranda and notes from ministries/departments and tables them for deliberation. It also prepares Agenda and Notice of the meeting as well as providing all Secretary Service required by Executive Council Committee;
- Handles all Chieftancy matters and provides the Secretariat for the State Council of Chiefs Meeting;
- Handles all political appointments into public offices in the State Local Government Boards, and Parastatals as well as Federal Agencies;
- Appoints all Commissions and Boards of Inquiry;
- Handles all transition Programmes;
- Processing of petitions and complaints as well as religious and land matters.

The security section through the Secretary to the State Government advises the Governor on Security matters as collected and analysed by the Office. Every month, the Secretaries to the various Local Governments are required to furnish monthly intelligence reports to the State Secretariat as well as special reports which are urgent in nature and require prompt consideration to avert any unrest or breakdown of law and order in the State.

The Security Secretariat has the responsibility for converging monthly meetings of the State Security Committee, a body which has the Governor as its Chairman, other members of the committee are:

- The Brigade Commander, Nigerian Army;
- The Commissioner of Police;
- Nigerian Security Organisation;
- The Secretary to the State Government.

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The Security secretariat also appraises the security position in each Government Ministry and Parastatals and advises them on how best to maintain security in the office and guarantee the safety of life and Government property. The secretariat also liaises with the Federal Government and other States of the Federation to exchange notes on security matters on national interest with a view to ensuring that the territorial integrity of Nigeria is protected.

3.2.3 Establishments and Training Department:

This Department comprises of three Directorates:

- Establishments/Pensions and Gratuity;
- Management Services and Training;
- Manpower Reserve Corps Scheme.

Establishments/Pension and Gratuity:

This unit is charged wit the responsibility of administration computation and the processing of retirement benefits in respect of civilian staff of Adamawa state Government for onward transmission to Accountant – General to take necessary action.

The functions of Establishments Units is specified as:

- Interpreting Civil Service Rules, Government Regulations and Establishment Policy Circulars;
- Evaluating of Certificates for Appointments into the Civil Services and placement of holders of such qualifications;
- Handing, processing all matters relating to trade unions and trade disputes emanating from workers unions;
- Representing Government on all Trade Unions, Negotiating Council's Meetings and Conferences;
- Representing Government at the National Council on Establishments Meetings;

- Checking of advance proposals submitted by Ministries/Departments;
- Policy formulation of leave and passages of expatriate officers and any other contract officers.

Management Services and Training:

The functions of Management Services are still being performed by Administration Department. However, the Housing section is under this unit and its functions are:

- Advising government on matters relating to the provision of staff quarters to career civil servants;
- Allocating Government residential quarters to civil servants, collecting rents from those who are not State Government civil servants such as Federal Government employees;
- Administration of Staff Housing Loan Scheme.

The Training Units is charged with the responsibilities of training and Development of all categories and cadres of Civil Servants in the State. In performing this role it is actively involved in:

- Placement of in-service training in various institutions of learning both locally and overseas;
- Policy recommendations on training and development of civil servants;
- Interpretation of training rules and regulations;
- Organising seminars/workshops for Civil Servants;
- Representing the Secretary to the State Government at Scholarship Board Meeting;
- Attending National and International Conferences on Manpower Development and Training;
- Attending Selections for Interview of Students Nurses, Midwives and School of Health Technology, Mubi.

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3.2.4 **Manpower Reserve Corp:**

The scheme was established in September, 1986 with the primary aim of offering employment relief to College/University Graduates who are Adamawa State Indigenes. This was done with a view to reducing unemployment problems and at the same time provide for maximum utilisation of skilled manpower, available in the State. The scheme places beneficiaries on jobs in Ministries, Departments and at the same time keeps in touch with both public and private sectors in scouting for employment vacancies. It therefore serves as a link between the unemployed and the labour market both at State and Federal Levels.

3.2.5 **Department of Boundary Affairs**

A section of the then Gongola State Boundary Commission Edict 1989 has established the functions of the Department as follows:

- To inquire into, and determine the Boundaries set out in section 10;
- To inquire into any matter which appears to the commission to be incidental to or reasonably related to the foregoing and which in the opinion of the commission ought to be inquired into;
- To submit its report to the Governor giving reasons for its findings and making such recommendations as it deems fit.

Section 10 further made provisions relating to inquires and determination of boundaries wherein it was stipulated that. "The governor may by order refer to the Department for the determination on Boundaries".

- Between the areas of two or more districts within a Local Government;
- Between the areas of two or more Villages areas of the district within a Local Government".

Other functions of the Department as stipulated by the National Boundary Commission includes:

- To liaise with and keep the National Boundary Commission informed about all the commission activities;
- To liaise with the Boundary Committee of the States with whom they share boundaries with a view to taking joint measures to harmonise inter – community relationships along and across their common boundaries;
- To discourage the need to resort to courts for the settlement of boundary disputes through effective performance in the management of such dispute;
- Through appropriate enlightenment campaigns to cultivate a general awareness among the people that boundary lines are meant for administrative convenience, to serve as bridges of contact and not lines of division.

3.3 Organisation Structure and Channels of Communication:

At the apex of the Secretary tc the State Government's Office is the Secretary to the State Government who is a political appointee and normally chosen from among the civil servants. Next to him are Directors-General of the various Departments. Other offices down the hierarchy are occupied by Personnel Officers/Assistants of various grades. Secretary Staff, Clerical Staff, Cleaners, Drivers and Messengers. (see Appendix 1 for organizational chart).

Communication is carried through various media such as the file, the circular, notice boards, flimsy copies of letters and orally. The channels of communication are downward, upward and horizontal. Downward communication consists mainly of directives and policy statements from the Chief Executive to the Secretary to the State Government for implementation. Such communication "has a high degree of effectiveness..... It can notes authority and the message is acted upon with immediacy". On receipt of a directive from the Chief Executive or an Executive Council Resolution, the Secretary to State Government normally pass it to the Directors-General of the relevant department for implementation. He in turn directs other officers under him.

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For an illustration in the personnel officers cadre which was formerly called "Administrative class" downward communication flows down the hierarchy in the following order.

Director-General

"

Director of Personnel

"

Deputy Director of Personnel

"

Assistant Director of Personnel

"

Chief Personnel Officer

"

Assistant Chief Personnel Officer

"

Principal Personnel Officer

"

Senior Personnel Officer

"

Personnel Officer I

"

Personnel Officer II.

Source:
Explanatory Notes or guidance on Important Elements of the Civil Service Reform (Vol.II).

Upward communication is normally made up of memorandum to the Chief Executive, feedback on action taken and advice for policy decisions. However, upward communication is mainly practiced on the orders of the Secretary to the State Government or Director-General. Cases where staff initiated upward communication on policy matters are minimal, such communication however, when practiced consists

more of staff and routine matters like leave of absence, training, medical bills, annual leave etc whereby they give advice on the various viable options so as to help the Chief Executive in decision making.

Strictly speaking, the formal organisation structure does not provide for lateral or horizontal communication, except at the highest levels of the hierarchy. However, colleagues from one Department do consult each other for advice though an informal basis.

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Endnotes

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4. I. Omale: Lecture Notes on Workshop in Public Administration 1989.

CHAPTER FOUR

PRESENTATION, ANALYSIS AND INTERPRETATION OF DATA

In this chapter, the data collected on communication system in office of the Secretary to the State Government, Yola is analysed and interpreted in the light of the three hypothesis earlier stated.

4.1 Method of Analysing and Interpreting the Data

A total number of 130 questionnaires were administered to a population of 763. Only 120 questionnaires were duly completed and returned. The questionnaires consisted of 24 questions which were answered on a 4-point scale e.g.

1 - True
2 - Not always True
3 - Not True
4 - Undecided

The study was based on the following hypothesis

(a) That the problems of communication between superior and subordinates do affect performance
(b) That the existing media of communication are not effective enough
(c) That informal communication is not adequately utilised to supplement the formal channels

Questionnaire Nos. 1-13 are based on the first hypothesis Nos. 14-18 are centred on the second hypothesis, while Nos. 19-23 are based on the third hypothesis

4.2 Analysis of the Data

A survey study was carried out on a sample of staff of Secretary to the State Government Office Yola. The sample consisted of 130 staff draw from a population of 763. A system of stratified sampling was used based on the grade level of the staff

Random sampling was used to select 70 from GL. 01 – 07, and 50 from GL. 08 – 012. and 30 was drawn from GL. 13 – 16 due to the small number of staff in this category. Table one (1) shows the distribution of respondents by Grade Level.

Table 4.1

Distribution of Respondents by Grade Level

N = 120

	No	%
GL.01-07	60	50
GL.08-12	40	33.3
GL.13-16	20	16.7

Source: Survey by the Researcher

78.3% of the respondents were male. This could be attributed to the fact that not many women have taken appointment in the State civil service. Another factor could be that quite a number of women in the State have not attained the required minimum educational qualification. Table two (2) shows the distribution of respondents by sex.

Table 4.2

Distribution of Respondents by Sex

N = 120

	NO	%
MALE	60	50
FEMALE	40	33.3

Source: Survey by the Researcher

The civil servant rule with regards to promotion does not encourage civil servants to attain higher educational qualification other than a Bachelors Degree. A civil servant is expected to rise to the highest position in his cadre provided he has the minimum qualification for his post. This factor explains why civil servant are reluctant to acquire higher degrees since it does not by itself enhance one's prospects of promotion. The distribution of respondents by educational qualification is shown in table 4.3 as follows:

Table 4.3

Distribution of Respondents by Education Qualifications

	NO	%
PhD	-	-
MASTER DEGREE	6	6
BACHELOR DEGREE	22	18.3
DIPLOMA	39	32.5
SECONDARY SCHOOL & BELOW	53	44.1

Source: Survey by the Researcher

The length or period of service put in by staff in an organisation has a bearing on their knowledge of the organisation, their colleagues and Management. The respondents in this study were asked to indicate how long they have worked in the Secretary to the State Government's Office.

Table 4.4

Distribution of Respondents by Year of Service

N = 120

	NO	%
1 – 5 YEARS	83	69.1
5 – 10 YEARS	24	20
10 YEARS AND ABOVE	13	10.8

Source: Survey by the Researcher

The distribution of respondents according to the 5 department of Secretary to the State Government's Office is given below in table 4.5. The number of respondents drawn from each department was based not he size of the department.

Table 4.5

Distribution of Respondents by Department

N = 120

	NO	%
ADMINISTRATION	38	31.6
POLITICAL & SECURITY AFFAIRS	30	25
ESTABLISHMENTS	25	20.0
BOUNDARY COMMISSION	18	15
MANPOWER RESERVE CORPS	9	7.5

Source: Survey by the Researcher

Major Variables in the Questionnaire

Certain variables were identified in each question in order to help in answering the three (3) stated hypothesis

Table 4.6

Problems of Interpersonal Communication

Q1,2,&3	LANGUAGE BARRIER
Q4,&5	MOOD
Q6,7,&8	ATTITUDE & BEHAVIOUR
Q9, &10	CONFIDENCE
Q11&12	PREJUDICES AND BIASES
Q13	PHYSICAL DISTANCE
Q14,15,16,17,&18	MEDIUM OF COMMUNICATION
Q19,20,21,22,&23	INFORMAL COMMUNICATION
Q24	RECOMMENDATIONS

4.2.1 Problems of Communication

Six major problems were identified to affect the communication process between superior and subordinates. These are language, problems, mood attitude/behaviour, confidence prejudices biases and finally physical distance.

On language problems, respondents were first of all asked to indicate the preferred language of communication in order to assess if the existing official language of communication is acceptable. The responses are.

Table 4.7

Preferred Language of Communication

N = 120

	NO	%
ENGLISH	68	56.6
HAUSA	42	35
MOTHER TONGUE	6	5
FULANI	4	3.3

Source: Survey by the Researcher

56.6% of the respondents preferred the use of English language in communicating with their superiors. This could be due to the fact that English is the Official language of communication in Nigeria. Hausa language was rated as the second preferred language of communication, 35% of the respondents indicated so. The use mother tongue and fulani were the least preferred as evidenced by the responses which are 5% and 3.3% respectively.

Difficulty of Words

Respondents were asked to describe the words their superior use in communicating with them to find out whether it is ambiguous or vague. The responses are given in Table 4.8

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Table 4.8

Difficulty of Words

N = 120

	NO	%
VERY DIFFICULT	8	6.6
DIFFICULT	40	33.3
SIMPLE	61	50.8
VERY SIMPLE	11	9.1

Source: Survey by the Researcher

50.8% of respondents described the words as being simple and 9.1% as being very simple. On the other hand, 33.3% described it as difficult and 6.6% as very difficult. On the whole, we have 39.9% for the first category of difficult and 59.9% for the second category of simple. This means majority of the staff do not have difficulty with the word being used by their superiors.

Language Problems.

Three language problems were listed for respondents to indicate which one they normally encounter in communicating with their superior. The responses are as follows:

Table 4.9

Language Problems

N = 120

	FAILURE TO GET THE MEANING		TALK TOO FAST		FAILURE TO UNDERSTAND ENGLISH WELL	
	NO	%	NO	%	NO	%
TRUE	34	28.3	21	17.5	36	30
NOT ALWAYS TRUE	83	69.1	42	35	18	15
NOT TRUE	-	-	55	45.8	65	53.1
UNDECIDED	3	2.5	2	1.6	1	0.8

Source: Survey by the Researcher

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A total of 97.4% indicated that they normally fail to get the meaning of the message. 28.3% indicated "True" while 69.1% indicated "not always true". Only 2.5% of respondents were undecided. A total of 52.5% indicated that their Boss talks too fast. 17.5% were for "True" and 35% "not always true". 45.8% however, maintained that it is "not true" while 1.6% were undecided. 30% replied "True" on whether they failed to understand English well. 15% replied "not always true". However, about half or 54.1% replied that it is not true. This means majority the staff understand English well.

Mood

Effective communication depends to a large extent on an individual's state of mind. Respondents were asked to indicate whether their personnel problems at home affect the way they listen to their superiors. The responses are:

Table 4.10

How Personal Problems Affect Communication

N = 120

	NO	%
TRUE	53	44.1
NOT ALWAYS TRUE	62	51.6
NOT TRUE	4	3.3
UNDECIDED	1	0.8

Source: Survey by the Researcher

44.1% replied that it is "true" while, 51.6 replied that it is "not always true". Only 3.3% indicated that it is not "true" while, 0.8% were undecided. This means that majority of staff believed that their personal problems at home, to a large extent, affect the way they listen to their Boss.

The Preferred Person for Communicating when not Happy

Respondents were asked to indicate whom they prefer talking to when not in a happy mood. They were to choose between their colleagues and their Boss. Table 4.11 below shows their responses.

Table 4.11

N = 120

	BOSS		COLLEAGUES	
	NO	%	NO	%
TRUE	3	2.5	93	77.5
NOT ALWAYS TRUE	18	15	25	20.8
NOT TRUE	89	74.1	2	1.6
UNDECIDED	-	-	-	-

Source: Survey by the Researcher

A total of 17.5% of respondents replied that they preferred talking to the Boss when not happy. 2.5% of this number replied "true" while 15% replied "not always true". 98.3% preferred talking to their colleagues when not in a happy mood. Of this number 77.5% were for "true" while 20.8% were for "Not always true". Only a negligible number of 1.6% were for "not true". The responses may be due to the fact that staff interact more freely with their colleagues than their Boss hence they prefer approaching them when in a sombre mood.

Attitude and Behaviour

In communication the behaviour of the sender and receiver affect their understanding of the message. The next set of questions were meant to elicit the attitude of the superior which can affect a subordinate in communication.

Listening by the Boss

Respondents were asked to indicate whether their Boss spares time to listen to them attentively. Table 4.12 shows the responses.

Table 4.12

Listening by the Boss

N = 120

	NO	%
TRUE	4	3.3
NOT ALWAYS TRUE	102	85
NOT TRUE	12	10
UNDECIDED	2	1.6

Source: Survey by the Researcher

Majority of respondents i.e. 85% indicated "Not always True" to the question. This means the Boss spares times to listen to them, but not always, only 3.3% replied "True" meaning they have their superior's attention any time. 10% replied "Not True" indicating that they have never received the superior's attention while communicating. 1.6% were undecided on the issue.

Manner of Speaking by the Boss

This question centres on whether the superior shouts at his subordinates while speaking. It is assumed that this behaviour can instil fear in subordinates. The response is shown in table 4.13 below:

Table 4.13

Frequency of Shouting by the Boss

N = 120

	NO	%
VERY OFTEN	-	-
OFTEN	10	8.3
NOT OFTEN	62	51.6
NEVER	58	48.3

Source: Survey by the Researcher

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There was no response for "Very often". A few number i.e. 8.3% indicated that their Boss often shouts at them. 51.6% indicated "Not often" while 48.3% indicated that their Boss never shouts at them.

Receiving Favour for Good News

Respondents were asked to indicate whether they gain favour from giving their Boss any news that makes him happy. It is assumed that if this trend exists, it will make the Boss to have a group of loyalists who would want to feed him with information for their selfish ends. Table 4.14 shows the responses.

Table 4.14

Gaining Favour for Giving the Boss Good News

N = 120

	NO	%
TRUE	85	70.8
NOT ALWAYS TRUE	26	21.6
NOT TRUE	4	3.3
UNDECIDED	5	4.1

Source: Survey by the Researcher

Quite a large number of 70.8% replied "True" which means they normally gain favour from giving their Boss good news. 21.6% indicated "Not always true". 3.3% replied that it is not true while 4.1% were undecided.

Confidence

The more confidence that is being reposed in a person enhances better communication with him. The following two questions centre on this variable.

Frequency of Giving Information to the Boss

Respondents were asked to indicate whether they give information to their Boss only on request or otherwise. It is assumed that if staff have confidence in the Boss, they would not hesitate to give him/her any useful information. Table 4.15 shows responses to this question.

Table 4.15

Frequency of Giving Information to the Boss

N = 120

	WHEN HE ASKED FOR IT		ANYTIME THERE IS INFORMATION HE NEEDS	
	NO	%	NO	%
VERY OFTEN	41	34.1	2	1.6
OFTEN	66	55	11	9.1
NOT OFTEN	13	10.8	77	64.1
NEVER	-	-	30	25

Source: Survey by the Researcher

34.1% and 55% responded "Very often" and "Often" respectively meaning they only give information to their Boss on request. Only 10.8% responded "Not often". On the other hand, 64.1 and 25% replied "Not often" and "Never" respectively. Meaning they do not give the Boss information which they feel he needs. 1.6% and 9.1% indicated that they do give their Boss any information which they feel he needs.

Handling of Previous Complaints

Confidences can be lost on a superior who fails to tackle successfully previous complaints or useful information given by subordinates. Respondents were asked to indicate whether the handling of previous complaints by their Boss affects the way they give him information. The responses are:

Table 4.16

Handling of Previous Complaints Affect the way Information is Given to the Boss

N = 120

	NO	%
TRUE	97	80.8
NOT ALWAYS TRUE	15	12.5
NOT TRUE	3	2.5
UNDECIDED	5	4.1

Source: Survey by the Researcher

80.8% of respondents were of the view that handling of previous complaints affects the way information is given to the Boss. 12.5% indicated "Not always true" while 2.5% responded "not true" 4.1 were undecided.

Prejudices and Biases

Individuals have their prejudices and biases which are developed due to some reasons. An individual with this trait can allow his emotions to rule instead of reasoning. This consequently affects how effective he can communicate with others. The following questions are intended to find out if subordinates have any of such feelings against their Boss.

Behaviour of the Boss

Respondents were asked to generally state the behaviour of their Boss. Table 4.17 shows the response.

Table 4.17

Behaviour of the Boss

N = 120

	NO	%
VERY GOOD	8	6.6
GOOD	45	37.5
POOR	61	50.8
VERY POOR	6	5

Source: Survey by the Researcher

50.8% or majority of respondents rated the behaviour of their Boss as being poor. 37.5 rated it as being good while 6.6% it rated very good. 5% indicated very poor.

How Previous Misunderstanding Affects Communication with the Boss

In the first part of this question, respondents were asked to indicate if they ever had any misunderstanding with their Boss. 87.5% replied yes and 12.5% replied No as follows.

Table 4.18

	NO	%
YES	105	87.5
NO	15	12.5

Source: Survey by the Researcher

The second of the question applied only to those who replied Yes. Respondents were asked to state if their previous misunderstanding affect the way they communicate with the Boss. The responses are given in table 4.18

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Table 4.19

Previous Misunderstanding Affects Communication with the Boss

N = 105

	NO	%
TRUE	99	94.2
NOT ALWAYS TRUE	6	5.7
NOT TRUE	-	-
UNDECIDED	-	-

Source: Survey by the Researcher

Majority of respondents i.e. 94.2% indicated that previous misunderstanding with the Boss affects communication. 5.7% replied "Not always true". There was no response for "Not true" and "Undecided".

Physical Distance

Physical distance constitutes a barrier to communication especially face to face communication. Respondents were asked to indicate if they have easy access to their Boss anytime they need to speak to him. The responses is shown in Table 4.20

Table 4.20

Frequency which Subordinates can see their Boss if need arises

N = 120

	NO	%
VERY OFTEN	-	-
OFTEN	20	16.6
NOT OFTEN	98	81.6
NEVER	2	1.6

Source: Survey by the Researcher

81.6 % or majority of respondents indicated "Not often" meaning that they do not always see their Boss any time the need arises. 16.6 replied "Often" meaning they always see their Boss if the need be. 1.5 however, responded "Never". There was no response for "Very often".

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4.1.1(b) Test of Hypothesis I

The first Hypothesis stated that the problems of communication between superior and subordinates affect performance: An analysis of the data revealed that all the identified problems of communication between superior and subordinates do affect performance. The problems were language, mood, attitude/behaviour, confidence prejudices/biases and physical distance. The responses which supported this hypothesis could be summarised below.

Table 4.21

N = 120

Questionnaire No.	Responses
1	56.6% preferred the use of English as official Language.
2	50.8% were the view that their superior used simple words in communicating them
3	A total of 97.4% indicated that they normally fail to get the meaning of a message
4	A total of 95.7% believed that their personal problems at home to a large extent affected the way they listened to their Boss
5	A total of 98.3% preferred talking to their colleagues when not in a happy mood
6	85% responded that the Boss does not always spare time to listen to them attentively
7	48.3% indicated that their Boss never shouts at them
8	70.8% responded that they normally gain favour from giving their Boss good news
9	A total of 89.1% revealed that they give information to their Boss only on demand
10	80.8% indicated that handling of previous complaints affected the way information is given to the Boss
11	50.8% rated the behaviour of their Boss as being poor
12	87.5% said they had previous misunderstanding with their Boss and 94.2% indicated that the incident affected further communication with the Boss
13	81.6% said they do not often see their Boss anytime they need to communicate

Source: Survey by the Researcher

The means average response therefore is

X	F
1	56.6
2	50.8
3	97.4
4	95.7
5	98.3
6	85
7	48.3
8	70.8
9	89.1
10	80.8
11	50.8
12	87.5
13	81.6
	992.7

$$\bar{x} = \frac{992.7}{13} = 76.36$$

76.36% of responses supports the first hypothesis. We therefore accept the hypothesis that the problems of communication between superior and subordinates affect performance.

4.2.2 Effectiveness of some Media of Communication

Respondents were asked to rate the effectiveness of communication with their superior through some existing media four media. Were given follows:

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Table 4.22

Effectiveness of some Media of Communication

N = 120

	THE FILE		TELEPHONE		FACE TO FACE		OTHER MEANS	
	NO	%	NO	%	NO	%	NO	%
VERY EFFECTIVE	15	12.5	-	-	97	80.0	-	-
EFFECTIVE	70	58.3	82	68.3	21	17.5	-	-
QUITE EFFECTIVE	30	25	36	30	2	1.6	-	-
NOT EFFECTIVE	5	4.1	2	1.6	-	-	-	-

Source: Survey by the Researcher

58.3% rated the file being effective and 12.5% as being very effective. 25% of respondents were of the view that the file is quite effective while 4.1% rate it as being Not effective.

The Telephone is being considered by 68.3% respondents as being effective and by 30% as being quite effective. Only 1.6% considered it as being not effective. There was no response for Very Effective.

Face to face communication is being rated by majority i.e. 80.8% of respondents as being very effective. 17.5% rated it as being effective and 1.6% as being quite effective. There was no response for other means of communication.

Frequency of using some Media of Communication

Information on frequency of using some media of communication was sought from respondents to find out the media that are being used more frequency than others. The responses are given Table 4.23

Table 4.23

Frequency of using some Media of Communication

N = 120

	THE FILE		TELEPHONE		FACE TO FACE		OTHER MEANS	
	NO	%	NO	%	NO	%	NO	%
VERY OFTEN	101	84.1	8	6.6	107	89.1	-	-
OFTEN	16	13.3	16	13.3	13	10.8	-	-
NOT OFTEN	3	2.5	50	4.6	1	0.8	-	-
NEVER	-	-	46	38.3	-	-	-	-

Source: Survey by the Researcher

84.1% indicated that they use a file very often. 13.3% responded for often and 2.5% for Not often. There was no response for "Never", meaning that all staff do use the file at one time or the other.

On usage of Telephone, 38.3% indicated that they never use media. 41.6% replied that they do not often use it. 13.3% were of the view that they often use the telephone while 6.6% revealed that they often use the telephone.

Majority of respondents i.e. 89.1% replied that they very often use the face to face media. 10.8% replied for often ½ 89% for "Not often". There was no response for "Never" meaning that all staff use the face to face media.

Other media of communication were not indicated by respondents.

Source of Information on other Department

This question is aimed at finding out how staff got information from other department specifically, whether it is through the formal or informal channels. Table 4.24 shows the responses

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Table 4.24

Source of Information from other Department

N = 120

	MINISTRIES & DEPARTMENT MEETING		CIRCULAR		COLLEAGUES		RUMOURS		NOTICE BOARD	
			NO	%	NO	%	NO	%	NO	%
VERY OFTEN	5	4.1	-	-	25	20.8	108	85.8	-	-
OFTEN	12	10	55	45.8	78	65	11	9.1	-	-
NOT OFTEN	65	54.1	64	53.3	15	12.5	6	5	98	8.86
NEVER	48	40	1	0.8	2	1.6	-	-	22	18.3

Source: Survey by the Researcher

Ministerial and Department meetings were rated by 4.1% of respondents as being very frequent source of information on other Departments. 10% indicated often, on the other hand, 54.1% replied "Not often" and 40% replied "Never".

Circular were "often" by 45.8% of respondents. As a medium of getting information on other Department. 53.3% replied "Not often". While 0.8% replied "Never".

Getting information on other Department through colleagues was rated by 78% respondents as "Often". 20.8% rated it as "Very Often" and 12.5% rated it as "Not often". Only 1.6% replied that they never got such information from their colleagues.

Majority of about 85.8% of respondents replied "Very often" on getting information from other Department through rumours. 9.1% replied "Often" and 5% replied "Not often". There was no responses for "Never" meaning that all staff had at one time or the other got such information through rumours.

The Notice Board was rated "Not often" by 81.6% of respondents as source of getting information on other departments. 18.3% indicated that they never got any of such information on the Notice Board.

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Effectiveness of Mail Delivery System.

In question No. 17 respondents were asked to rate the effectiveness of the mails delivery system. Question No. 18 which is sequel to the preceding one requested respondents to give reasons for non-effectiveness. The response for question 18 is given below.

Table 4.26

Effectiveness of Mail Delivery System

N = 120

	NO	%
VERY EFFECTIVE	-	-
EFFECTIVE	23	19.1
QUITE EFFECTIVE	89	45.1
NOT EFFECTIVE	18	44

Source: Survey by the Researcher

74.1% respondents rates the mails delivery system as quite effective. 19.1% rated it as being while 15% rates it as not effective. There was no response for very effective.

Several reason were given for non-effectiveness of the mail delivery system. However, 85% identified lack of transportation as the main reasons for non effectiveness.

4.2.2(b) Test of Hypothesis II

The second hypothesis states that the existing media of communication are not effective enough. Some media of communication were rated by respondents they are telephone, the file, face to face or oral communication, circulars, Notice Boards, Department meetings and rumours. The effectiveness of the mail delivery system was also rated. The responses which supported this hypothesis are:

Table 4.25

N = 120

Question. No.	Responses
14	80.8% rated face to face communication as the most effective media
15	89.1% indicated that they used face to face communication more often than any other media
16	85.8% revealed that they got information from other department often through rumours.
17	45.1% rated the mail delivery system as quite effective
18	85% identified lack of transportation as the main reason for lack of effectiveness of mail delivery

Source: Survey by the Researcher

The mean average response is

X	*F*
14	80.8
15	89.1
16	85.8
17	45.1
18	85
	385.8

$$\bar{X} = 385.8/5 = 77.16$$

And average of 77.16 of the responses agreed to the second hypothesis. On this basis the second hypothesis is also accepted.

4.2.3 Informal Communication

The role of informal relations in an organisation has been identified first by the human relations school of thoughts in management. Based on the Hawthorne studies and others, it was established that informal relations between staff can facilitate communication via the formal channels. The following question attempt to find out how far this been achieved.

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Usefulness of Advice from Colleagues

Respondents were asked to assess the usefulness of advice from their colleagues in relation to the performance of their duty. The response is given in Table 4.27

Table 4.27

Usefulness of Advice from Colleagues

N = 120

	NO	%
VERY USEFUL	100	83.3
USEFUL	13	10.8
QUITE USEFUL	7	5.8
NOT USEFUL	-	-

Source: Survey by the Researcher

More than two third or 83.3% of respondent indicated that advice from colleagues is very useful in performance of their duty. 10.8% replied "Useful", while 5.8% replied quite useful. There was no response for Not useful

Usefulness of Informal Interaction with Colleagues in Promoting Better Communication

This question centres on whether informal interaction with colleagues helps in promoting better communication in the office. The responses are:

Table 4.28

Usefulness of Informal Interaction with Colleagues in Promoting Better Communication.

N = 120

	NO	%
VERY USEFUL	70	58.3
USEFUL	8	6.6
QUITE USEFUL	42	35
NOT USEFUL	-	-

Source: Survey by the Researcher

58.3% respondents that informal interaction with colleagues is very useful in promoting better communication with them. 6.6% responded for "Useful" and 35% for quite useful. There was no response for Not useful, meaning that all the respondents had at one time or the other benefited from such interaction.

"Commonness" of Rumours Mongering

The grapevine is a product of informal relationship in an organisation. This question centres on whether it is common in Secretary to the State Government's Office. Table 4.29 shows the responses

Table 4.29

"Commonness" of Rumours Mongering

N = 120

	NO	%
VERY COMMON	96	80
QUITE COMMON	21	17.5
NOT COMMON	3	2.5
DOES NOT EXIST	-	-

Source: Survey by the Researcher

80% of respondents indicated that rumour mongering is very common in the office. 17.5% indicated that it is quite common. While 2.5% replied that it is not common. There was no response on whether it does not exist.

Harmfulness of Rumour Mongering

Respondents were asked state the harmfulness of rumour mongering. Table 4.30 shows the responses

Table 4.30

Harmfulness of Rumour Mongering

N = 120

	NO	%
VERY HARMFUL	53	44.1
HARMFUL	62	51.6
QUITE HARMFUL	4	3.3
NOT HARMFUL	1	0.8

Source: Survey by the Researcher

70.8% of respondents considered rumour mongering as being very harmful. 22.5% viewed it as being harmful, while 6.6% rate it as quite harmful. There was no responses for not harmful. This means majority of respondents believed that there is no benefit from rumour mongering.

Why Staff Engage *in* Rumour Mongering

Respondents were asked to indicate why they think staff engage in rumour mongering. They were given four possible reasons to choose from. The responses is shown below in Table 4.31

Table 4.31

Reason why Staff Engage in Rumour Mongering

N = 120

	IDLENESS		IGNORANCE		EXPRESSION OF GRIEVANCES & COMPLAINTS		PERSONAL HABITS	
	NO	%	NO	%	NO	%	NO	%
TRUE	108	90	28	23.3	34	28.3	26	21.6
NOT ALWAYS TRUE	10	8.3	90	75	82	68.3	48	40
NOT TRUE	-	-	21.6	1.6	4	3.3	70	58.3
UNDECIDED	2	1.6	-	-	-	-	4	3.3

Source: Survey by the Researcher

Idleness was considered by 90% of respondents as "True", as regards to reasons for rumour mongering. 8.3% indicated "Not always true" and 1.6% were undecided. There was no response for "Not true". This means respondents believe that idleness to large extent is a reason for rumour mongering.

75% of respondents replied "Not always true" on ignorance as a reason for rumour mongering. 23.3% replied "True" and 1.6% replied "Not true". No respondent was undecided.

68.3% responded "Not always true" to another reason for rumour mongering i.e. expression of grievance and complaints. 28.3% indicated "True" and 3.3% responded for "Not true". No respondent was undecided.

On whether personal habit is a reason for rumour mongering, 58.3% replied "Not true". And 40% replied "Not always true". This reason was also considered by 21.6% as being "True". 3.3% were undecided on the issues.

4.2.3(b) Test of Hypothesis III

The third hypothesis states that informal communication is not adequately utilised to supplement the formal channels. The responses which supported this hypothesis are:

Table 4:32

N = 120

Questionnaire	Response
19	83.3% indicate that advice from colleague is very useful in performance of their duty
20	58.3 indicated that informal interaction with colleagues is very useful in promoting better communication with them
21	80% indicated that rumour mongering is very common in SSG's Office
22	A total of 70.8 rated rumour mongering as harmful
23	80% considered idleness as a main reason for rumour mongering

Source: Survey by the researcher

The mean average response therefore is

X	*F*
19	83.3
20	58.3
21	80
22	70.8
23	80
	372.4

$$\bar{X} = 372.4/5 = 74.48$$

An average of 74.48% of responses supports the hypothesis. We therefore accept the third hypothesis that informal communication is not adequately utilised to supplement the formal channels.

4.3 Interpretation of Data

The following points can be deducted from analysis of the data obtained and in the light of the 3 hypothesis earlier stated.

Research Hypothesis I

That the problems of communication between superior and subordinates do affect performance.

Several problems were identified to affect interpersonal communication thereby leading to low level performance.

Language

A major problem identified in respect of language is the failure to get the meaning of a message. A total of 97.4% of respondents indicated so. This finding needs to be looked into since subordinates receive instructions most of the time, they need to really understand the message before performing effectively.

Mood

Over half of respondents indicated that their personal problems at home affect the way they listen to their Boss. Although details of such problems were not sought, it could not be unconnected with the present economic hardship whereby many families find it hard to meet life's basic needs. The struggle for survival has become paramount in individual's mind. Lack of effective listening means subordinates will not get correctly details of instructions and this affects performance.

Respondents also indicated that they preferred talking to their colleagues rather than their Boss when not in a happy mood. This could be due to the fact that staff interact more frequently with their colleagues. Some superiors create artificial barriers thereby preventing subordinates from confiding in them.

Attitude and Behaviour

The finding on this problem of communication shows that respondents believe that their Boss do not always spare time to listen attentively to them. This might be due to the fact the Boss is always too busy in view of enormous responsibility at higher levels. Added to this is the fact that superior do not delegate responsibility, but prefer doing everything by themselves.

An assuring response is the fact that respondents indicated that their Boss do not often shout at them. It is indeed true that the Boss by human nature may be angry at times due to provocation or failure to carry out orders. However, his displeasure should not be in such a way as to instil fear in subordinates.

70.8% and 2.6% of respondents replied "True" and "Not always true" respectively on whether they gain favour from giving their Boss news that makes him happy. Such employees can shield the Boss from unpleasant news which he may find quite useful. This finding is rather disturbing in view of the fact that the Boss is not usually afforded the opportunity of hearing unpleasant news from which he may take necessary action.

Confidence

On the problem of confidence a total of 89.1% respondents revealed that are reluctant to give information to their Boss except on demand. This shows the extent to which staff have confidence on their superiors.

Another interesting finding is the fact that the handling of previous complaints by the Boss affects communication. Confidence is being lost on a superior who fails to take action on previous complaints or information by subordinates.

Prejudices and Biases

50.89% of respondents have rated the behaviour of their Boss as being poor. This means such category of staff would develop prejudices against their Boss which can affect communication.

8.7% have replied that they had experienced misunderstanding with their Boss. 94.2% further revealed that this experience has affected communication between them. This shows that staff have some negative feelings towards others due to some experiences.

Physical Distance

81.6% had replied that they do not often see their Boss anything they need to communicate. As stated earlier, the inaccessibility to the Boss may be due to his busy schedule or failure to delegate responsibility.

Research Hypothesis II

That the existing media of communication are effective enough

Face to face media of communication was rated by respondents as the most effective. 80.8% indicate so. The second rated medium was the telephone. 68.3 replied thus: The least effective means on the options given was the file.

This finding is most disturbing, since the file is synonymous to an office why it is rated less effective? A possible reason could be that communication via the file is time consuming and goes through several officers along the ladder before action is taken. The file also suffers many abuses such as loss or unnecessary delay. It was also interesting to note that the file was rated second as the most frequent medium of communication. Face to face communication was as the most frequent medium while the telephone was considered as the less frequent medium. This finding show that not

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every thing that goes on in an office can be written down in the file. Simple errands and instructions are given through face to face communication.

Oh how respondents got information on other departments, rumour was rated as the most frequent means. This finding gives credence to the fact that rumour spreads very fast. Employees can get information through the grapevine before it is formally made available to them. The Notice Board was rated least as a medium of getting information on other departments. This could be due to the fact that although Notice Boards are provided in the office, they are rarely being utilised.

The mail delivery system was rated quite effective by 45.1% of respondents. While 44% rated it as not effective. Lack of transportation was given as a reason for non effectiveness. This is indeed true since there is no vehicle for the registry staff.

4.4 Hypothesis III

That informal communication is not adequately utilised to supplement the formal channels. Informal interaction between staff was discovered to be very useful in supplementing the channels. However, it was identified that not many avenues were created for informal communication.

83.3% of respondents rated the advice they got from their colleagues as being very useful in performance of their duty. This means that staff can learn from experiences of their colleagues on the job.

58.3% also considered that informal interaction with colleagues facilitates better communication in the office. This finding shows that officers have the opportunity of understanding themselves better through informal communication whereby they are not subjected to any rules and regulations like in the formal medium.

Rumour mongering was rated as being very common in the office 80% of respondents indicated so. It was also noted by the researcher that rumour mongering was more prevalent among junior staff ie. GL 01-06. 70.8% were of the view that rumour mongering is very harmful to the office. This could be due to possibility of

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circulation of false or exaggerated information through the grapevine, which can have some negative consequences.

Idleness was considered by 80% of respondents as a reason for rumour mongering 23.3% and 75% responded "True" and "Not always true" on ignorance as reason for rumour mongering. Personal habits was the least considered reason for mongering. This means rumours mongering is not a personal trait in individual but rather from the environment within which they find themselves.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 Summary of Findings

The study examined communication system in the Office of the Secretary to the State Government, Yola emphasising on the problems involved in superior/subordinate communication. In addition, the study further seeks to identify the role of informal communication in facilitating the formal channel.

To set out on the study, three major hypothesis were formulated as follows:

(i) That the problems of communication between superior and subordinates do affect performance

(ii) That the existing media of communication are not effective enough

(iii) That informal communication is not adequately utilised to supplement the formal channels.

All the three hypotheses were tested and accepted The findings of the study from analysis of the data revealed that several problems affect communication between superior and subordinates. The major problems identified were language, mood/behaviour, confidence, prejudices/biases and physical distance. These problems to a certain varying degrees affect performance.

On medium of communication, face to face was rated as the most effective and frequent despite the fact that most activities in the office are documented in a file. Rumour mongering was rated as most frequent means of getting information on other departments. Similarly, the mail delivery system was rated as not quite effective.

Respondents were of the view that it needs improvement on informal communication, it was discovered that not many avenues were created for staff to interact informally so as to enhance better communication. Rumour mongering was rated to be very common especially among junior staff and it was indicated that they got more information through this means than the formal channels. Idleness was considered a major reason for rumour mongering among staff members. Other reason were ignorance and expression of grievance/ complaints.

5.2 Conclusion

The relationship between communication system and performance had been examined in this study. The reader had been acquainted with the importance of the communication process and how problems emanating from a breakdown of this process could affect performance. Nevertheless it was observed that organisations over the years had placed much emphasis on other factors affecting performance e.g motivation, training appointments, discipline and so forth. A vital linkage in an organisation is its communication system and it is worthwhile if adequate steps are taken by organisations to establish and maintain an effective communication system.

Similarly the researcher is of the view that the findings of this study suggests room for further research by scholars on communication processes in organisations either in the private or public sectors.

5.3 Recommendations

Based on the finding of the study, the researcher of the study, the researcher noted that some areas need to be improve on communication system in office of the Secretary to the State Government Yola. Therefore, the following suggestion are being put forward:

i. Superior should encourage frankness from subordinates in order to reduce the fear of retribution for any information whether good or bad. Similarly, superior can facilitate the process by being accessible to be approached by subordinates on any matter.

ii. On the part of subordinates it is necessary to give superiors feedback on any assignment so that adequate steps can be taken for correction. They can also give their Boss any information which is considered useful inspite of the consequences.

iii. On the mail delivery system it is recommended that one functional vehicle should be provided for the registry so as to facilitate faster delivery of mails.

iv. Rumour mongering:- Management should not hoard information. Staff members should be acquainted with all necessary information so that they do not get distorted news from their colleagues. Since it was noted that rumour

mongering was more prevalent among junior staff, this category should not be idle but assigned with responsibility and given room to use their initiatives.

v. End of year party could be organised to afford employees the opportunity of interacting informally with one another. By such interaction staff members would feel free to communicate on a informal basis. Some of the problems of communication enumerated in this study can greatly be minimised by such informal interaction.

vi. Delegation of responsibility:- The tendency for many organisations today is to overload management staff with much responsibility while staff at lower levels are left to be idle. It is therefore suggested that responsibility should be delegated to junior staff as much as possible so that they are kept busy. The adage "an idle mind is the devils workshop" is quite relevant here.

vii. Span of control should be reduced i.e. the number of staff supervised by a superior should be such that he can adequately communicate well with them

viii. The installation of intercom in the State secretariat can facilitate faster and better communication. It would also reduce physical stress on staff members who have to go up and down the three storey building on simple errands that could easily be discussed on phone or intercom

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APPENDIX I

QUETIONNAIRE

Dear Sir/Madam,

I am a Post - Graduate student in the Department of Public Administration, Ahmadu Bello Unversity, (ABU) Zaria, I am conducting a research on Communication System in the Office of the Secretary to the State Government, Yola.

It will be highly appreciated if you can assist me in this endeavour by responding to the following questions to the best of your knowledge, your answers shall be treated with strict confidence and shall not in any way be linked with you.

Thanks

ELIZABETH P. MAKEN.

BACKGROUND INFORMATION.

Sex: Male ☐ Female ☐

Age below 30 ☐ above 30 ☐

Department.....

Present Position:.....

Education (Highest Qualification attained):.....

How long have you worked in SSG's office:.....

(Tick your choice of answer)

LANGUAGE:

1. Which language do you prefer in communicating with your superiors:

   English ☐ Hausa ☐ Mother tongue ☐
   Fulani ☐

2. How would you describe the words your boss uses incommunicating with you?

Very difficult ☐
Difficult ☐
Simple ☐
Very simple ☐

3. Do you encounter any of these language problems in communicating with your boss?

	TRUE	NOT ALWAYS TRUE	NOT TRUE	DIFFICULT TO SAY
(a) Failure to get the meaning				
(a) Talks too fast				
(c) Failure to understand English				

4 MOOD:

Do your personal problems at home affect the way you listen to your boss?

True ☐
Not always true ☐
Not true ☐
Difficult to say. ☐

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5. When you are not happy do you like talking to:.....

	TRUE	NOT ALWAYS TRUE	NOT TRUE	UNDECIDED
(a) Your Boss?				
(b) Your colleagues				

ATTITUDE AND BEHAVIOUR

6. When you are speaking with your boss does he spare time to listen attentively?

True ☐ Not always true ☐

Not true ☐ Undecided ☐

7. While speaking to you, does your boss shout at you?

Very often ☐ Not often ☐

Often ☐ Never ☐

8. Do you gain favour,from givin your boss any news that makes him happy?

True ☐ Not always true ☐

Not true ☐ Undecided ☐

CONFIDENCE:

9. How often do you give information to your boss?

	Very Often	Often	NOT Often	Never
(a) When he asks for it				
(b) Any time there is information he needs				

10. Doe the way your boss handles your complaints affect the way you give him any information?

True ☐ Not always ture ☐

Not true ☐ Undecided ☐

PREJUDICES AND BASES:

11. How would you rate the way your boss behaves?

Very Good	☐	Poor	☐
Good	☐	Very Poor	☐

12. (a) Have you ever had any misuderstanding with you Boss?

Yes	☐	No	☐

(b) If yes does it affect the way you communicate with your Boss?

True	☐	Not True	☐
Not always True	☐	Undecided	☐

13 PHYSICAL DISTANCE:

When you want to talk to your boss do you see him easily?

Very often	☐	Very often	☐
Often	☐	Often	☐

14. MEDIA OF COMMICATION:

How would you assess the effectiveness of communication with your boss through the following media

	Very Effective	Effective	Quite Effective	Not Effective
(a) The file				
(b) The Telephone				
(c) Face to face				
(d) Other means specify ( )				

15 How often do you used the following media of communication?

	Very Often	Often	Not often	Never
(a) The file				
(b) The Telephone				
(c) Face to face				
(d) Other means specify ( )				

16. How often do you get information on other Departments in the office through the following media

	Very Often	Often	Not often	Never
(a) Ministerial & Dept. meetings				
(b) Circulars				
(c) Your colleagues				
(d) Rumours				
(e) Notice Board				

17. How would you assess the mail delivery systems in the office?

Very effective ☐ Very effective ☐

Effective ☐ Effective ☐

18. If not effective give reasons.

(a) .....

(b) .....

(c) .....

(d) .....

19. INFORMAL COMMUNICATION:

How would you assess the advi ce you get from your colleagues in relation to the performance of your duty?

Very useful ☐ Quite useful ☐

Useful ☐ Not useful ☐

20. Do you think informal interaction with your colleagues is useful in promoting better communication with them in the office?

Very usful	☐	Very usful	☐
useful	☐	useful	☐

21. How common is rumour mongering in the office?

Very common	☐	Not common	☐
Quite common	☐	Does not exist	☐

22. How harmful is it to the office?

Very harmful	☐	Harmful	☐
Quite harmful	☐	Not harmful	☐

23. Why do you think staff engage in rumour mongering?

	Very Effective	Effective	Quite Effective	Not Effective
(a) Idleness				
(b) Ignorance				
(c) Expression of grievances and complaints				
(d) Personal habits				

RECOMMENDATIONS;

24. Which measures would you recommend inorder to improve communication system in the office.

(a) .....

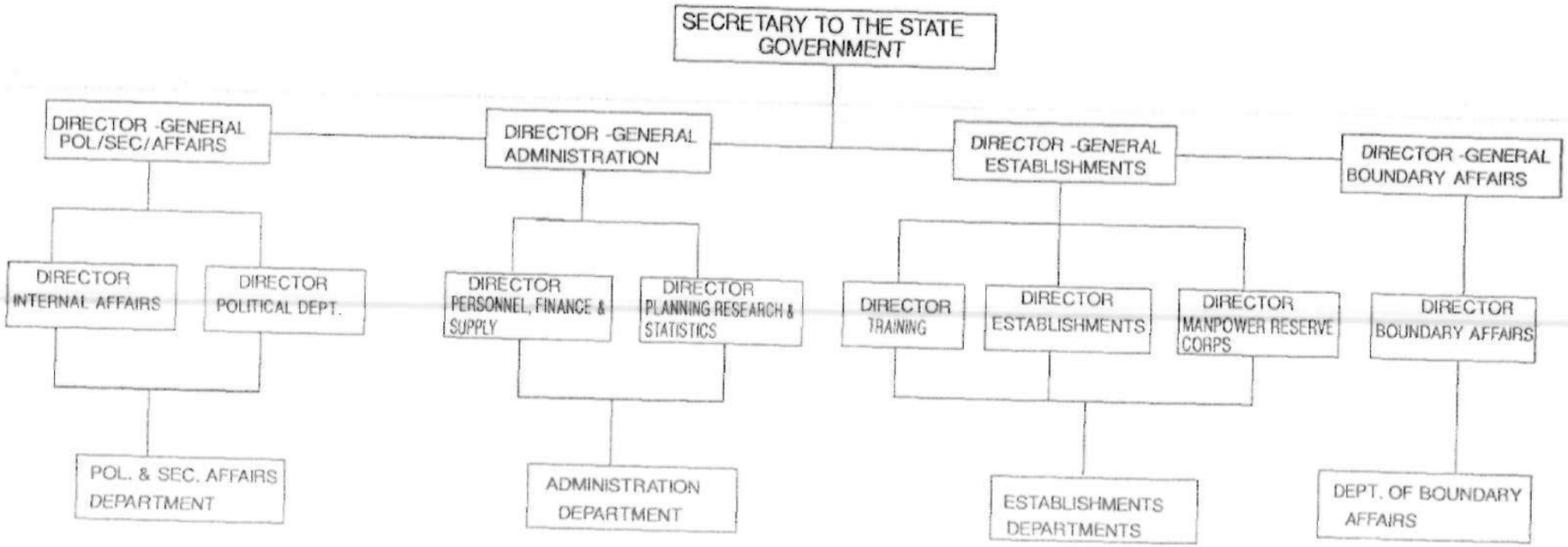
(b) .....

(c) .....

(d) .....

APPENDIX II

ORGANISATION CHART: OFFICE OF THE SECRETARY TO THE STATE GOVERNMENT YOLA



S E C R E T

OFFICE OF THE MILITARY ADMINISTRATOR

Telegram: SECSTATEGOVT

Telephone: 24621 & 25207

Ref. No. SGS.1/63.S.2/T/3

Office of the Secretary to the
State Government
Administration
P.M.B. 2027, Yola
Adamawa State, Nigeria
31st January,

The Director-General,
Government House,
Administration,
Adamawa State,
Yola.

All Directors-General.

All Heads of Extra Ministerial
Departments, Boards and Parastatals.

All Directors Personnel Management
of Local Government Councils.

PROPER CHANNELS OF OFFICIAL COMMUNICATION

It has been observed with serious concerned that some civil servants and other Government employees have been sending personal requests and complaints direct to the State Chief Executive without routing same through their respective Ministries/Departments. This act is out of tune with a disciplined civil service. All hands must therefore be on deck to ensure that this unfortunate development has been stopped immediately.

2. In view of the foregoing, the Military Administrator of Adamawa State Group Captain Gregory Agboneni Fss, psc, (+), FWC has directed that all request and complaints from individual employees should be channeled in line with the Government laid down Rules and Regulations. You should therefore remind your staff to adhere strictly to official laid down procedure and violation of which will be dealt with decisively, please.

(ABUBAKAR ABDULLAHI)
DIRECTOR - GENERAL (ADMIN.)
FOR;SECRETARY TO THE STATE GOVERNMENT

S E C R E T

S E C R E T

GOVERNOR'S OFFICE

Telegram: SECMILGOVT
Telephone: 24621 & 25207

Ref: No. SGS.24/15/T/13.

Office of the Secretary to the
State Government
Admin. Department
P.M.B. 2027, Yola.
Gongola State, Nigeria.

19th March, 19 92

The Director General (Admin.)
Government House,
Yola.

The Director General,
Deputy Governor's Office,
Yola.

All Honourable Commissioners,

All Heads of Extra-Ministerial Departments.

IMPROVEMENT OF MAIL SERVICES.

I am directed to draw your attention to the way mails are being handled in our Ministries and Departments and to urge you to adopt the following proceures in handling mails;

(A) Security procedures should be strickly adhered to by all Govt. Establishments and agencies in the despatch and handling of mails.

(B) All Government departments should rent private mail bags in preference to letter boxes to enhance Security of mails.

(C) Proper Security procedures should be observed by all Depts. Schedule Officers must keep custody of keys to mail bags instead of messengers.

(D) Mail delivery equipments such as vehicles, bags, seals etc. should be provided for effective mail delivery services.

2. The above listed measures should be adopted by all Ministries/ Departments to enhance mail delivery services and the security of mails.

(ALH. ADIYU ALKALI ABBA)
FOR. SECRETARY TO STATE GOVERNMENT, YOLA.

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CERTIFICATION

This thesis titled "**Communication System and its Effect on Performance. A Case Study of Office of the Secretary to State Government Adamawa State**" by Elizabeth Philip Maken meets the regulations governing the award of the degree of Master of Public Administration (MPA) of Ahmadu Bello University Zaria and is approved for its contribution to knowledge and literary presentation.

DR. KOLA OBAITAN
SUPERVISOR

14th Oct. 1999
Date

YAKUBU SANKEY
HEAD OF DEPARTMENT

14TH OCTOBER '99
Date

PROF. S. B. OJO
DEAN POST-GRADUATE SCHOOL

24/03/00
Date