COVER PAGE

EVALUATION OF INTERNET COMMUNICATION AND HIGHER PRODUCTIVITY (A STUDY OF CHANCHANGI AIRLINES, KADUNA)

BY

IBRAHIM MUSA MAKARFI
MBA/ADMIN/4419/2009-2010
G09 BAMP8097

BEING A RESEARCH PROJECT SUBMITTED TO THE DEPARTMENT OF BUSINESS ADMINISTRATION, AHMADU BELLO UNIVERSITY, ZARIA

IN PARTIAL FULFILLMENT OF THE REQUIREMENT FOR THE AWARD OF MASTERS OF BUSINESS ADMINISTRATION.

FEBRUARY, 2012.

DECLARATION

I sincerely declared that this project/thesis is a record of my personal effort. The work represents that report of my findings.

All materials used in this research both the primary and secondary data have been duly acknowledged.

---------- ----------

IBRAHIM MUSA MAKARFI **DATE**

DEDICATION

This work is dedicated to my beloved wife **Daharatu Ummar** and children **Aliyu (Amir)** and **Ummar Faruk**.

CERTIFICATION

This Thesis has been approved by the department of Business Administration, Faculty of Administration, Postgraduate School Ahmadu Bello University, Zaria. Having met the equipment for the award of Master's Degree in Business Administration. (M.B.A).

---------- ----------
SUPERVISOR DATE
MAL. A.T. SHARUBUTU

---------- ----------
Ag. HEAD OF DEPARTMENT DATE
Dr. MUKHTAR Y. ABUBAKAR

---------- ----------
EXTERNAL SUPERVISOR DATE

---------- ----------
DEAN POSTGRADUATE SCHOOL DATE
Prof. JOSHUA ADEBAYO

ACKNOWLEDGEMENT

All thanks be to Almighty Allah ("Subahanahu wata'ala") for making this achievement possible through his power and wisdom

My special appreciation goes to my able supervisor, Mal. A.T. Sharubutu, who used his esteem office despite his numerous commitment both academically and engagement endeavour to squeeze some of his time to meticulously go through the work and made necessary corrections for the final production of this work.

My acknowledgement to lecturers in Business Administration Department such as Dr. Sabo Bello, Dr. D.Y. Malachy, Dr. Onu, Dr. A.B. Akpan, Nafi'u Bashir Banadeen.

My special acknowledgement to my mother Hajiya Mairo, my brother Alhaji Bala (Aliyu), Alhaji Tijjani Musa, all my brothers and sisters. My friends in school such as Isa Magaji Abdullahi, all the Abus Yahaya Ibrahim Maru. My friends at home such as Bala Zakogi, Dr. Mujtaba

Abdulrashid, Alh. Salisu Ibrahim Dundubus, Alh. Yusif Ishiyaku Malunfashi, Alh. Aliyu Ibrahim Makarfi and Family, all my neighbours at home. Mal. Mubarak for printing work. Alh. Musbau Abduganiyu. Mal Awal Machika.

This work would not be completed without acknowledging the management of Chanchangi Airline, Kaduna especially Mal. Umar Ibrahim and Mal. Isha Adamu.

My thanks goes to all those contributed in one way or the other, that time constraint would not permit me to mention their names.

ABSTRACT

Today's organizational environment is markedly different from that of the past. Global competition, Information and Communication Technology (ICT), the Quality Service Revolution and Ethics have Forced management of all types of Organizations rethink approach to both operation and human resources. An ability to communicate effectively has always remained a major friction between departments and organization in many working environment and this has greatly affected the organizations towards achieving higher productivity. The technological break through in consonance to communication cannot be over emphasized, that is why the researcher chooses the topic "Evaluation of Internet Communication and Higher Productivity". (A study of Chanchangi Air-line, Kaduna). This particular area of study has been of great concern to the researcher. The researcher among other thing, wanted to find out whether managers and employees in organization with internet technology are able to make any difference in job performance compared to

those offices and organization that do not have the state of the system of communication process towards achieving higher productivity. Data for the research work will be through questionnaire and interview. The researcher will also reveal the finding of this work at the end of the research and finally, there will be recommendations to professional and future managers, employers of labour, Organizations and Institution of learning to evaluate their systems of communication towards achieving higher productivity especially in this period of technological advancement than the present craze of computer education being offered by mushrooms computer schools.

CHAPTER ONE

INTRODUCTION

1.1 Background of the study

In any profession, communication is an essential element that one cannot do without. According to Encarta (2004) the pace of change brought about by new technologies has had a significant effect on the way people live, play and work worldwide. New emerging technologies challenge the current process of communication in organization and the way information is managed by managers.

Haag, Cummings and Dawkins (1998) further explains where the internet connects people, organizations and information sources by using common protocols to link computers on a public and open to all bases, an internet uses the same common protocols for internal company or group purposes for standard communication, information storage and presentation. Information and Communication

Technology (ICT) is an important area of study in its own right and is having a major impact across the curricular area.

According to Luthans (1998) the internet is an exploding phenomenon because the competitive success of any organization both internally and externally and the ability to quickly share information. As with technology however, there are many opportunities to stumble. These technologies have overcome the distance in communication.

According to Encarta (2006) it is now taken for-granted that by pressing a few buttons people can talk to family, friends or business associates across the world within a few seconds. Many organizations now have taken web pages mostly for promoting their service or offering information of general interest.

These developments are not only giving organizations access to a vast array of library and multimedia resources of information to communicate but also live

access to managers and employees natural phenomenon throughout the world.

Alexis and Mathews (2001) state with internet put in place; managers can absorb more information and take less time to do so. It demonstrates increased motivation in employees and means success for organizations that have previously always faced the modern communication technological challenges.

Encarta (2004) also added that the implications of electronic advances for office workplace, work training and work itself are far-reaching. Many organizations use these technologies described above to ease and enrich their work. It is increasingly common for managers and employees to be able to find, edit, format and deliver their work electronically without the needs to move from their desks and this is a trend that looks likely to continue with rapid growth of internet technology.

Susan (2009) states the human resource managers may be more productive, challenge themselves, be bolder and more confidence. The managers are the image-makers of any organization. If they are dark, your organization is blind. The human resources managers should be seen as leaders, their creativity and imaginations are the light of organizations. They cannot be if they are not equipped and informed.

Alexis and Mathews (2001) further state that the momentum of this technological revolution creates rapid and disruptive changes in the area of communication so also it shows no sign of slowing. The challenges are on managers, employees and organizations to adapt to changes with minimum of physical and mental stress. To make this possible, the communication system in an organization and those who managed them must prepare to work with technologies competently and confidently.

According to David (2003) the use of internet and intranet overcomes the barriers of space, time, cost and open new possibilities for organizations. The human resources and organizations need expert and enhance constant changes to skill requirement and work patterns by evaluating intranet and internet as a means of communication towards achieving higher productivity a natural lifelong process.

1.2 STATEMENT OF THE PROBLEM

Inability to communicate effectively in an organization is becoming a serious problem especially in this period of rapid growth of Information and Communication Technology (ICT). Also the absence of modern system of communication in an organization, the researcher wants to look into these and how it affects organization towards achieving higher productivity.

1.3 OBJECTIVES OF THE STUDY WOULD INCLUDE THE FOLLOWINGS:

a) To proffer solutions to problems faced by employees and organizations in the communication process.

b) To identify the importance and benefits the employees and organizations will derive from these technological innovations.

c) To bring awareness to organizations on the evaluation of intranet and internet towards achieving higher productivity.

d) To identify this technologies as a means of effective communication.

1.4 RESEARCH QUESTIONS

a) Does intranet and internet speed up information flow in the communication process?

b) How effective is communication system in the organization?

c) Do you derive benefits in using intranet and internet as a means of communication in the organization?

d) Do intranet and internet led towards achieving higher productivity in an organization?

e) What are the challenges facing managers and employees this period of technological advancement?

1.5 SIGNIFICANCE OF THE STUDY

a) It is hope that the finding of this study would benefit the current and future managers, employees and organizations in determining how intranet and internet help them deliver quality information, faster delivery, reduced cost, achieves higher productivity and use it as a selling tool of their services.

b) It will also be useful to students, department of business administration and various institution of learning in order to provide well-trained and

qualified employees that will be able to face the challenges of office technology.

c) Finally, this project will be useful and serve as a reference point to researchers in the field of communication.

1.6 SCOPE OF THE STUDY

The scope of the study or research is to relate the intranet and internet communication and higher productivity using Chanchangi Airlines Kaduna as a case study. Communication plays a very important role in any organization. The researcher will only attempt to cover the communication aspect of technological innovation, which is the major reason why is being carried out.

1.7 LIMITATIONS

The study was limited by the following factors;

1. **Time Constraint: -** The time was too short for the researcher during the course of the study as it was not easy to combine the research work, family issue and office work.
2. **Financial Constraint: -** There was also the problem of inadequate fund in carrying out the research work.
3. **Materials: –** A lot of difficulties was also encountered in the process of getting information and data such as textbooks and access to official documents etc.

1.8 Historical Background of the Case Study.

Chachangi Airlines limited was incorporated in January 1994 and in May 1997 it commenced its first flight operation. It 100% fully owned Nigerian company it was structured to provide high quality Air Transport

services for passengers, cargo and mail. Its policy on acquisitions was based for relatively modern version aircraft, ensuring passenger comfort and most importantly, safety.

After exhaustible negotiation with carriers in Europe, a wet–lease agreement was signed with Aviogenex of Yugoslavia for one B737-200 aircraft. The agreement provided for a well stocked spare parts store in Kaduna, our present maintenance base. A reliable schedule that ensured on time departures and arrivals across the country and beyond was drawn up. Crops of professionals in the respective operational, commercial and financial fields to run the operation of the airline were progressively recruited to work hand-in-hand with the operational Aviogenex personnel.

That same year a second leased aircraft from Aviogenex was deployed. A year later Chanchangi purchased its first aircraft, namely two B A C 1-11s, this was followed up with the acquisition of a B 727-

200 aircraft and by 1999, after withdrawing from further wet lease contracts and retiring the two BAC 1-11s Chanchangi Airlines was operating a fleet of five solely owned B 727-200S.

During this period the company operated numerous UN charters, two annual Hajj operation of 1999 and 2000. The company undertake various charter from April 2000 to 2009 for some organization such as Arm-Forces Command and Staff College, Jaji, Nigeria, National War College, Abuja, Nigeria Football Association Lagos, National Boundary Commission, sykunk Aviation Canada, Nigerian Defence Headquarters Abuja and United Nation. The CAL took the staff of the organization to various African countries.

FUTURE PLANS

To remain ahead it demands serious planning. This is management's top priority. One area is fleet modernization. The company will soon bring back the

three B737s awaiting "C" checks and with the acquisition of the B737- 300 from South Africa it will have our four owned operational aircraft. The company is also looking at the purchase of two B- 767 300 ERs for long haul routes to Dubai and China and for African west-coast operation.

Previously there are plans to build a hanger at Abuja. To this end, land has already been acquired.

1.9 DEFINITION OF TERMS

- **Communication-** the passing of information from one person to another in such a way that both sides understand the message being passed.
- **Email-** the sending and receiving of mails or messages electronically between computers.
- **E-commerce-** the electronic way of conducting business transaction on the internet.
- **Extranet-** this is the coming together of two or more intranets to transact business.

- **Human resources-** people's skills and abilities seen as something a company, an organization etc. can make use of. The department in a company that deals with employing and training people.
- **Information Technology-** the method and techniques used in information handling and retrieval by automatic means.
- **Manager-** a person who is in-charge of running a business, a shop/store or a similar organization or part of one.
- **Management-** the act of running and controlling a business or similar organization.
- **Organization-** a group of people who form a business, club etc. together in order to achieve a particular aim.
- **Productivity-** the rate at which a worker, a company or country produces goods and services, the amount produced, compared with how much time, work and money is needed to produce them.

- **Technology-** scientific knowledge used in practical ways in industry for example in designing new machines.
- **World Wide World-** a library of resources available to computer users through the global internet.
- **Internet-** connects people, organizations, and information sources by using common protocols to link computers in a public and open to all bases.
- **Intranet-** uses the same common protocols for internal company as group purposes for standard communication, information storage and presentation.

CHAPTER TWO

LITERATURE REVIEW

2.1 THE HUMAN RESOURCES MANAGER AND TECHNOLOGY

In viewing of the literature, concentration will be on the vital areas of modern system of communication as a means of achieving higher productivity in organization.

According to White (2008) organizations competing in today's rapidly challenging technological markets are faced with the challenges of "dualism" operating efficiently in the current while innovating effectively for the future. Managers and leaders within these organizations not only have to focus on present market success and profitability but they must also introduce the next generation of technical advances, product attributed, or several features that will sustain and even augment their continuing global competitiveness.

Susan (2009) explained human resource management is the function within organization that focuses on

recruitment of management and providing direction for the people who work in the organization. Human resource management is the organizational function that deals with issues related to people such as compensation, hiring, performance management, organization development, safety, wellness, benefits, employee, motivation, communication, administration and training.

Susan (2009) again added that, human resources manager depending on the size of the organization, may have overlapping responsibilities. In larger organizations, the human resource managers have clearly defined separated roles with progressively more authority and responsibility for all of the functions that deal with the needs and activities of responsibility: Recruiting, Hiring, Training, Organizational Development, Communication, Performance Management Coaching, Policy Recommendation, Salary

and Benefits, Team Building, Employee Relations, Leadership.

Susan (2009) states further, the role of the human resource manager is changing. In the past, human resource managers were often viewed as the systemizing, policing arm of executive management. Their role was closely aligned with personnel and administration functions that were viewed by the organizations as paper work. The intranet and internet provide online access to information that simplifies employee involvement, reduces the need for time consuming phone calls to human resources and does away with the burden of tracking paper-based documentation.

Haag, Cummings and Dawkins (1998) state that today's technological revolution has automated the office and organization with its new development of advancements in inventions such as telephone, computers, fax machine and now internet and

intranet. However, there are many doubt and fear by professionals that these improvements in Information and Communication Technology may cause a replacement of many human resources. They predict that human resource is like to face a great problem of unemployment and more production of modern machines, which are flowing into the office daily in a higher rate to perform various tasks.

Encarta (2004) also added whether a loss of clerical jobs will result remains much debated, some commentators point out that new information-related services are emerging, creating new jobs. While some office jobs may have gone, some other traditional clerical jobs have been upgraded to involve new functions made possible with new information and communication technology, such as Desktop Publishing, Database Management and Customer Services. Other contends that these equipments less the employees

work because it allows his/her more time to do other tasks in the office.

White (2008) further explained that with intranet and internet, the human resources manager spend significantly less time answering phones, waiting for correspondence or moving the process along. Instead, transactions are guided automatically and complete information at its fingertips. The information and communication technology had improve the quality, speed and flexibility of work and information; thereby increased efficiency in handling reassignment requests, saving time, and costs towards achieving higher productivity in organization.

2.2 COMMUNICATION

In any profession, communication is an essential element that one cannot do without. It is said that "no communication, no interaction". Communication therefore is a vital tool in any successful organization.

Imaga (2001) defines communication as an exchange of facts, opinions, ideas or emotion between two or more people. Such interchange of thought or information can bring about mutual understanding and confidence or good human relations. The first executive function is to develop and maintain an effective system of communication.

In addition, Encarta (2006) defines communication as the transmission of information and meaning from one individual or group to another. Communication means the passing of information and meaning from one person or group of persons to another in such a way that both sides understand the message being passed.

In the development of any organization towards achieving higher productivity, communication has to be effective because without effective communication the organization suffers many problems like information

overload, information breakdown, improper planning, divided attention etc.

Luthans (1998) states the competitive success of any organization is the ability to quickly share information. It is a matter of fact that information and communication are two very vital tools to the development of any society. Communication is one of fastest growing areas of Information Technology (IT) and computer has become the focal point in all aspects concerning information and communication technology. Encarta (2006), it is now taken for-granted that by pressing a few buttons people can talk to family, friends, or business associates across the world. Advances in communication and information technology have helped the cost of processing business orders by well over 90%. Using a computer to banking on the internet, for example, costs the banking industry pennies per transaction instead of dollars by traditional methods.

Over the last third of the 20th century the real cost of computer, processing power fell by 35% on average each year. Vast amount of information can be stored on a disk or a computer chip, and the cost is continually declining. The technological growths in communication instantly unite people around the globe. Manager can be almost anywhere and remain in instant communication with their employees, customers, or families 24 hours a day, 7 days a week as it has come to be known. It is important to point out that communication is dynamic, and it is in this respect that we will consider the scene to identify the emerging trend of intranet and internet as a means of communication towards achieving higher productivity.

2.3 EVALUATION OF INTERNET COMMUNICATION AND HIGHER PRODUCTIVITY

According to Hagg, Cummings and Dawkins (1998) an intranet is an organizational internet that is guarded

against outside access by special security software called firewall.

Alex and Mathews (2001) explained where the internet connects employees and organizations, and information sources by using common protocols to link computers on a public and open to all bases, an intranet uses the same common protocols for internal company or group purposes for standard communication, information storage and presentation. For many organizations, the internet presents a great way to easily, quickly and inexpensively connect employees, customers, suppliers, distributors and retailers all over the world.

In addition, Imaga (2001) added that the internet/web has reduced the world to a tiny global village in terms of its information capacity and the resources it holds which can be tapped by anybody anywhere in the entire globe. The capacity of the internet to cut down the barrier of space, time and the distance makes it the most revolutionary invention by man to date.

The intranet and internet continue to have a profound effect in promoting the sharing of information, making possible rapid transaction among business, and supporting global collaborations among individuals and organizations.

2.4 DIFFERENCE BETWEEN INTRANET AND INTERNET AS A MEANS OF COMMUNICATION.

David (2003) states that sharing of information at the right time is fundamental to the success of today's organizations. An organization that has many computers in various departments can now own and operates a private network called an intranet and, which connects all the computers within the organization. To provide internet service, the organization connects its intranet to internet. The intranet use the Local Area Network (LAN) that is short-distance network to communicate individual computers to each other via coaxial cable linking to server(s)

within an organization or from one organization via telephone line.

Encarta (2004) on other hand differentiates the internet as a communication network, which bridges all computer networks worldwide as a whole. It uses the Wide Area Network (WAN) to communicate various computers via either telephone lines, optical fiber, radio or microwave channels and modern linking to server. For one to have access over the internet, a user subscribes to an Internet Service Provider (ISP), which gives the user an identifying username and password and a phone number.

2.5 TYPES OF INTRANET

Alexis and Mathews (2001) classified the intranet into two:

- **Decentralized Intranet**
- **Centralized Intranet**

Decentralized Intranet- an intranet is decentralized when more than one group within an organization creates and serves a website. Very large corporations tend to have a department that is responsible for organizing and maintaining an intranet. Under this, most department have separate server linking their computer and at the same time have a greater control over the information on the website.

Therefore are good reasons for having decentralized intranet;

1. It allows a "grassroots" approach to intranet development, as departments and groups have control over what content they want to put up in their area.

2. It also enhances participation of employees in development area.

However, there are some disadvantages in having decentralized intranet. The most significant of which are that there can be too many intranet servers (one per department) and these servers will eventually need maintenance. This could put a heavy load on the Information Service (IS) department if they are expected to maintain these servers because it involves cost.

Centralized Intranet- A centralized intranet is an intranet that has one central group (or person) who is responsible for developing the structure (both technical and information) and maintaining the intranet. The centralized intranet is easier to maintain from technical perspective, because usually there is only one server. Although the growth of intranet can be slow and usage levels can be low due to lack of involvement of employees in the development process. Site content

that is (information) can get out of date more easily if one group is trying to keep many different groups contents up to date.

Haag, Cumming and Dawkins (1998) added that the intranet be between two computers at home, office or many computers in several remote locations of an organization. In addition, it can be as big as community of interest or from one geographical region to another. They continue that when two or more intranets from different organizations connect to each other, it is referred to as Extranet. When your organization provides outside access to an intranet, you have created an Extranet- a special application that allows other organizations and people access to information published on intranet. For example, allowing suppliers access relevant inventory levels, allowing clients to review their accounts and allowing students to check their result or update address information in real time.

2.6 INTERNET SERVICES

Internet supports thousands of different kinds of operational and experimental services. A few of the most popular include the following:

The World Wide Web (WWW)

David (2003) defined the World Wide Web (WWW) as a glossy multimedia magazine with text, pictures, sound and videos. The World Wide Web (WWW) could be used for academic research or shopping to find a job. It is made up of information provided by countless individuals and organizations. In theory, a web is meant to provide everything one would ever want with the click of a mouse. The web provides opportunity for organization to advertise their products and services to the internet and offer other information about their business. This is possible through the creation of a web

page where customers can go or browse using a web browser.

Encarta (2004) saw the World Wide Web (WWW) as a library of resources available to computer users through the global internet. It enable the users to view a wide variety of information, including magazine, public and college library resources, and present world and business news. By simply setting up a website full of advertisements products information and product ordering capabilities, your organization can reach millions of people and organizations around the world. The World Wide Web (WWW) is particularly useful in the office environment. It offers a place where companies, universities and other institutions and individuals can display information about their products, services, facilities or research, or their private live. The web has become a market place for forum for people to exchange opinions and information.

Just like the regular postal service system, every place (page or site) on the internet has an address. If you know the address, you simply type it in and you are instantly there.

If you do not know the address, you use a variety of powerful search engines to find where you want to go. According to Hagg, Cummings and Dawkins (1998) most address start with Hyper Text Transfer Protocol (HTTP) and World Wide Web (WWW). The training portion of the address is unique to each location. Somewhere in the part of the address, you will find an organizational identifier, which is usually one of the following:

COM or CO for Commercial Organization

EDU for Educational Institution

GOV for Government Agency

MIL for Military Agency

NET for Network support center

ORG for other organization (mostly nonprofit)

Electronic Mail (Email)

This is the transmission of electronic messages between computers via network. Millions of emails are exchange everyday virtually every business relies on it and many people see it as their preferred methods of communication.

Shoal (1998) highlighted electronic mail has become commonplace in today's workplace, email is used to communicate with everyone, inside and outside the organization, around the world. It allows customers, suppliers and manufacturers to communicate directly on a computer-to- computer basis. In an increasing number of organizations, written sales and order forms have been eliminated, information is being entered directly into computers, and these machines are being programmed.

Before you send message on the Internet you must know the address of the receiver. Internet email address follows a standard convention; a username and a mail domain name.

Example Mudahar2007@yahoo.com. The email is a convenient and inexpensive form of communication and it has dramatically improved personal and business communication.

Electronic Commerce (ecommerce)

Electronic Commerce follows in the same basic principle as traditional commerce that is; buyers and sellers comes together exchange goods for many. Encarta (2006) states rather than conducting business in traditional way in stores and other "bricks and mortar" buildings or through mail order catalogs and telephone operators, in ecommerce buyers and sellers transact business over networked computers. Ecommerce offers buyers convenience. They can visit the World Wide Web sites of multiple vendors 24 hours a day and 7 days a week to

compare prices and make purchases, without having to leave their homes or offices. In some cases, customers can immediately obtain a product or service, such as an electronic book, a music file, or computer software by downloading it over the internet. For organizations, ecommerce offers a way to cut coasts and expand their markets.

Imaga (2001) explained ecommerce fosters global exchange of business information such as technology, products, services, markets and resources. It links business to customers, no matter where located in the entire globe. Ecommerce allows companies to make new business contacts, form global business alliance, test new products and services, and make market research all at a minimal cost, both financially and otherwise.

2.7 WHY DOES ORGANIZATION NEED INTRANET AND INTERNET?

The reasons for having these technologies put in place are varied, as organizations creating them, but the major purpose are that of communication within and outside the organization. Alex and Mathews (2001) state that the reason why an organization needs intranet and internet technology, the goal is to reach more customers, more effectively and efficiently, and to provide them with better service. Daily, more customers look into the web for new sources, and more businesses look to their internal web, or intranet to process their client' needs in a more cost-effective and efficient manner. To remain competitive, all organizations need to keep pace with technological advances.

Luthans (1998) added that the greatest impact of Information Technology (IT) overtime would come from internet. All types of organizations today, regardless of size or type, have a presence on the web for either

advertising or customer service purpose. More recently, an increasing number of organizations are using the same technology for internal operating and communication purpose, the so-called intranet.

Encarta (2006) views the internet technology as new opportunity to government, business and companies, education, individuals and institutions. Government uses this technology for internal communication, distribution of information and automated tax processing. In addition to offering goods and services online to customer, business uses this technology to interact with other business.

Many individuals the internet technology for communicating through electronic mail (email), reading news, researching information, shopping, paying bills, and banking. Education institutions use the internet for research and to deliver course and course material to student. Companies use this technology for electronic commerce (ecommerce), including advertising, selling, buying,

distribution, products and providing customer service. In addition, companies use this technology for business-to-business transactions such as exchanging financial information and accessing complex database.

Also, business and institutions use the internet technology for voice and video conferencing and other forms of communication that enable people to telecommunicate (work away from the office using a computer). The use of intranet and internet technology speeds communication between companies, coworkers and among individuals.

2.8 BENEFIT OF INTRANET AND INTERNET TO ORGANIZATIONS.

According to Haag, Cummings and Dawkins (1998) an organization that has intranet and internet may benefits from the following advantages:

Communication:

The intranet and internet serve as a powerful tool for communication within and outside the organization, vertically and horizontally. Almost anything that is written or graphic and has audience of more than a couple of people are candidate of intranet and internet. The internet permits instantaneous communication. Organizations can be almost anywhere and remain in instant communication with their employers, customers, or families 24 hours a day, 7 days a week, as it has come to know and this advances in communication instantly unite people around the globe.

The intranet and internet can replace newsletters, report lists of job openings, manuals, procedures, employee's guidelines, meeting schedules, details of benefit plans and lunch menus. The intranet let an organization securely communicate information among employees and they even provide for controlled outside access. The intranet and internet tare used as an

electronic information repository similar to a corporate encyclopedia. This technology is great way to easily, quickly and inexpensively communicate information.

Cost Reduction

Several significant cost reduction studies have been performed on organizations using this technology. An intranet that is well planned reduces costs involved with communication. For example, telephone calls, fax, printing, papers etc. It allows organizations to go "paperless" and this cut costs. Most documents can be converted to electronic form on web and constantly updated at almost no cost. The internet on the other hand eliminates and reduces transportation and communication costs. Many organizations used both technologies to link it branches either within a state, across the country or globally. Multiple copies of letters, memos and other information can now be electronically transmitted in a matter of seconds to a large number of people across the world.

Employment Involvement

The intranet enables greater employee involvement in the organization. Employees from various departments within and outside organization get the same approaches and system of organization. It makes them to work together as a team and everyone is given the chances to participate in it, they will use it and take pride in its growth. It facilitates the involvement of more members of the organization in the organization's activities.

Faster Information Flow

The intranet and internet speed up information flow as information can be shared over many different computers at a time. Documents can be easily indexed and searched, making the information easier to find and use. With this technology, organizations can make more information available to employees on a "pull" basis that is employees can link to relevant information at a time, which suit them.

An organization can transact business with other organization electronically. You can access other business for ordering, sourcing, contracting and so on through Extranet (intranet) and ecommerce (internet).

2.9 SECURITY ON INTRANET AND INTERNET

Having fast computer networks built machines that talks to each other is not the end of the story. According to Luthans (1998) the number of transactions that users would like to keep private is growing rapidly such as confidential information, financial information. The specters of the "information superhighway man" and the information super road works have yet to be dealt with. Anytime you share resources over a network, there is the possibility that exists someone may access your files without your permission.

Alex and Mathews (2001) added that with increasing amounts of important information being entered to more distributed computers: computer security becomes more

important. In a highly distributed system, it would be all too easy for an informed super highwayman to access confidential information without been seen. The risk is greater when one or more computers are connected to hundreds of thousands of interconnected computers added to this a growing number of intranets connected to the internet as information is transferred between users. There is no way to control where the information may be routed or to limit that controls the computers as it is routed through. Anyone can get on the internet and do what they wish.

In the case of intranet, greater security can be achieved using the following:

- **Firewall or Proxy Server**
- **Limiting access to group or list of people**

Firewall or Proxy server

This is a computer or security device that blocks unauthorized access to an organization's Local Area

Network (LAN). It acts LAN's "gateways" or "airlock" to the internet. The firewall key track of every file entering or leaving the intranet in order to detect the sources of viruses and other problems that might enter the network.

Limiting access to group or list of people

This is another security measure that can be applied to workers within organization in order to secure the transmission of information to group or list of people, which you have granted some permission that is only those with proper authorization can be able to access your information.

You can establish three (3) levels of permission.

- **Browse: -** this allows users to look read and navigate the website (information) example employees.
- **Author: -** this allows users the ability to change as well as browse the site.

- **Administer: -** this allows users to set permission as well as to change and browse the site. Example managers, system administrators etc.

Those on the internet are assigned "Ids" and passwords that they must use gain access to a particular website.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 RESEARCH DESIGN

This chapter discusses the research method used in the study, the sampling procedure employed, research population and sample size, research design, the instrument or tools used in data collection and techniques used in analyzing the data collected for the study.

Research design is the framework of guide that helps the researcher in the process of data collection and analysis. In this course of the research work, the researcher used the survey research design. The survey method or design is an approach develops to get views of small but representative proportion of a group or population. This is necessary and practicable as it is very difficult and almost impossible to get data from every member of the population.

3.2 RESEARCH POPULATION

Research Population comprised of the entire population (staff strength) under study that is Chanchangi Airline Kaduna Head Office. The total population of all the employees are Two Hundred (200) which they comprises of top level management, middle and lower level management. The top-level staff are 30, the middle level are 20, while the rest are the lower level management.

3.3 SAMPLE SIZE AND SAMPLING TECHNIQUE

Sample size refers to that part of the population that is selected for the study. Due to the large population, a sample of seventy (70) questionnaires were administered which represent 35% of total population, while 50 questionnaires were returned which represents 25% of total population under study.

Convenience sampling technique was used due to the time and financial constraints the researcher undergoes.

3.4 METHOD OF GATHERING DATA

There are many methods used in gathering data but the two main types or sources are the primary and secondary sources. The primary sources include questionnaires, interview and observation while the secondary sources include journals, documentary, internet etc.

- **Questionnaire Method: -** these are set of prepared questions to which respondents are required to provide answers. The answers provide data, which the researcher uses in his study.
- **Interview Method:** - this is a conversation engaged in by the researcher with a definite aim of obtaining certain information.

3.5 JUSTIFICATION OF METHOD USED

The use of questionnaire is significant because it is free from personal bias of interviewer, since the researcher is not there with the respondent while filling the questionnaire. Therefore, the tendency of the

researcher influencing the respondent's opinion is highly minimized.

The use of personal interview method of gathering data was justified due to the ability of the method to allow facts that are collected to be cross-checked and allows the exaction of a lot of information.

3.6 METHOD OF DATA ANALYSIS

The research work will make use of simple percentage method in the analysis of data because it helps to correct the original data in an orderly or systematic manner.

3.7 JUSTIFICATION OF INSTRUMENT USED

The percentage method contains the analysis of data by fixing the data on different frequencies based on the questionnaire response and converting them into percentage for each frequency. This method ensures that the data is calculated as fast and easy as possible with minimal error.

CHAPTER FOUR

DATA PRESENTATION AND ANALYSIS

4.1 DATA PRESENTATION

In this section, an attempt will be made to interpret and analyze the data presented. The analysis will contain variable that form an evaluation of intranet and internet as a means of communication towards achieving higher productivity in an organization. The focus is directed or confined to using technological innovation on effective communication process, its effect on employees and organization towards achieving higher productivity using Chanchangi Airlines Kaduna as case study.

A total of Seventy (70) numbers of questionnaires were administered to the entire population or workforce of the organization of Chanchangi Airlines Kaduna office. Out of which only fifty (50) were returned and will be presented in this chapter accordingly

4.2 DATA ANALYSIS

This shows how the percentage and the analysis of the data collected based on the answers given by the respondents to the questionnaires been administered to them in a tabular form or order.

Question 1

How effective is communication system in the organization?

Responses	**No. of Respondents**	**Percentage (%)**
Very effective	15	30%
Fairly effective	25	50%
Ineffective	10	20%
Total	**50**	**100**

Source: Field Survey (2011)

The above table shows that 15 respondents representing 30% indicated that communication system is very effective while 25 numbers of respondents representing 50% are of the view that communication

system is fairly effective and on the other hand 10(20%) number of respondents believed the communication is ineffective.

Question 2

Do you derive benefit in using intranet and internet as a means of communication in the organization?

Responses	**No. of Respondents**	**Percentage (%)**
Yes	41	82%
No	9	18%
Total	**50**	**100**

Source: Field Survey (2011)

From the table, it shows that 41 respondents representing 82% derived benefit from using the technology as a means of communication while 18% respondents indicated no benefit.

Question 3

Does intranet and internet speed up information flow in communication process?

Responses	**No. of Respondents**	**Percentage (%)**
Yes	50	100%
Yes	0	-
Total	**50**	**100**

Source: Field Survey (2011)

The responses show that communication is faster when intranet and internet is put in place.

Question 4

Does the organization provide you with all the necessary equipment to enhance your communication and job performance towards achieving higher productivity?

Responses	**No. of respondents**	**Percentage (%)**
Yes	20	40%
No	30	60%
Total	**50**	**100**

Source: Field Survey (2011)

From the table, 20 respondents representing 40% are provided with all the necessary equipment in enhancing their job, while 30 respondents representing 60% said they have not been provided with the necessary equipment that will assist them in communication and job performance.

Question 5

Indicate the equipment you presently have or have access in the office?

Responses	**No. of Respondents**	**Percentage (%)**
Computer	19	38%
Internet	7	14%
Intranet	10	20%
Telephone	6	12%
Intercom	8	16%
Total	**50**	**100**

Source: Field Survey (2011)

The responses from the above table shows that significant number of 19 respondents representing 38% indicated they have access to computer in the office for performing their job. 10

(20%) respondents are connected to only intranet while 7 of the respondents representing 14% indicated they have access to internet. Another 6 (12%) respondents shows they have telephone as part of communication facility while 8 respondents representing 16% have intercom in the office.

Question 6

How would you describe the quality of intranet and internet as a means of communication in your organization?

Responses	**No. of Respondents**	**Percentage (%)**
Excellent	5	10%
Good	11	22%
Fair	34	68%
Poor	0	0

Total	**50**	**100**

Source: Field of Survey (2011)

The above table shows 34 (68%) respondents said the quality of intranet and internet is fair, while 11 (22%) shows that the quality of intranet and internet service is good and 5 respondents representing 10% indicated that the quality of intranet and internet in the organization is excellent.

Question 7

Does the organization plan to improve the communication system?

Responses	**No. of Respondents**	**Percentage (%)**
Yes	13	26%
No	37	74%
Total	**50**	**100**

Source: Field Survey (2011)

The table shows 37 respondents, representing 74% said no plan from the management to

improve the communication system while 13 respondent representing 26% said the organization is planning to improve the communication facilities.

Question 8

What do you think should be done to enable you improve your skills looking at the rapid growth of information and communication technology?

Responses	**No. of respondents**	**Percentage (%)**
Regular Training	16	32%
Adequate Equipment	28	56%
Workshops/Seminars	6	12%
Total	**50**	**100**

Source: Field Survey (2011)

The above research result shows that 28 respondents of the staff (representing 56%) are not satisfied with the number of equipment put in place. They suggested for more equipment in the office. 16

respondents representing 32% suggested for regular training should be conducted on the use of information and communication facilities. Another 6 respondents indicated workshops/seminars for improving their skills.

Question 9

Do you agree that intranet and internet led towards achieving higher productivity in organization?

Responses	**No. of respondents**	**Percentage (%)**
Regular Training	16	32%
Adequate Equipment	28	56%
Workshops/Seminars	6	12%
Total	**50**	**100**

Source: Field Survey (2011)

From the above table 41 (82%) respondents indicated "Yes" intranet and internet led towards achieving higher productivity while 9 respondent indicated "No" meaning intranet and internet does not led towards achieving higher productivity in the organization.

Question 10

Which level of management did you belong in the organization?

Responses	**No. Of Respondents**	**Percentage (%)**
To level management	10	20%
Middle level management	15	30%
Lower level management	25	50%
Total	**50**	**100**

Source: Field Survey 2011

Here the table shows 10 respondents representing 20% are top management level, this means that top management are not much compared to middle and lower management which are 15 (30%) respondents representing middle level management while 25 (50%) respondents represent the lower level management whom are operational managers or staff that carry core activities of the organization.

4.3 DISCUSSION OF RESEARCH QUESTION

The first research question was:

Does intranet and internet speed up information flow in communication process?

From the investigation made, the response indicated that intranet and internet speed up information flow in the communication process. This is reflected in the responses of question 3 on the questionnaire which relates to the question having 100% "Yes" response to the fact that intranet and internet really speed up information flow in communication process.

How effective is communication system in the organization?

The responses to the above question seem to be different half of the respondent's opinion was that the communication system in the organization is fairly effective, while others said the communication system

is very effective and another respondents indicated it is ineffective; such variations as gathered may arise from quality of equipment put in the various offices. This is demonstrated in question 1 of the questionnaire.

Do you derive benefit in using intranet and internet as a means of communication in the organization?

About 82% of the respondents show that they derive a lot of benefit in using intranet and internet. This issue is depending on instantaneous communication within and outside the organization. Other respondents numbering about 9 (18%) indicated no benefit derived and this is as a result of their nature of work, which has nothing to do with the facility. This can be seen in the responses of question 2.

Do intranet and intranet led towards achieving higher productivity in organization?

To a large extend, the responses indicated intranet and Internet led towards achieving higher productivity. This was reflected in question 9 of the questionnaire where 41 respondents indicated "Yes" and part of their reasons was that all the offices across the country are link together and this had eliminated the barrier of transportation cost; distance and it really help them in performing their job better.

What are the challenges facing managers and employees in this period of technological advancement?

Training, inadequate equipments, workshops/seminars on ICT are among the challenges facing managers and employees. It was reflected on question 12 of the questionnaire. Some of the responses indicated that regular training should be provided, some suggested for adequate equipment and others emphasized on workshops and seminars on ICT be conducted.

CHAPTER FIVE

SUMMARY OF FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

5.1 SUMMARY OF FINDINGS

Today's organizational environment is markedly different from that of the past. Global Competition, Information and Communication Technology (ICT), the quality service revolution and diversity and ethnics have forced management of all types of organizations rethink their approach to both operations and human resources. Because of the dramatic shift, organizations are now more responsive to both their internal and external environment.

Inability to communicate effectively has always remained a source of major friction between departments and organizations in many working

environment and this has greatly affected organizations towards achieving higher productivity.

Based on the above situation, the research set out to critically find out the evaluation of intranet and internet as a means of communication towards achieving higher productivity, using Chanchangi Airlines Kaduna as a case study. The study also aimed at ascertaining whether the presence of these systems of communication has any effect or the absence of these systems of communication has an adverse effect on employees and organizations.

a) For effective communication, organizations should as a matter of fact realize that the provision of modern system of communication facilitates efficient flow of information and as well as make the employees work less tedious and enjoyable.
b) The researcher also finds out that the availability of these facilities in organization increased

productivity, realization of more profits and achieved the set goals and objectives.

c) The use of electronic means of communication increases efficiency reduces the workload and enhances effective communication within and outside the organization.

d) The intranet and internet also create conducive atmosphere for better job performance.

e) The concept of communication and managerial responsibilities are well connected. A human resource manager is responsible for building up relationship within and outside the organization and this largely depends on the means of communication put in place.

5.2 CONCLUSION

Sharing of information at the right time is fundamental to the success of today's organizations. There is no doubt intranet and internet technology as a means of

communication in organization can be a miracle source of development and engine of growth to organizations. In fact, the competitive success of any organization depends on the communication both internally and externally and the ability to quickly share information.

Based on the following from the analysis and interpretation, the researcher arrives at the following conclusion:

a) The absence of these technologies brings an organization to almost a strand still, thereby not able to meet up its goals and objectives.

b) The turn around which technological advancement has brought to the world of communication cannot be overemphasized. Technologies in the communication process a death bell to difficulty encounter in the office communication process. If officers and organizations should make any meaningful impact in our world today, they must

be communicated to, because information is knowledge and knowledge is power.

5.3 RECOMMENDATIONS

Following the findings and conclusions drawn, the following recommendations are made:

a) Staff should be self-advancement in information and communication skills through current affairs programs and literature on modern system of communication facing the challenges with greater vigour than the present craze of computer education being mostly offered by mushrooms training institutions.

b) The management of the organization should also organized training, seminars and workshops to widen the horizon of their staff as well as update their knowledge on information and communication technology.

c) The automation of more office within the organization will help in meeting the present day requirement on the organization's communication process. In other words, more facilities should be provided.

d) To stand the test of time, institution of learning should equip the students with knowledge of information and communication technology. In other words, an academic environment like Ahmadu Bello University, Zaria and Department of Business Administration should provide and connects their computers to intranet and internet in order to speed up information and communication flow and on the other hand provide a well trained, qualified and experience future staff that will be able to face the challenges in office technology.

BIBLIOGRAPHY

Alexis Leon, Mathews Leon (2011) – Computer for Everyone Leon Press, Chennai and Vikas Publishing House, New Delhi India.

Muzbau Olawale Aroyehun (2007)- The Essential of Computer. Perfect Print, Kaduna.

K. Nagarajan (2007)- Project Management. New Age International (P) Limited. New Delhi.

Stephen Haag (2005)- Management Information Systems for the Information Age. Mc Graw-Hill/Irwin. New York.

Sanjay Pahuja (2005)- Data Communication and Computer Networks. A.K.Jan for Standard Publisher Distributors Wai Sarak, Delhi.

David U. Obiora (2003) – Computer Application in Public Relations
The International Trade Link Kaduna.

E.U. Imaga (2001) – Elements of Management and Culture in
Organizational Behaviour. Rhyce Kerex Publishers, 56 Moor House/a Street, Ogui Enugu – Nigeria

Fred Luthans (1998) – Organizational Behaviour
London Publishing Limited 8th Edition, London

Shola Raji (1998) – Information and Communication Technology for
Nigeria Youth NNPC Press, Lagos

Susan M. Heart Field (2009) – Human Resource Guide
About.com. New York, USA

Microsoft Encarta (2004) – A Multimedia Encyclopedia
Microsoft Corporation, USA

Microsoft Encarta (2006) – A Multimedia Encyclopedia
Microsoft Corporation, USA

White Wall Web (2008) – The face of Human Resource Management is Changing, Chartered Institute of Personnel and Development, South Africa.

Philippa Wingate and Asha Kalbag (1998)- The Usborne Complete Book of the Internet and World Wide Web. Usborne publishing Limited, England.

Margaret Levine Young (2005)- The Complete Reference: Internet 2nd Edition. Tata Mc Graw-Hill Publishing Company Limited, New Delhi.

Andrew S. Tane Nbaum (2003)- 4th Edition Computer Networks. Pearson Education, Inc. Publishing as Prentice Hall PTR Upper Saddle River, New Jersey.

Chanchangi Airlines Limited, Regional and International Charters Operated Between 2000 to Date.

Chanchangi Airlines Nigeria Limited, Company Profile.

APPENDIX

Dear Sir,

I am a final year student of Postgraduate School of Ahmadu Bello University, Zaria and as pre-requisite for the award of M.B.A., I am conducting a research on evaluation of internet communication and Higher Productivity.

Sir, I want to know how internet communication leads to Higher Productivity in your organization and the various ways you go about your activities.

When filling this questionnaire, you are please required to comment freely where necessary and tick () where applicable. You can tick more than an answer when you have more answers to question, such information will be treated strictly in confidential.

1. How effective is your communication system in the organization?

   (a) Ineffective (b) Fairly effective (c) very effective

2. Do you derive benefit in using internet as a means of communication process for internal and external purpose?

   (a) Yes (b) No

3. Does intranet and internet increase the quantity of information flow in the communication process and reduce its cost?

   (a) Yes (b) No

4. Is the Organization computer compliance?

   (a) Yes (b) No

5. Indicate the instrument recurrently have access to in the office.

(a) Intercom (b) Computer (C) Internet

(d) Intranet (e) Telephone

6. How would you describe intranet and internet as a means of communication in your organization?

(a) Excellent (b) Good (c) Fair (d) Poor

7. Does the Organization plan to improve the communication system?

(a) Yes (b) No

8. What do you think should be done to enable you meet up with the rapid growth of information and communication as regard financing/budgeting?

(a) Increase financing for regular training.

(b) Increase budget for the equipment.

(c) Increase the budget for workshops/seminars.

9. Does intranet and internet as a means of communication led towards achieving higher productivity?

   (a) Yes (b) No

10. Which level of management did you belong to in the organization?

    (a) Top level management (b) Middle level management

    (c) Lower level management.