

**AN EVALUATION OF THE EFFICIENCY OF ORGANIZATIONA
COMMUNICATION STRATEGIES ON POWER HOLDING COMPANY
OF NIGERIA, ENUGU ZONAL OFFICE.**

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UNIVERSITY OF NIGERIA, NSUKKA**

MAY 2014.

Title Page

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**BEING A PROJET REPORT SUBMITTED TO THE DFEPARTMENT OF MASS
COMMUNICATION IN PARTIAL FULFILMENT OF THEB REQUIREMENT FOR
THE AWARD OF A MASTER OF ARTS (M.A) DEGREE IN MASS
COMMUNICATION OF THE UNIVERSITY OF NIGERIA NSUKKA**

**EZEJI INNOCENT CHIKA
(REG NO: PG/MA/11/58433)**

MAY 2014

CERTIFICATION

This research project is an original work of Ezeji Innocent Chika with Reg. No. PG/MA/011/58433. It satisfied the requirements for presentation of research report in the Department of Mass Communication, University of Nigeria Nsukka.

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Dedication

Fondly dedicated to the word, the Rock of Ages, the strong and sure foundation without whom I can do nothing, Mr. Christopher Gozie and Prince Onyeka Chukwu Ezeji who supported me throughout this programme with their resources both physically, mental, spiritually and otherwise.

May God replenish your pockets in JEUSU NAMEí í í í í í í Amen.

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Abstract

This work evaluated the efficiency of organizational communication strategies on Power Holding Company of Nigeria, Enugu zonal office. It was anchored on the word of mouth and agenda-setting theory. The population of the study was drawn from power holding company of Nigeria, Enugu zonal office, using explanatory mixed method (survey and interview methods). From the PHCN Enugu zonal office, a sample size of 298 respondents was selected. Questionnaire and interview

served as the instrument for data collection. From the data collected and analyzed, it was revealed that organizational communication strategies has influence productive level of the staff of PHCH negatively, such as promoting team work, reducing grape-vine, and promoting organizational growth. Poor personal relations between superior and subordinates, poor designed of organizational structure, manager's poor communication skill and lack of efficiency, organizational structure should be designed in such a way that guarantee free flow of communication and selecting appropriate communication patten and vehicle should be prioritized for effective understanding of managers and staff within and outside organizations.

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Finally, I cannot forget to say õthank youö to my various respondents and interviewees at Power Holding Company of Nigeria Enugu Senatorial districts.s

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CHAPTER ONE INTRODUCTION

1.1 Background of the study

Over the years, managers have focused more attention on customer retention as an important and effective strategy in organizational growth. In recent times, they have begun to dedicate the same kind of attention to their employees, recognizing that employees have more to do with the success of a business than virtually any other constituency. A study by consulting firm Watson Wyatt concluded that the bottom line is that organization communication is no longer a soft function but rather a business function that drives performance and contributes to a company's financial success. (Argenti, 2007, 137).

However, organizational communication is a complex, imperative process through which employees coordinate the work process essential to the functioning of any organization. Employees today are likely to want more information about the company for whom they work so organizational communication is the catalyst to organizational excellence and effectiveness and it should be continuous. (Dolphin, 2005,173).

According to Lee (2004) the fundamental purpose of communication in an organization is to enable and energize employees to carry out its strategic intent. It is essential for organizations to have the capability to quickly identify, send receive, and understand strategically relevant information. When making decisions on strategy and policy the necessity and challenge of communication must be taken into account, and organizing the communication so that if functions effectively must be part of the organizing's strategic priorities.

The level of organization communication the altitude of its efficiency in performance. Communication within an organization cannot be effective as well increase performance if it is not tailored toward strategies that are manager-employee customers oriented. There must be a frame of reference between the manager and employee-customers. These are the three cardinal pillars that determine the success of an organization. This will lead to an open communication environment where manager, employees and customers of the organization feel free to share feedback, ideas and even criticism at every level. Managers who are committed to open communication build an environment of trust that can be the foundation for success (Richard, 1980).

The increasingly complex and highly competitive nature of today's business environment puts greater pressure on employees and also calls for more concerted effort in the area of communication (Argent, 2007, 138). Many organizations are not making headway as a result of lack of effective strategic communication that is targeted toward manager-employee-customer oriented. This has greatly affected their performance and in the long run fail to meet up with the demands of their customers. This shows the importance of organization efficiency where employees feel they are involved in decision that affect their day-to-day work. Organizations with a secretive communication environment shut people out, which can stifle involvement and result in lost ideas and opportunities. Employee's involvement is a key factor that affects employee's satisfaction and success (Richards, 1980).

Therefore, aim of this study is to evaluate the organization communication strategies of power Holding Company of Nigeria, using Enugu metropolis as a study. This study seeks to know the communication strategies of PHCN and its efficiency on their performance.

1.2 Statement OF THE Problem

In today's competitive marketing sector, every manager strives diligently to arrest customer's attention and enhance productivity in the organization. The implementation of a change plan can be successful only when it flows down from superior(s) to the subordinate(s), however, there are factors that hamper the implementation of efficient organizational communication in an organization. For instance, if customers are not satisfied with the provision of Electricity as a result of a gap in communication between between the superior and the subordinates of a company As a result of a gap in communication between the superiors and the subordinates company, this can lead to ma setback in satisfying the customers of that organization.

The Power Holding Company of Nigeria, Enugu Zonal office faces a lot of problems apart from infrastructural facilities and high interest rate, high rate of inflation which is also a problem in PHCN sector, other problems are low level of working capital and high cost of production. Above all, is the lack of effective communication among the staff of PHCN and as such, if good organizational communication is lacking the organization goals will not be achieved.

It is based on this premises that this study seeks to evaluate organizational communication strategies of PHCN, Enugu zonal office. However, problems that arise in this study will agitate the mind of the researcher to conclude if the communication system in

PHCN Enugu will give subordinates the opportunity to communicate effectively with those on top and even its customers.

1.3 Objectives of the study

The major objective of this study is to evaluate the organizational communication strategies of Power Company on its organizational efficiency

Other specific objectives include:

1. To find out the various patterns of organizational communication strategies used by Power Company of Nigeria (PHCN)
2. To ascertain the influence of organizational communication strategies on PHCN staff performance.
3. To determine the role of organizational communication strategies on the efficiency of PHCN.
4. To identify the problems of organizational communication on the efficiency of PHCN Enugu Zonal office.

1.4 Research questions

1. What are the various pattern of organizational communication strategies used in PHCN Enugu Zonal office?
2. What influence does organizational Communication strategies have on the staff of PHCN?
3. What role has organizational Communication strategies on the efficiency of PHCN?
4. What are the problems associated with organizational Communication strategies in PHCN?

1.5 SCOPE OF THE STUDY

This study analyses the influence of interpersonal communication on organizational efficiency, using PHCN Enugu Zonal office as case study. It hinges on the perception of the superior(s) and the subordinate(s) in the office.

To avoid the prolongation of this researcher concentrate on only a portion where he is solely concerned. This being the case, the research work restricted to Enugu State.

1.6 SIGNIFICANCE OF THE STUDY

Professionally, this study will provide to the staff of Power Holding Company of Nigeria, Enugu zonal office with veritable solution to the problems of inadequate flow of information among its staff, thereby awakening in them the zeal to attack bravely and uprightly the promoters of interpersonal communication with the result that there will be peaceful co-existence of the staff with one another.

Also, most PHCN sectors have not recognized fully the benefits of interpersonal communication. Thus, this study will come out with findings that will enable the PHCN sector to appreciate the efficiency of interpersonal communication. It will equally serve as a medium of alerting the establishment on loopholes created in the system due to lack of viable communication system.

Academically, this study will add to the number of literatures done in regards to the influence of interpersonal communication in organizations. It will also serve as a reference material for other and further studies. It will also excite more researchers in this area as well as guide to researchers who wish to carryout similar studies.

Relevant theories can also emanate from this study which will add to the number of mass communication theories.

1.7. DEFINITION OF TERMS

In this study, terms will be defined according to their usage in this work:

ENUGU: This is the capital of Enugu state located in the eastern part of Nigeria.

INFLUENCE: This refers to the effect interpersonal communication has on the staff of PHCN.

INTERPERSONAL COMMUNICATION: Refers to the forms of communication that exist among the staff of PHCN, this form can be verbal or non-verbal as the case may be.

ORGANIZATION: Refers to a body set up to achieve a goal.

PHCN: Power Holding Company of Nigeria is an organization owned by the Federal Government with the sole responsibility of providing electricity to the nation.

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CHAPTER TWO REVIEW OF RELATED LITERATURE

2.1 Focus Of Review

This chapter provides a review of works related to the topic under study. It is divided into sub-headings:

- Communication
- Nature of organizational communication
- Role of organizational communication
- The effects of organizational on the efficiency of an organization
- Problems of organizational communication on organization efficiency
- Theoretical framework

2.2 Review itself

Communication

Communication is an essential part of every day life. People interact with each other every day and that calls for communication. An American communications philosopher Lee Thayer has said that communication and functions of energy are the two basic elements in our lives. Communication affects our lives as much as nutrition or health. (Blundel, 2004,2)

According to Lee (2004) the fundamental purpose of communication in an organization is to enable and energize employees to carry out its strategic intent. It is essential for organizations to have the capability to quickly identify, send receive, and

Understand strategically relevant information. When making decisions on strategy and policy the necessity and the challenge of communication must be taken into account, and organizing the communication so that it functions effectively must be a part of the organization's strategic priorities (Lee, 2004)

Bartton and Gold (1994) noted that communication can flow in three directions: downward, upward and horizontally. As an example for downward communication we can use managers communicating with their subordinates. Upward communication flows to a higher level in the organization is horizontal communication.

There must be an effective balance between downward and upward communication (Hartly and Bruckmann, 2002). An effective communication system needs three basic things according to Aberg (2000) first, informative messages must move round in the system. Such things are matter like changes in the organization, appointments or big sales. Secondly the system must have databases from which person needing information can get the information quickly. Information is an a set place and the person needing information takes actions. Information like this is for instance telephone books, client registers or information or personnel benefits. And as the third basic thing for effective communication system, person in a need for information must know from where information can be found. This can be informed and reminded for instance in meetings or in informative email so people start to remember from where to look for which information. (Aberg, 2000, 182)

Aberg (2000) went further and noted that there are two kinds of information concepts in the organizational communication. They are basic assumptions regarding the working community and everyday matters are things that aim at keeping the individuals interested in their work, their working community and working environment. Such everyday matters are

for instance things like the economical situation of the working community, future plans and targets of the organization, changes in the organization, one's own work, training, personnel policy, leisure time activities, operations of other departments, products and services of the organization and current issues on the field of business or operational environment. (Aberg, 2000, 180)

Furthermore, Gray and Robertson (2005) noted that the connection between satisfaction with the communication and the superior's leading skills and the atmosphere at the working community. Communication affects also working motivation. The most significant cause for communication deficit at organizations are verbal communication channels: superiors, management meetings (Gray and Robertson, 2005)

Gray and Roberson (2005) also noted that most of the information in a working environment is received from colleagues but it is not as appreciated as information that is received from a superior. Information that is received from colleagues is more often based on gossip and rumors rather than facts, it is so called unofficial communication, also called as grapevine (Gray and Robertson, 2005).

Tourish and Hargie (2004) communication with management is very significant for employees, and managers should be visible among employees regularly, especially when the organization is very hierachical or scattered to an extensive area geographically. For this managers should arrange situations to meet employees and come to the office and work around and chat with personnel (Tourish and Hargie, 2004)

Nature of organization communication

Organization communication is a vital and integral part of the health and well being of any organization. As corporate organizations increased in size, formal top-down communication became the main concern of organizational managers. Interpersonal communication in today's companies, along the organizational communication, has not only become far more complex and varied but more important to the overall functioning and success of the organization (Salome, 2009).

Daniel, Doughan, Wielenga, Moeller, & Scherbring (2004) cited in Ahmed (2008, para. 5) describe interpersonal communication as written or oral communication that occurs in a one-on-one or a group setting. It is a means of relating to different people in different situations, and making them feel at ease.

Beebe, Beebe & Redmon (1996) describe interpersonal communication as a form that occurs when one or more people interact simultaneously and mutually influence each other. Pryse (1983) as quoted in Oladimeji (2000:76-81) regards interpersonal communication as the lifeblood of any transaction in any organization. This can be corroborated with the notion of Kutie and Phodes (1991), who assert that managers spend as much as 95% of their time engaging in interpersonal communication.

Borchers (1999) discusses interpersonal communication from two different perspectives. He noted that interpersonal communication differs from other forms in that there are fewer participants involved, the interactants are in close physical proximity, many sensory channels are used, and feedback is immediate. Borchers also asserts that

interpersonal communication means communication that occurs between people who have known each other for some time, viewing each other as unique individuals.

According to Akanbi (2005: 127-135), interpersonal communication is a crucial and fundamental phenomenon in life and no human endeavours can subsist or thrive without it. For any human activity or venture to succeed, the exchange of ideas or information must be given due attention.

Aljibade (1994) also view an communication as an essential part of organization settings and concludes that any business will come to halt without its effective implementation. While Nzerika (2005) perceives that in an organization, effects the morale of employees and their attitude and performance because its affects the morale of employees and their attitudes toward organizational leadership, organizational effectiveness, human resources management, and consequently. She concludes that the quality of communication skill possessed by staff determines their degree of accomplishment and organizational effectiveness.

Grunig (1992) see communication as òthe key to organizational excellence and effectivenessö. An organization cannot function properly without a good communication System. Communication holds a company together and makes it work. The communication effectiveness is vital for the effectiveness of the whole organization.

According to Zagan-Zelter (2006:69-78) organizational communication is of categories:

- Verbal communication (written, oral and lately, electronic, with the remark that there are authors who consider that this type of communication should be taken separately;

the common element with the other two is the use of the word as the fundamental element);

- Non-verbal communication (which owns in fact a great proportion of the quantity of transmitted messagers, almost fact a great proportion of the quantity of transmitted messenger, almost 70% and which has such forms as gestures, mimics, the tone of the voice or punctuality)

He went further to divide the process of communication within an organization in the following categories:

1. Operational communication includes the whole range of messages which connect the members of the organization in their actions of achieving its operational plan, respectively the range of procedures meant to achieving the specific activity objectives. Operational communication includes: orders and instructions given by supervisors to workers; oral dialogue about work-related issues; all kinds of documents drawn up by the operational staff in different fields-production, sales, finance, stocks, maintenance etc. through which work tasks are reported on.

2. Institutional communication is defined by specifying the optimum manner in which the communication system functions: who communicates with whom, which structures have a central place and which are marginal in the communication process.

Information exchanges which takes place through formal, official channels in both directions: upward and downward.

Downward communication

It refers to the information which is mostly put into practice. The messages leave from a certain hierarchical level and are sent to the lower levels. It refer to:

- Written and electronic communication means: newsletter, posters, memo, e-mail, manuals, internal policy directions, internal documents which regulate work practices and behaviour;
- Oral means of communication: phone, conversation, formal interviews, discourses, formal meetings or briefings, work groups etc. As function, downward communication is a classical management instrument, being used in order to form, inform and direct the staff.

Upward communication

This type of communication takes place from bottom to top, from the lowest hierarchical levels to the highest ones. As means, upward communication is expressed through: group meetings, interviews, suggestion systems (for example, suggestion boxes), rewards for good suggestions, surveys, posters etc. This type of communication helps in finding out the aspirations of the staff and for solving potential work conflicts

and tensions. It is a factor of a good social climate and a means for ameliorating the company performance by offering real feedback on the current situation.

Horizontal communication

This is an exchange between equals, between different sectors, services or departments. It takes place naturally inside small structures: Workers are familiar with each other. Horizontal information gathers the staff in order to form the spirit of the house and to coordinate indirectly the production process.

Interpersonal communication plays an important part in any professional communication system. The members of the system relate permanently and not only professionally. Communication plays a vital part in the effective implementation of change within the organization because employees must receive in time the information about the reasons for change and its consequences, and uncertainty reduction can be achieved only by providing correct information through official channels and by eliminating the rumours.

Effective communication inside the organization contributes to the creation of a motivational climate, and the barriers which appear (language, perceptual, contextual barriers) can be overcome by taking measures which will lead to the improvement of communication quality (an open managerial style, clear communication rules, appointing a communication responsible and elaborating a communication strategy, including training programs for developing the communication skills).

Relationship between Organization and communication

Organizational communication theorists post that organizations are not systems or objects that exist prior to communication, but are dynamic processes of organizing constituted through communication (Mc Phee & Zaig, 2000). This perspective focuses on what the organization is in the moment. One theorist who establishes this process perspective is Karl Weick. He asserts that an organization is a dynamic process instead of a static entity (Weick, 1979). Patterns of sense-making action and communication, that are identified and retained by members, amalgamate to create a social entity called an organization (Weick, 1979). Sense-making occurs as organizational participants talk with one another and then makes sense of it retrospectively. Participants then store or retain

this talk as knowledge for future use. This process turn in organizational communication had far-reaching implications for organization communication studies (McPhee & Zaug, 2000).

Another organizational communication theorist, Ruth Smith (1993), takes up this process perspective when she explains the relationship between communication and organization as the root metaphor that supports the discourse of organizational communication (McPhee & Zaug, 2000, p. 2). Her work makes the relationship between the organizations and contribute to this process perspective.

Gilbert and Mulkay (1984) challenge the assumption that organizations can exist independent of communication. Their research finds that an organization is as varied as

Its participants are. Hence, there is no way to produce a definitive, scientifically defensible objective account of the organization (Taylor, Giroux, & Robichaud, 1996).

However, some scholars examine how single communication events structure organizations, other focus upon communication as complex process through which an organization emerges. (McPhee & Zaug, 2000) focus upon finding the underlying deep narrative structure that characterize speech acts. Taylor et al. (1996) assert that the organization emerges as a text-mediated structure and found between the conversation and the text. Deetz (1992) view organizations as sites of domination and address the relationship between power and communication as the central relationship in organizations. Each of these approaches adds value to organizational studies and provides unique ways to understand the complex relationship between communication and organizations.

Roles of Organizational communication

The role of organizational communication within the corporate world has become more of a challenge due to the fact that the emphasis has increasingly turned to understanding how new communication technologies and capabilities can help bring about new and more effective organizational forms and processes (Salome, 2009). The emergence of technologies such as email, cell phones, pagers, and hand held computers have reduced the frequency at which organizations encourage the one-on-one relationship between manager and subordinate. The flow of communication is in more abundance in the form of organizational communication such as corporate emails, newsletters, press releases, and departmental meetings. The rise of technology has given corporations the fast track on communication, while downplaying the importance of face-to-face communication. This creates a problem at the very heart of a company's success, the interpersonal relationship between a manager and subordinate within an organization (Salome, 2009).

However, effective organizational communication skills are essential to social interaction, and to the building and maintenance of all relationships. Poor communication skills can cause irrevocable damage to relationships; affecting productivity, satisfaction, performance, morale, trust, respect, self confidence, and even physical health (Un Ange Passe, 2008:1-2).

According to Allert and Chatterjee (1997), trust is built largely through the way that a leader develops a culture of communication for the internal and the external stakeholders. They further argue that building of trust comes initially from the leader's

ability to communicate in such manner that enhances trust in interpersonal relationships and organizational culture.

The importance of organizational communication cannot be emphasized. Communication is not only the consequence of trust; it is also a critical antecedent of it (Gilbert & Tang, 1998). Also Blomqvist (1997) mentioned that trust plays a critical factor in effective communication. Therefore the relationship between communication and trusts. Applies in both directions: effective communication enhances trust development while effective communication is a result of organizational trust. This causes a positive circle of trust and communication.

The role of communication that is based on trust is critical to an innovative organizational culture (Schein, 1994; Martins & Terblance, 2003). According to Lansisalmi (2004) both external communication (between the organization and the environment) and internal communication (among employees and work units within the organization) have been hypothesized to play an important role in innovations.

Meyer and Herscovitch, (2001) and Tansky and Cohen, (2001) cited in Hassan, Golamreza, Fateme and Ali (2010:390) noted that managers communicate daily with their subordinates typically giving feedback on performance, executing performance appraisals, providing information and so forth. These actions in turn facilitate developing or negating subordinate organizational commitment as it is the way these practices are perceived that influences levels of commitment.

The effects of organizational communication on the efficiency of an organization

According to LeBaron (2003) all communication is cultural- It draws on ways people have learned to speak and give nonverbal messages.

They do not always communicate the same way from day to day, since factors like context, individual personality, and mood interact with the variety of cultural influence people have interact with the variety of cultural influences people have internalized that influence our choices. Communication is interactive, so an important influence on its effectiveness is the relationship with others.

LeBaron (2003) the familiarity with these four different starting points increases, people are cultivating fluency ó awareness of the ways cultures operate in communication and conflict, and the ability to respond effectively to differences.

However, Wehrich and Koontz (2005) noted that the purpose of communication in an organization is to effect change ó to influence action toward the welfare of the enterprise. Communication is essential for the internal functioning of enterprises because it integrates the managerial functions. According to them, communication is needed of an organization for the followings:

- i. To establish and disseminate the goals of an organization
- ii. To develop plans for their achievement
- iii. To organize human and other resources in the most effective and efficient way
- iv. To select, develop and apprise members of the organization
- v. To lead, direct, motivate and create a climate in which people want to contribute and
- vi. To control performance

Bavan and Bailey (1991) stated that organizational communication is such a process, in which an organization shares its information, builds commitments and manages the changes. As the main factor in the motivation and performance of staff, communication plays an important part in the competitiveness of the organization.

Ahmed (2008) study on interpersonal communication as a determinant of organizational effectiveness of academic libraries in Kwara State, observed that

Inappropriate attentiveness of an information receiver affects communication. This implies that organizational effectiveness cannot be achieved with low commitment to communication and inattentiveness. More than 70% of the respondents acknowledged that efficient resource management can be attained through effective interpersonal communication.

In the same study, Ahmed observe that interpersonal communication facilitates effective library services. In achieving the organization's goals, 55 out of 107 respondents stated that their library authorities promote good interpersonal communication. In addition, 59.82% affirm that staff requests are usually dealt with through interpersonal communication.

In the same study, Ahmed observed that interpersonal communication facilitates effective library services. In achieving the organization's goals, 55 out of 107 respondents stated that their library authorities promote good interpersonal communication. In addition, 59.82% affirm that staff requests are usually dealt with through interpersonal communication.

Foehrenbach and Rosenberg (1982: 3-11) study on how employee are doing in an organization, with the survey of 32.000 employees, found quite a high level of satisfaction with organizational communication. 71% stated that his/her organization informs its staff well, 65% agreed that (s)he gets enough information for his/her work and 51% agreed that interpersonal communication was accurate and honest. They found that employees require information from the top management in two major topics of interest future plans of the organization and research and development.

Osemeke (2008:) study on effective communication and performance improvement in Nigeria, observed that effective communication in an organization improves its performance, thereby enhancing the achievement of the organizational

Objectives. His findings is findings is in line with Nwanwene, (2007:433-441)

and Hahn, (2007). According to them, communication is a very vital process in every organization. People at work spend a great deal of time communicating

effectively means being able to send messages across the organization that is easy to understand and accurate. When communication flows accurately and effectively, the organization will run smoothly. The ability of the management of an organization to adopt strategies to manage the identified barriers to communication will improve the overall performance of the organization.

Cox and Todd (2000) work on supervisor communication, LMX, co worker communication and freedoms intentions, cited in Orebiyi and Orabiyi (2011:109) indicates that interpersonal interactions involving the exchange of information between employees, peers and top management staff can have significant effects on the employees' psychological job output such as job satisfaction, organizational commitment, burnout and turnout intentions.

Qunn and Spreitzer (1997) pointed out that managers can empower employees by (a) sharing information about the organization; (b) providing an organizational structure with a clear vision, organizational goals, and identifiable roles; (c) developing a team-based alternative to hierarchy that is capable of providing guidance, encouragement, and support, (d) offering relevant training opportunities, and (e) rewarding employees for the risks and initiatives they are expected to take. The researchers suggested that all of these practices are part of the empowerment process.

Orebiyi and Orebiyi (2011:115) study on the influence of interpersonal communication on secondary school teachers' job satisfaction and communication in Kogi state, revealed that all the four types of interpersonal relationship jointly predicted job satisfaction. This is in line with Gibbs (2005) work on Unpacking the

concept of virtuality. The role of supportive communication climate in facilitating team innovation, cited in Orebiyi and Orebiyi (2011:11) stated that supportive communication from co-workers predicts job high quality working interpersonal relationship by a disagreed with, will necessarily result in the latter's job satisfaction. The same holds of other participants in communication relationship (peers, students and parents). The result also show a positive correlation between interpersonal communication and each of the three types of commitment, cited in Orebiyi and Orebiyi (2011:115).

Organizational communication, on the other hands, plays a critical role in promoting innovations at several points of the idea-generation process. Internal communication may also increase the amount and the diversity of creative ideas and to facilitate the dispersion of the internal communication may mean two distinct types of interaction. The first type of interpersonal communication is the formal communicative activities, e.g meetings and other formal information flows. The second type is the

Processes where two or more groups work together and have a mutual understanding and a common vision, share resources and achieve collective goals. (Kivimaki et al., 2000).

Problems of organizational communication on organization efficiency

Magnus (2009) cited in Orebiyi and Orebiyi (2011:210) noted that success of an organization depend on the Manager's communication Skills. He warned that poor interpersonal communication can cause irreparable damage to relationships which may affect productivity, trust, respect and commitment.

Rosenholtz (1989:421-431) study on workplace conditions that affect teacher quality and commitment, noted that organizational communication (relationship) with principals, colleagues, students and parents is inevitable for a teacher in the course of his professional duties. The principal (superior), for example is the most important communication link in most schools organization. It is the primary form of communication; a breakdown has serious impact on overall performance in the school.

According to Osemeke (2008) noted that frequent communication breakdown is one of the most important problems in organization within an organization. However, communication problems are often symptoms of more deeply rooted problems as a result of poor planning which may be the cause of uncertainty about the direction of the organization (Wehrich & Koontz 2005). In the same direction, Holmes (2007) cited in Osemeke (2008) stated that a poorly designed organization structure may not clearly communicate organizational relationships. Vague performance standard may leave

managers uncertain about what is expected of them. According to Osemeke (2008) the perceptive manager will look for the causes of communication breakdown, which could include:

- Communication downward (i.e. from superiors to subordinates) may breakdown because of poor organization, confusion about the message being transmitted or for personal reasons. If the channels of communications are inefficient or insufficient, the organization is at fault. Confusion will also occur if the superior manager is incompetent and issues instructions, which cannot be understood because they do not make sense. Poor personal relations between superior and subordinate will cause a breakdown in communications because of mutual suspicion or because of their different backgrounds.

- Communications upward (from subordinate to superior) may breakdown for the same reasons. An additional consideration is that the subordinate, because he wants to hide his own errors on the errors of a fellow worker, or because he does not want to bother his boss with a problem he thinks he can handle himself, may give incorrect information for his superior to act on (BPP, 2000).
- Horizontal communication (i.e between people on the same hierarchical levels, perhaps in different department) may cause breakdown of communication because departments are geographically separated with inadequate communication link. There is no formal organization for the cross-fertilization of ideas and opinions between departments, the organization is too centralized and insists on all such

Negotiations being made at top management level, or/and because there is a poor informal communication structure.

As actors constitute the organization through communicative processes, postmodern researcher in organizational communication seek to understand the identity of individuals and the motivations that influence how an organization forms in one way rather than another. Communication is political, in the sense that individuals participate with certain motives or goals in mind (Mumby, 1997, p. 16). They perpetuate such goals through the communication process. These motives behind participation often come from larger social ideas or from other groups outside the organization in which individuals participate. Because outside forces influence participation in the organization, a larger amount of communication is a struggle between differing groups forwarding their interests to ðfixö problems with the organization (Mumby. 1997). Certain groups and interest in society tend to be advantaged over others. This practice allows these group and interests greater influence upon the perception of what are real or more legitimate than other interests (Deetz, 1992, p. 115). Perception of advantaged groups are taken for granted or referred to as common sense.

As participants from different groups communicate with one another, they challenge taken for granted ideas and in turn, participants defend their invested identities (Deetz, 1992, p. 116). The struggle between and among actors are the politics of everyday life.

Theoretical Framework

Work-of-Mouth Communication Model by Chen (2006)

In order to situate and align any study within its proper perspective, there is a need for existing theory that will form the pivot on which the study, revolves. For this study, Word-of-Mouth Communication Model will serve as the the bedrock and as such form its fulcrum. This model was propounded by Chen (2006)

The word-of-mouth communication is a model that explains the factors that could establish the positive word-of-mouth effectiveness in an organization. These factors which are word-of-mouth communication senders' attitude and willingness, interactive information delivery approach, the quality of word of mouth communication message content, and accumulative contact intensity and numbers would lead to positive word-of-mouth communication spreading effectively.

The effectiveness of word-of-mouth communication depends on four factors, these are:

1. Word-of-Mouth Communication Senders Open, Honest Attitude and Willingness

Word-of-mouth communication senders open, honest attitude and willingness seem to build up the credibility and trust in word of mouth communication receivers.

Chen (2006:181) explained that the open attitudes and willingness of word-of-mouth communication senders were the key elements to build up the foundation of credibility, believability, and mutually trusting feeling in the interactive communication process.

Therefore word-of-mouth communication receivers preferred or expected word of mouth communication senders to deliver messages from a neutral position. It was expected that word-of-mouth communication senders had no intention of influence and that they would provide positive emotional support.

2. Interact Information Delivery Approach

Word-of-mouth communication receiver prefer the interactive information delivery approach though comprehensive impersonal and word-of-mouth communication information content. In other words, word-of-mouth communication receivers found it easy to learn from the information presented in the face-to-face, oral and casual conversational model rather than through virtual communication.

3. The Quality of Word-of-Mouth Communication Message Content

According to Chen (2006:184), for consumers, excellent information content should include three aspects: information accuracy, credibility, and believability. The higher word-of-mouth communication message content quality leads to the higher possibility to convince and attract prospective consumers. Word-of-mouth communication message included aspect of message content and delivery. Message content aspect included the depth, intensity and vividness of the message itself. The language used and the degree of story telling or depth of information involved in the message, which is important in describing message richness. Delivery aspect includes the strength in which the message was delivered.

4. Accumulative Contact Intensity and Numbers

Chen (2006:183) maintained that number of contact with word-of-mouth communication message providers accumulates the strength of relationship. Whenever consumers faced potential concerns or practical issues that needed to be solved, consumers often tended to enquire through face-to-face communication with word-of-mouth communication senders. Frequency and number of contact would perceive credibility to the word-of-mouth communication senders. Friends are the most influential word-of-mouth communication senders but sometimes family also could become the strongest one in decision making.

The main postulation of this model shows that the employer/manager through word-of-mouth communication sends the message based on honest attitude and willingness to share and to all the information through channel with the information delivery approach to the employee in an organization. The employee will be influenced to accept the message when the message content has accuracy, credibility, and believability. The message represents the first of two locations where the manager/employer field of experience overlaps with the employee field of experience.

The process of accepting organizational communication message is also influence by the accumulative contact intensity and numbers of both parties in order to establish credibility. When the employee accepts the message, he or she will give the response as a feedback to the employer/manager and spread message to the others.

Therefore effective communication in NEPA requires that message and feedback should be understood by (manager) sender and the (workers) receiver of the message. Communication would be said to be complete in an organization only when the transmitted

message is understood by the receiver and acted upon, and the sender gets feedback from the receiver of the message.

Symbolic Interaction Theory

The symbolic interaction theory was clearly explained by Lakossa and Retails in 1963 and it hinges on how communication takes place when significant symbols are shared through social activities are made possible through role-playing process and as such there could be an understanding except in the context of social interaction. This means that in every communication activity, people give meanings to things and the meaning control their behavior towards those things.

The symbolic interaction theory is relevant here because it emphasizes on interactivity. There is the need for communication, equity and human rights to interact or to be taken into consideration for better understanding and social cohesion. For an organization to excel, effective communication which mainly depends on the interaction between the communicators must be put in place. People must therefore adjust and live in a world of meaning since social life thrives only if human beings share the meaning of the symbols around them which aids effective communication.

Organizational Communication cannot be said to have effectively taken place if the parties involved have no clear understanding of the pattern of communication used. By applying the principles and strategies of effective communication among the staff of PHCN will improve her services to her target public and as such it will earn the organization a good reputation among its clients.

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Chapter three

Methodology

3.1 Research Design

A research design is a laid down guide for the researcher, with which he structures his study scientifically or systematically. It is a strategy or blue print specifying which approach will be used for gathering and analyzing data. (chukwuemeka, 2002 p.3.1)

For the purpose of this study, the explanatory mixed method was used. According to Creswell (2002:566), the explanatory mixed method design consist of first, collecting quantitative data and then collecting qualitative data to help explain or elaborate on the quantitative results. The justification for this approach is that the quantitative data and result provide a general picture of the research problem; more analysis, specifically through qualitative data collection is needed to refine, extend or explain the general picture. The relevance of survey design method is clearly explained in the words of Okoro (2007,p. 37), "as a process of gathering data from a target population through questionnaire for the purpose of reaching conclusions on subject matter of study". Responses were generated through questionnaire drawn from the objectives of the study and through a schedule interview with some of the staff of PHCN, Enugu zonal office. the interview was meant to complement the questionnaire. The designed questionnaire was used to collect quantitative data, which answered the research questions raised earlier.

Four persons were purposively selected for the interview; two of them were senior staff or PHCN and the last two were junior staff. The questions structured for the interview, answered the research questions substantially.

3.2 POPULARTION OF THE STUDY.

The population for this study comprises of the entire of PHCN, Enugu zonal office. However, information available to the researcher from the personal unit of the organization revealed that there are 320 employees in the workforce. These comprises of both the senior staff (107) and junior staff (213) of the organization. The security men, typist, messengers were not excluded.

3.3 SAMPLE SIZE

To draw a sample size for this study, the researcher made use of the total number of PHCN in Enugu zonal office. Since the number can be properly managed. A total of three hundred staff was used for the study. 320 respondents formed the sample size for this study.

3.4 SAMPLING TECHNIQUES

Since the sample size is manageable, the multi-stage sampling techniques was used to administer the copies of questionnaires to the respondents. The staffs were stratified into two major group, the senior and junior staff of the organization. At the second stage, the researcher distributed the copies of the questionnaire to both the senior and junior staff based on their population strength of each segment of the staff.

For the scheduled interview, the researcher selected (purposively) two of the senior staff and two of the junior staff for a scheduled interview and this was based on convenience.

3.5 MEASURING INSTRUMENTS.

Two research instruments were used for this study, the questionnaire and the scheduled interview. The questionnaire was segmented into three sections (the introductory part, the bio-data section and the key questions). As for the interview, the interview questions were drawn from the research questions to elicit respondents' response on the subject of discussion. The good reason for combination of these two methods was to give more credence to the research study.

3.6 VALIDITY / RELIABILITY.

The face validity technique was used to ensure the validity of the questionnaire and interview questions. The instruments were given to the project supervisor and some lecturers in the Department of Mass Communication, University of Nigeria Nsukka, for examination before administration.

On the other hand, the concept of reliability is crucial in any study and even more crucial depending on the research design selected. This is because, if a survey study is to be objective, its measures and procedures must be reliable. Reliability is arrived at when repeated measurement of the same material results in similar decisions or conclusions (Wimmer & Dominic 2011, p. 170). Based on this a post test was conducted to determine how reliable the instruments were.

3.7 METHOD OF DATA ANALYSIS.

A self-administered questionnaire was designed and personal interviews were conducted also. Data were collected primarily from the respondents through the response provided on the questionnaire and the interviews conducted. The instruments contained questions on the topic of discussion. The descriptive characteristics included age, religion,

level of education, and occupation. The response generated from the copies of questionnaire and interview were analyzed and presented in tables and charts.

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CHAPTER FOUR DATA PRESENTATION AND ANALYSIS

4.1 Data presentation and analysis

In this study, 320 copies of questionnaire were distributed personally by the researcher. Out of 320 copies of questionnaire, 298 was retrieved and analyzed as this number constituted the actual number used in the tables below. To better understand organizational communication strategies of PHCN, a mixed quantitative and quantitative method was used.

4.2 Data presentation and Analysis

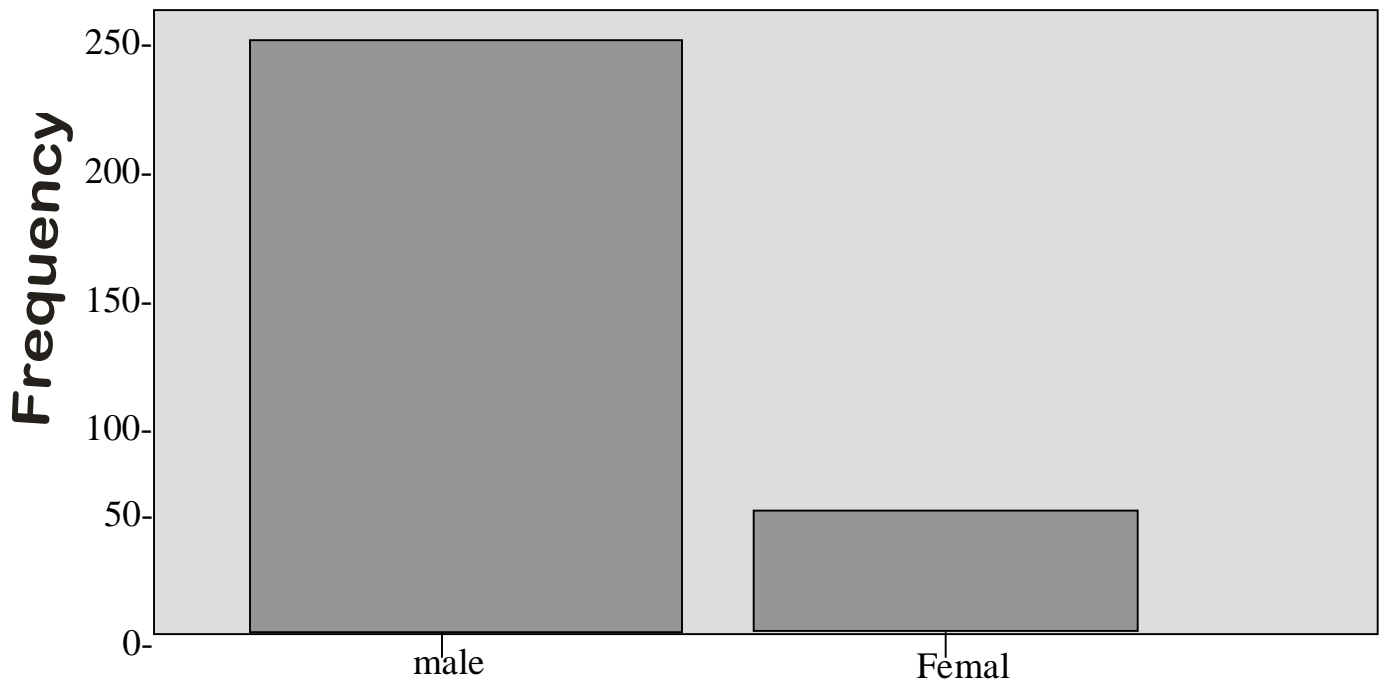
First phase: data analysis (Quantitative Approach)

Quantitative data entry and descriptive analysis were done using Statistical Package for the Social Sciences (SPSS) version 17 for Microsoft Windows. Descriptive analysis was one where frequencies and proportions were used to findings.

Table 1: Sex of Respondents

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Male	250	78.1	83.9	83.9
Female	48	15.0	16.1	100.0
Total	298	93.1	100.0	
Missing System	22	6.9		
Total	320	100.0		

Sex of Respondents



Sex of Respondents

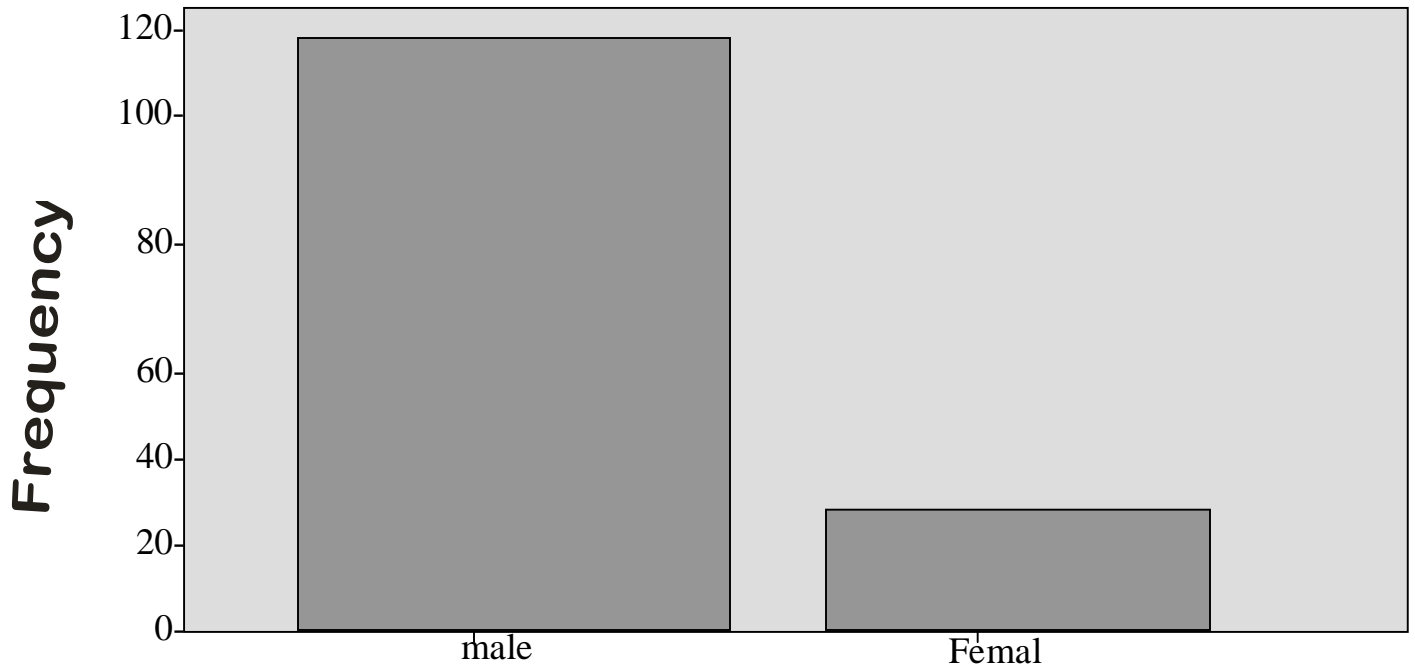
The above table and bar chart show that 250 of the respondents representing 78.1% are male while 48 of the respondents representing 15.% are female.

Table 2: Age of Respondents

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	20-30	68	21.3	22.8	22.8
	31-40	114	35.6	38.3	61.1
	41-50	96	30.0	32.2	93.3
	51 and Above	20	6.3	6.7	100.0
	Total	298	93.1	100.0	
Missing	System	22	6.9		
Total		320	100.0		

Frequency

Age of Respondents



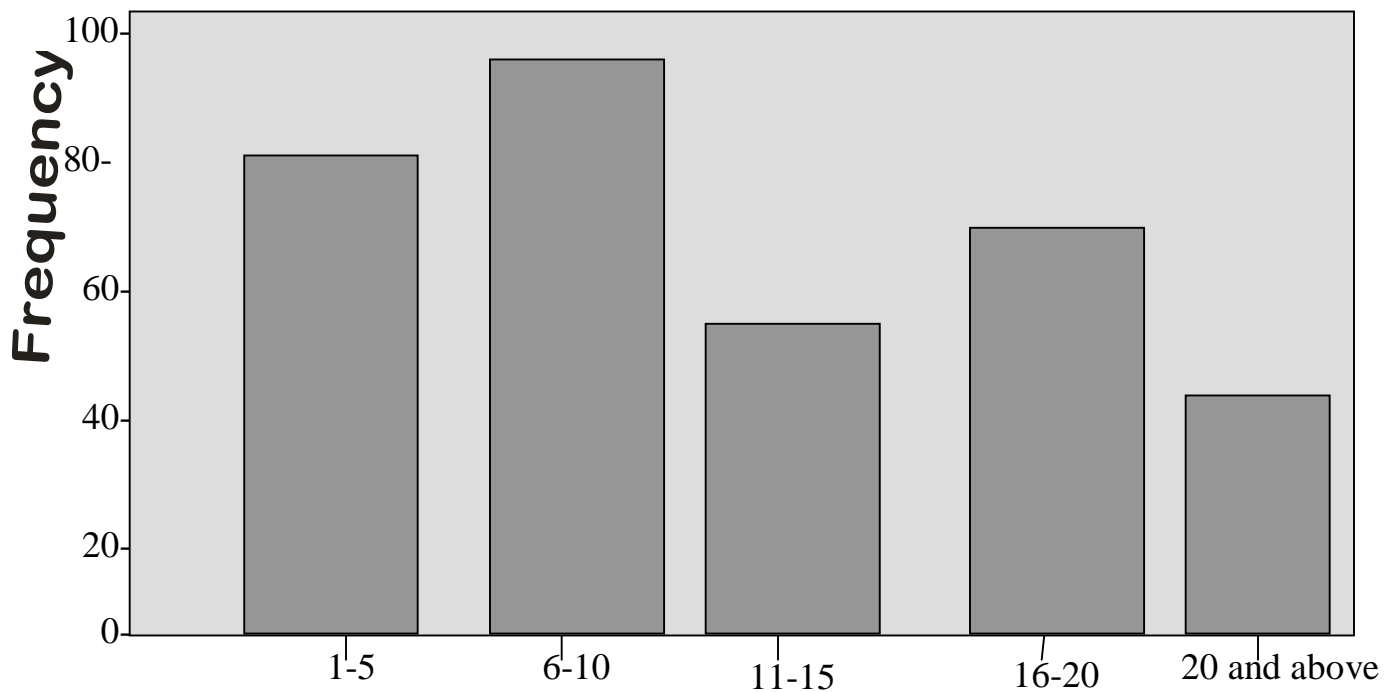
Age of Respondents

The above table and bar chart show that 68 of the respondents representing 21.3% are within age bracket of 20-30; 114 of the respondents representing 35.6% are within the age range of 31-40; 96 of the respondents representing 30.0% are within the age range 41-50, while 20 of the respondents representing 6.3 are within the age range of 51 and above.

Table 3: Respondents age of Experience

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 1-5	70	21.9	23.5	23.5
6-10	89	27.8	29.9	53.4
11-15	45	14.1	15.1	68.5
16-20	57	17.8	19.1	87.6
20 and above	37	11.6	12.4	100.0
Total	298	93.1	100.0	
Missing System	22	6.9		
Total	320	100.0		

Respondents age of Experience



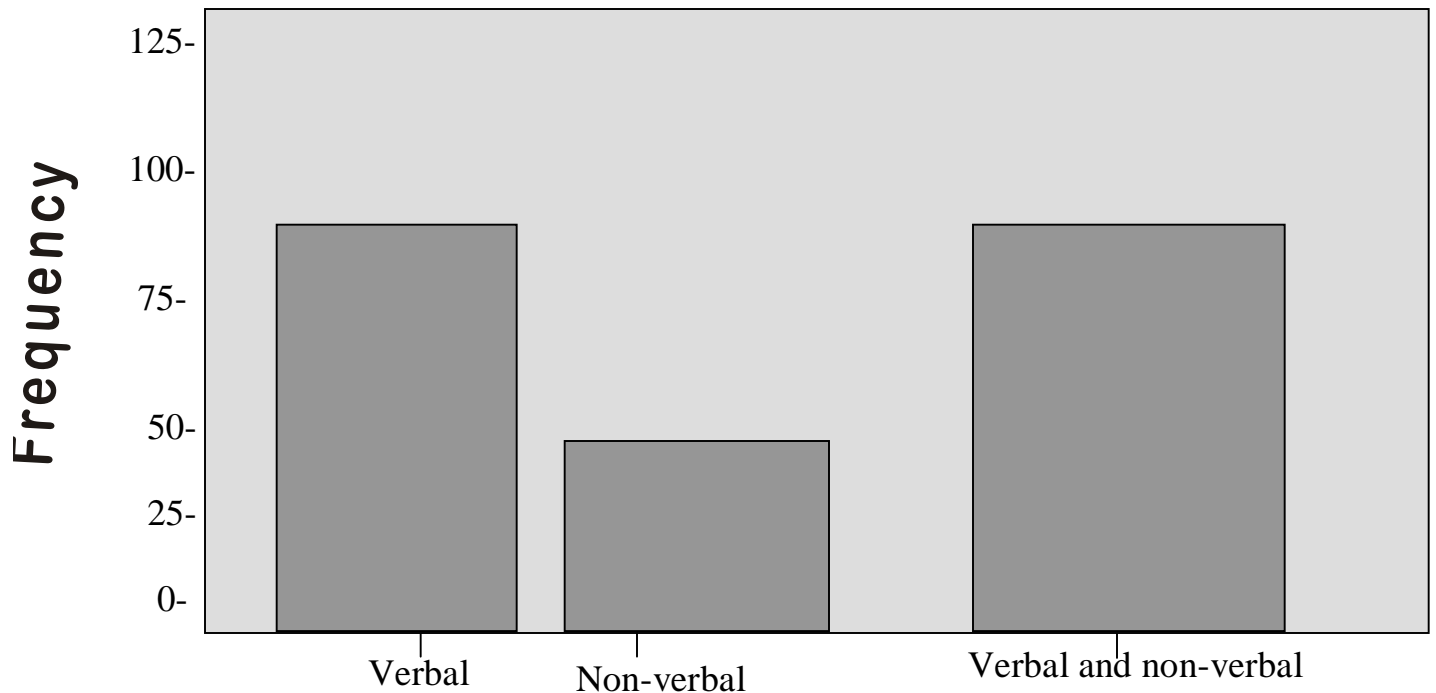
Respondents age of Experience

The above table and bar chart show that 80 of the respondents representing 24.7% had worked for 1-5 years; 89 of the respondents representing 27.8% had worked for 6-10 years; 45 of the respondents representing 14.1% had worked for 11-15 years; 57 of the respondents representing 17.8% had worked for 16-20 years, while 37 of the respondents representing 11.6% had worked for 20 and above years.

Table 4: Forms of organizational communication

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	20-30	68	21.3	22.8	22.8
	31-40	114	35.6	38.3	61.1
	41-50	96	30.0	32.2	93.3
	51 and Above	20	6.3	6.7	100.0
	Total	298	93.1	100.0	
Missing	System	22	6.9		
Total		320	100.0		

Forms of organizational communication



Forms of organizational communication

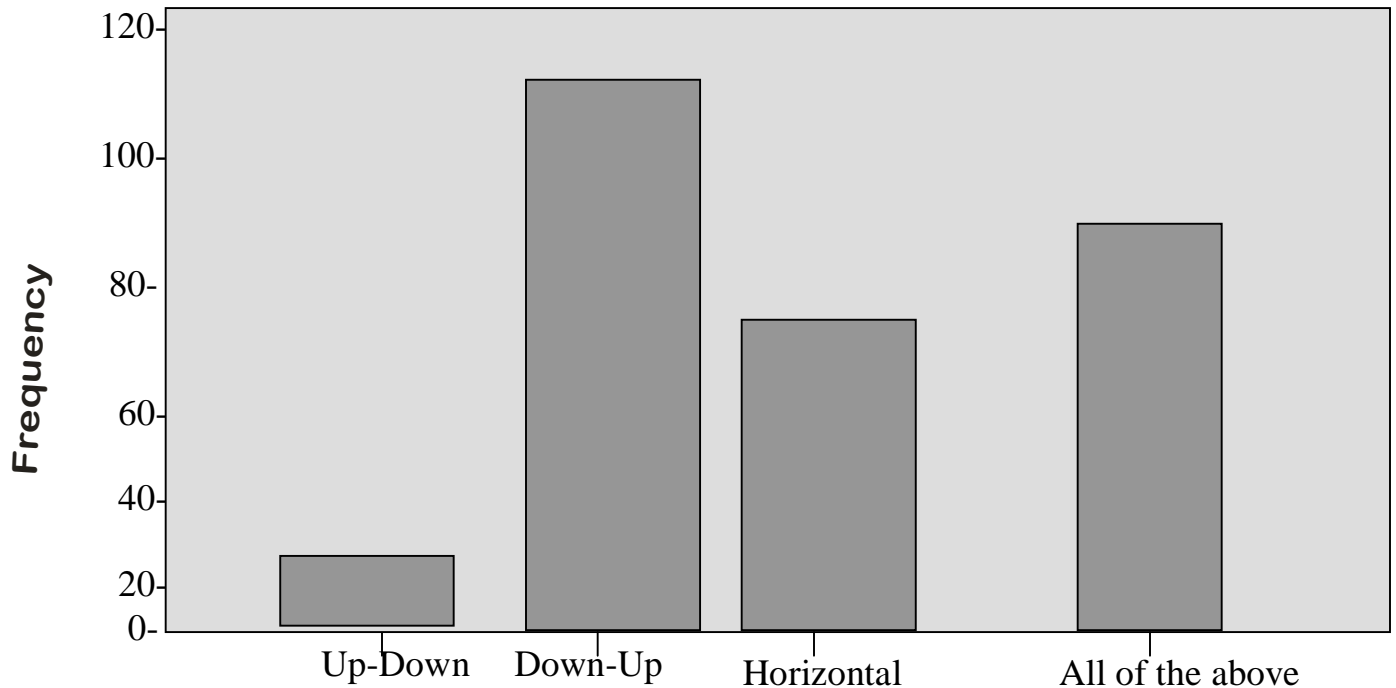
The above table and bar chart show that 102 of the respondents representing 31.9% said verbal is the form of organizational communication that exist in their organization; 59 of the respondents representing 18.4% said non-verbal communication, while 137 of the respondents representing 42.8% said verbal and non-verbal form of communication.

Table 5: Patterns of organizational communication

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid up-down	117	39.6	39.3	39.3
Down-up	23	7.2	7.7	47.0
Horizontal	62	19.4	20.8	67.8
All of the above	96	30.0	32.2	100.0
Total	298	93.1	100.0	

Missing System			
Total	22	6.9	
	320	100.0	

Pattern of organizational communication



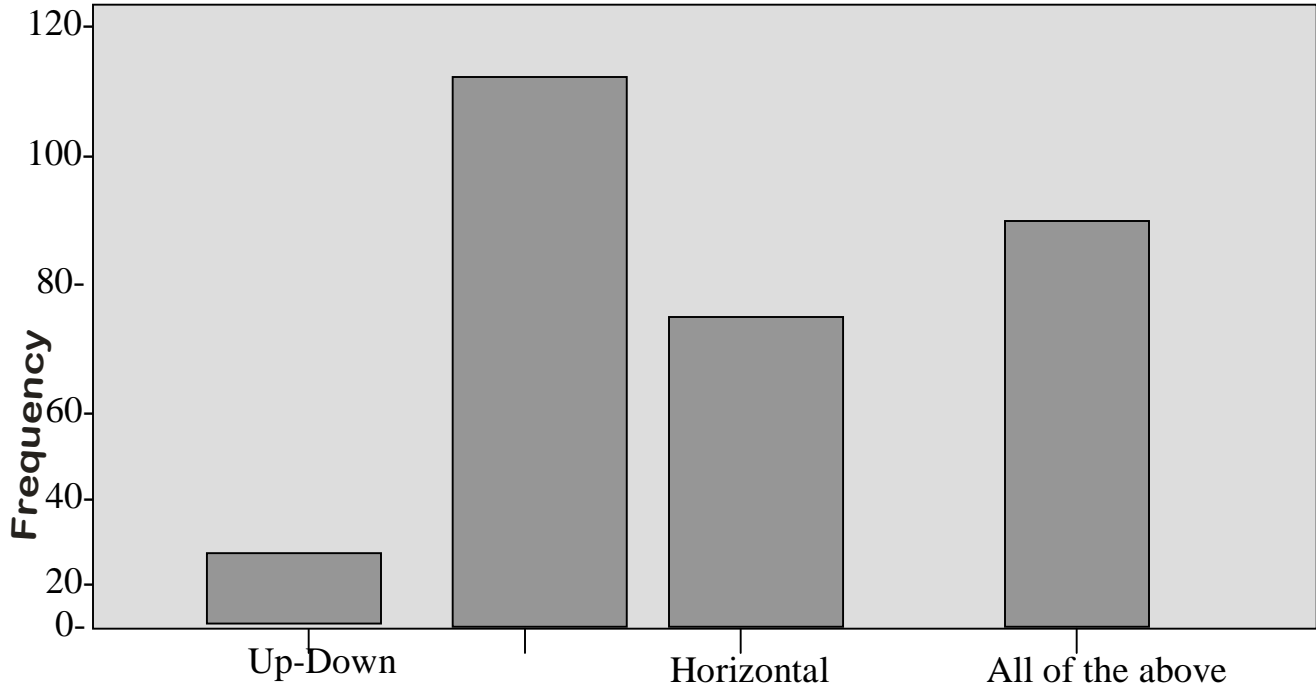
Pattern of organizational communication

The above table and bar chart indicated that 117 of the respondents representing 36.6% said up-down pattern of communication exist in their organization that exist in their organization; 23 of the respondents representing 7.2% indicated down-up pattern of communication; 62 of the respondents representing 19.4% indicated horizontal, while 96 of the respondents representing 30.0 said all of the above.

Table 6: Respondents preferred pattern of organization communication

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid up-down	14	4.4	4.7	4.7
Down-up	125	39.1	41.9	46.6
Horizontal	67	20.9	22.5	69.1
All of the above	92	28.8	30.9	100.0
Total	298	93.1	100.0	
Missing System	22	6.9		
Total	320	100.0		

Respondents preferred pattern of organization communication



Respondents preferred pattern of organization communication

The above table and bar chart show that 14 of the respondents representing 4.4% preferred up-down pattern of organizational communication; 125 of the respondents representing 39.1% said down-up pattern of communication; 67 of the respondents representing 20.9% said horizontal pattern of communication, while 92 of the respondents representing 28.8% said all of the above.

Table 7: Influence of organizational communication on staff performance

No		A	SA	D	SD
1	Communication within the Organization motives Worker to performance	140		14	
		124		20	
2	Communication within the Organization is very				

	Influential to staff growth	150	10
3	Organizational Communication helps Worker to understand their Duties very well	202 90	6 2-
4	Organizational Communication brings out The best in a staff	76 56	106 60s
5	Organizational Communication Encourages division of labour	128 17	130 23
6	Effective Organizational Communication contribute Positive to staff performance	143 32	103 20

The above table show that 140 of the respondents agreed that communication within the organization motives workers to performance; 124 of the respondents strongly agreed; 14 of the respondents disagreed, while 20 respondents strongly disagreed. The statement, communication within the organization is very influential to staff growth, shows that 122 of the respondent agreed with the statement; 150 respondents strongly agreed; 16 of the respondents agreed that organizational communication helps workers to understand their duties very well; 90 respondents agreed that organizational communication brings out the best in a staff; 56

Respondents strongly agreed; 106 of the respondents disagreed, while 60 strongly disagreed. Furthermore, 128 of the respondents agreed that organizational communication encourages division of labour; 17 of the respondents strongly disagreed. 143 of the respondents agreed that effective organizational communication contributes positively to staff performance; 32 strongly agreed; 103 respondents disagreed, while 20 strongly disagreed.

Table 8: Roles of organizational communication strategies in ensuring good performance in PHCN

No		A	SA	D	SD
1	Organizational Communication promotes Team work among staff	128 170		- -	
2	Organizational Communication reduces Grape vine in the Organization	142 33		73 50	
3	Organizational Communication promotes Better understanding of duties	66 232		- -	
4	Organizational Communication promotes Organizational growth	42 109		92 55	
5	Organizational Communication promotes Innovations amongst staff	56 42		110 90	
6	Effective organization	196			

	Communication makes Staff to be committed to Their duties	102	
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The above indicates that 128 of the respondents agreed that organizational communication promotes team work among staff, while 170 respondents strongly agreed. 142 of the respondents agreed that organizational communication reduces grape vine; 33 respondents strongly agreed; 73 of the respondents disagreed, while 50 of the respondents strongly disagreed. However, 66 of the respondents agreed that organizational communication promotes better understanding of duties, while 232 respondents strongly agreed. Furthermore, 42 of the respondents agreed that organizational communication promotes organizational growth; 109 of the respondents strongly agreed; 92 of the respondents disagreed, while 55 of the respondents strongly disagreed. 56 of the respondents agreed that organizational communication promotes innovation amongst staff; 42 of the respondents strongly agreed; 110 of the respondents disagreed, while 90 respondents strongly disagreed. 196 of the respondents agreed that effective organizational communication makes staff to be committed to their duties, while 102 strongly agreed.

Table 9: Problems of organizational communication in PHCN

No	Responses	A	SA	D	SD
1	Communication upward Causes break down of communication	42 28		160 68	
2	Poor personal relations Between superior and Subordinate creates mutual Suspicion amongst staff	101 197		- -	
3	Poor designed Organizational structure Effects organizational communication.	179	114	- -	
4	Managers poor Communication skills Affects effective Organizational communication	121 102		65 10	
5	Lack of effective communication channels affects organizational communication	77 221		- -	
6	Individual difference also Affects organizational communication	23 44		150 81	

The above table shows that 42 of the respondents agreed that communication upward causes break down of communication; 28 respondents strongly agreed; 160 of the respondents disagreed, while 68 respondents strongly disagreed. However, 101 of the respondents agreed that poor personal relationship between superior and subordinate creates mutual suspicion amongst staff, while 197 strongly agreed. 179

of the respondents agreed that poor designed organizational structure affects organizational communication; 114 of the respondents strongly agreed, while 5 of the respondents disagreed. 121 of the respondents agreed that managers' poor communication skills affect effective organizational communication; 102 of the respondents strongly disagreed.

Furthermore, 77 of the respondents agreed that lack of effective communication channels affect organizational communication, while 221 of the respondents strongly agreed. Finally, 23 of the respondents agreed that individual differences also affect organizational communication; 44 of the respondents strongly agreed; 150 of the respondents disagreed, while 81 of the respondents strongly disagreed.

Second phase (Qualitative Approach)

Here the researcher selected (purpositively) four managers from the four senatorial zones to answer the questions. Letter "A" "B" "C" and "D" was used to represent the senior staff while letter C and D was equally used to represent the name of junior staff interviewed. Under this section, only four interview questions were used, however this segment (interview) was designed to support the respondents gotten from the questionnaire.

Interview Question 1: What do you understand by organizational communication?

Respondents	Responses
A	Organizational communication means sharing information between Personal within and outside the organization.
B	This is a type of communication that involves two or more persons. It is a one-on-one form of communication
C	When there is a discussion between people within and out the organization, it is referred to organizational communication.
D	This is one of the classes of communication; it has to do with communicating not with oneself (intrapersonal) but with people in a particular organization.

Field Survey 2013

Interview Question 2: How effective can you say organizational communication has helped in promoting staff performance in your organization?

Respondents	Responses
A	It has been very effective, organizational communication has actually foster team work among staff which has also helped in staff performance.
B	To a large extent, it has helped.
C	It has helped a lot, we send information to staff and people outside the organization, including our customers and it have improve job performance among the staff
D	I cannot actually say, but so good so far, we are trying in our work.

Field Survey 2013

Interview Question 3: What do you think are the roles organizational communication plays in an organization?

Respondents	Responses
A	This type of communication gives room for mutual understanding among staff of the organization as well our customers.
B	One can not mention all the roles organizational communication in an organization; however foster cooperation in an organization.
C	Talking on the roles organizational communication plays in an organization to achieve her set goals.
D	Organizational communication is very important in any organization that wants to grow; it gives staffs a sense of belonging to an organization. It unites staffs together and when there is unity, progress is certain.

Field Survey 2013

Interview Question 4: What are the challenges confronting organizational communication in your organization?

Respondents	Responses
A	There are no challenges as such, but most times people find it difficult to comprehend your message.
B	Well, I can't say there are challenges for now.
C	I don't know of any.
D	The problem we face here is that those at the top of affairs hardly take advice from the junior staff.

Field Survey 2013.

4.2 Discussion of Findings

Research question 1: What are the various patterns of organizational communication strategies used by Power Holding Company of Nigeria (PHCN).

Table and bar chart shows that 102 of the respondents representing 31.9% said verbal is the form of organizational communication that exist in their organization; 59 of the respondents representing 18.4% said non-verbal communication, while 137 of the respondents representing 42.8% said verbal and non-verbal form of communication. Table and bar chart 5 indicated that 117 of the respondents representing 36.6% said up-down pattern of communication exist in their organization; 23 of the respondents representing 7.2% indicated down-up pattern of communication; 62 of the respondents representing 19.4% indicated horizontal, while 96 of the respondents representing 30.0 said all of the above.

Also table and bar 6 shows that 14 of the respondents representing 4.4% preferred up-down pattern of organizational communication; 125 of the respondents representing 39.1% said down-up pattern of communication; 67 of the respondents representing 20.9% said horizontal pattern of communication, while 92 of the respondents representing 28.8% said all of the above.

These findings are in line with Zagan-Zelter (2006:69-78) organizational communication is of categories:- Verbal communication (written, oral and lately, electronic, with the remark that there are authors who consider that this type of communication should be taken separately; the common element with the other

two is the use of the word as the fundamental element); Non-verbal communication (which owns in fact a great proportion of the quantity of transmitted messages, almost 70% and which has such forms as gestures, mimics, the tone of the voice or punctuality).

Research question 2: What influence does organizational communication strategies have on the staff of PHCN?

Table 7 indicated that 140 of the respondents agreed that communication within the organization motivates workers to performance; 124 of the respondents strongly agreed; 14 of the respondents disagreed, while 20 respondents strongly disagreed. The statement, communication within the organization is very influential to staff growth, shows that 122 of the respondents agreed with the statement; 150 respondents strongly agreed; 16 of the respondents disagreed, while 10 strongly disagreed. However, 202 of the respondents agreed that organizational communication helps workers to understand their duties very well; 90 respondents strongly agreed, while 6 of the respondents disagreed. Also 76 of the respondents agreed that organizational communication brings out the best in a staff; 56 respondents strongly agreed; 106 of the respondents disagreed, while 60 strongly disagreed. Furthermore, 128 of the respondents agreed that organizational communication encourages division of labour; 17 of the respondents strongly agreed; 130 of the respondents disagreed, while 23 respondents strongly disagreed. 143 of the respondents agreed that effective organizational communication

Contributes positively to staff performance; 32 strongly agreed; 103 respondents disagreed, while 20 strongly disagreed.

Also these finding are in with previous work of Wehrich and Koontz (2005). According to them, the purpose of communication in an organization is to effect change to influence action toward the welfare of the enterprises. Communication is essential for the internal functioning of enterprises because it integrates the managerial functions. According to them, communication is needed of an organization for the following reasons:

- i. To establish and disseminate the goals of an organization
- ii. To develop plans for their achievement
- iii. To organize human and other resources in the most effective and efficient way
- iv. To select, develop and apprise members of the organization
- v. To lead, direct, motivate and create a climate in which people want to contribute and
- vi. To control performance

Research question 3: What role has organizational communication strategies on the efficiency of PHCN?

Table 8 indicates that 128 of the respondents agreed that organizational communication promotes team work among staff, while 170 respondents strongly agreed. 142 of the respondents agreed that organizational communication reduces grape vine; 33 respondents strongly agreed; 73 of the respondents disagreed, while

50 of the respondents strongly disagreed. However, 66 of the respondents agreed that organizational communication promotes better understanding of duties, while 232 respondents strongly agreed. Furthermore, 42 of the respondents agreed that organizational communication promotes organizational growth; 109 of the respondents strongly agreed; 92 of the respondents disagreed, while 55 of the respondents strongly disagreed. 56 of the respondents agreed that organizational communication promotes innovations amongst staff; 42 of the respondents strongly agreed; 110 of the respondents disagreed, while 90 respondents strongly disagreed. 196 of the respondents agreed that effective organization communication makes staff to be committed to their duties, while 102 strongly agreed.

Ahmed (2008) study on interpersonal communication as a determinant of organizational effectiveness of academic libraries in Kwara State is in line with the findings, observed that inappropriate attentiveness of an information receivers affects communication. This implies that organizational effectiveness cannot be achieved with low commitment to communication and inattentiveness. More than 70% of the respondents acknowledge that efficient resource management can be attained through effective interpersonal communication.

Also, Osemeke (2008) study on effective communication and performance improvement in Nigeria is in the same direction with the finding. He observed that effective communication in an organization improve its performance, thereby Enhancing the achievement of the organizational objectives. His findings is in line with Nwanwene, (2007:433-441) and Hahn, (2007). According to them, communication is a very vital process in every organization. People at work spend a great deal of time communicating with each other in meeting, over the phone via-email. Communicating

effectively means being able to send messages across the organization that is easy to understand and accurate. When communication flows accurately and effectively, the organization will run smoothly. The ability of the management of an organization to adopt strategies to manage the identified barriers to communication will improve the overall performance of the organization.

Research question 4: What are the problem associated with organizational communication strategies in PHCN?

Table 9 shows that 42 of the respondents agreed that communication upward causes break down of communication; 28 respondents strongly agreed; 160 of the respondents disagreed, while 6

8 respondents strongly disagreed. However, 101 of the respondents agreed that poor personal relationship between superior and subordinate creates mutual suspicion amongst staff, while 197 strongly agreed. 197 strongly agreed. 179 of the respondents agreed that poor designed organizational structure affects organizational communication; 114 of the respondents strongly agreed, while 5 of the respondents disagreed. 121 of the respondents agreed that managers poor communication skill affective organizational communication; 102 of the

Respondents strongly agreed; 65 of the respondents disagreed, while 10 of the respondents strongly disagreed.

Furthermore, 77 of the respondents agreed that lack of effective communication channels affects organizational communication, while 221 of the respondents strongly agreed. Finally, 23 of the respondents agreed that individual differences also affect organizational communication; 44 of the respondents strongly agreed; 150 of the respondents disagreed, while 81 of the respondents strongly disagreed.

Furthermore, Osemeke (2008) is in line with this findings. According to him frequent communication breakdown is one of the most important problems in organizational communication within an organization. However, communication problems are often systems of more deeply rooted problems as a result of poor planning which may be the cause of uncertainty about the direction of the organization (Weihrich & Koontz 2005). In the same direction, Holmes (2007) cited in Osemeke (2008) stated that a poorly designed organization structure may not clearly communicate organizational relationships. Vague performance standards may leave managers uncertain about what is expected of them

Findings from the Interview

The interviewees have good understanding of what organizational communication is all about. The interviews staff also agreed that organization Communication has helped in promoting the organization's performance. Those interviewed actually know the roles organizational communications plays in an organization as some of the roles were mentioned. Some of the challenges noted include difficulties in understanding of message and the gap between senior staff and the junior staff.

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CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 Summary

The main thrust of this study was to evaluate organizational communication strategies of PHCN on its efficiency. In doing this, PHCN Enugu zonal office was used as a study. Using four research questions that bordered on various patters of organizational communication strategies of PHCN, influence of organizational communication strategies, roles of organizational communication strategies and the problems with organizational communication strategies.

The study summarized in five broad chapters. The second chapter dealt with review of the related literature looking at Communication, nature of organizational communication on the efficiency of an organization, problems of organizational communication on organizational efficiency of and organizational communication, problems of organizational communication on organizational communication efficiency and theoretical framework

Chapter three contained the research methodology. The data collected was presented and analyzed in chapter four using table and percentage frequency. It was revealed that organizational communication strategies have been useful on the efficiency of PHCN.

5.2 Conclusion

There are various patterns of organizational communication strategies that exist in PHCN. Organizational communication strategies has influence in the

Productive level of the staff and efficiency of PHCN. Various role such as, promoting team work, reducing grape-vine, promoting organizational communication in their organization. However, there are some problems identified that hinder effective organizational communication. This include, poor personal relations between superior and subordinates, poor designed organizational structure, managers poor communication skill and lack of effective communication channels

5.3 Recommendations

Based on the findings, the following recommendations were made:

- Poor personal relations between superior and subordinate should be discouraged at all level of operation. Effective communication within an organization cannot be realized if there is no cordial relationship between the sender of the message and the receiver. This can only be possible where frame of reference between the parties involved (understanding).
- Organizational structure should be designed in such a way that guarantees free flow of Communication. Communication can only flow well in an organization that combines various patters like up-down, down-up, and horizontal, not like dictatorship pattern of communication
- Proper routine training of mangers on communication process and the sue of communication in an organization should be uphold by organizations that want to survive.
- Selecting the appropriate communication patter and vehicle should be prioritized for effective understanding of mangers and staff within and outside organizations.
- The management should ensure that both senior and junior staffs of the organization have good and smooth rapport among themselves.

QUESTIONNAIRE

Department of Mass Communication,
University of Nigeria,
Nsukka,
Enugu State.

Dear Respondents,

I am a postgraduate student in the above named department and institution. I am carrying out research on: An evaluation of the efficiency of organizational communication strategies on power Holding Company of Nigeria, Enugu zonal office. This research is part of the requirements for the award of the degree of masters of Arts in Mass Communication. As the study is purely academic and requires accurate and pure information. I assure you that your response will be treated confidentially.

Thanks for your cooperation.

Yours faithfully

Ezeji Innocent Chika

INTRODUCTION

Please answer the question as truthful possible by marking -Xö in the appropriate boxes provided and filling the spaces where need be.

Part A (PERSONAL DATA)

1. Sex: Male () Female ()
2. Age: 20-30 () 31-40 () 41-50 () 51 and above ()
3. Age of Experience: 1-5 () 6-10 () 16-20 () 20 and above ()
4. What form of organization communication exist in PHCN
A. Verbal () B. Non-Verbal () C. Verbal and Non-verbal ()
5. What are the patter(s) of communication that occur in your organization?

Patterns	Tick (x)
Up-down	
Down-up	
Horizontal	
All of the above	
None of the above	
Total	

6. Which of these patterns do you prefer?

Patterns	Tick (x)
Up-down	
Down-up	
Horizontal	
All of the above	
Total	

7. Influence of organizational communication on staff performance

No		A	SA	D	SD
1	Communication within the organization motives worker to performance				
2	Communication within the organization is very influential to staff growth				
3	Organizational communication helps worker to understand their duties very well				
4	Organizational communication brings out the best in a staff				
5	Organizational communication encourages division of labour				
6	Effective organizational communication contribute positively to staff performance				

8. Roles of organizational communication strategies in ensuring good performance in PHCN

No		A	SA	D	SD
1	Organizational Communication promotes team work among staff				
2	Organizational communication reduces grape vine in the organization				
3	Organizational communication promotes better understanding of duties				
4	Organizational communication promotes organizational growth				
5	Organizational communication promote Innovations amongst staff				
6	Effective organizational communication makes staff to be committed to their duties.				

9. Problems of organizational communication in PHCN

No	Response	A	SA	D	SD
1	Communication upward causes break down of communication				
2	Poor personal relations between superior and subordinate create mutual suspicion amongst staff				
3	Poor designed organizational structure affects organizational communication.				
4	Managers poor communication skills affects effective organizational communication				
5	Lack of effective communication channels affects organizational communication				
6	Individual difference also affects organizational communication				