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Dissertation

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Management of communication problems in organisations: the study of Anambra manufacturing company limited, Enene Enugu

JULY 1992

TITLE PAGE

MANAGEMENT OF COMMUNICATION PROBLEMS IN
ORGANISATIONS: THE STUDY OF ANAMBRA MOTOR
MANUFACTURING COMPANY LIMITED, EMENE, ENUGU

A Thesis submitted in partial fulfilment of
the requirements for the award of the degree
of Masters in Public Administration.   To the
Sub-Department of Public Administration/
Local Government, University of Nigeria,
Nsukka.

By

ANAZODO, JANEFRANCIS IJEOMA
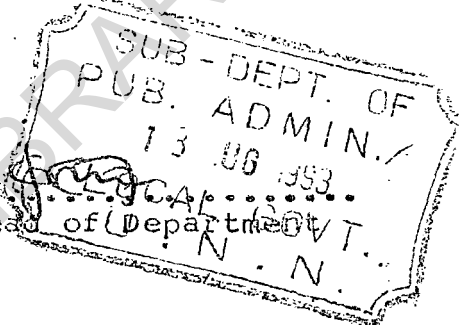(PG/MPA/91/12318)

JULY 1992

APPROVAL PAGE

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CERTIFICATION

Miss Janefrancis Ijeoma Anazodo, a postgraduate student in the Sub-Department of Public Administration and Local Government and with the Registration Number PG/MPA/91/12318 has satisfactorily completed the requirements for the course work and research work for the degree of Master in Public Administration.

The work embodied in this thesis is original and has not been submitted in part or full for any other diploma or degree of this or any other University.

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Dr. C. O. Ejimofor   Dr. C. O. Ejimofor
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DEDICATION

TO MY PARENTS

SIR AND MRS. A. A. ANAZODO

PREFACE

Communication is the life wire of any organisation. As a fundamental tool in management, it has been of primary concern to administrators in all human institution. Wherever there are two or more people working towards the achievement of set objectives, success is naturally inconceivable in the absence of effective communication among the group.

George R.T. has defined management as a distinct process consisting of planning, organizing, actuating and controlling performed to accomplish objectives by the use of people and resources.

From the above definition, it becomes evident that people are instrumental to the achievement of organisational objectives. Although material resources are important, resources on their own cannot achieve these objectives. It is people who have to manipulate these material resources to accomplish the objectives. This calls for concerted efforts which will not be possible without effective communication among members of an organisation.

Effective communication helps to ensure co-ordination of activities in the various department of an organisation and help prevent the tendency of members or sections of an organisation working in isolation in the pursuit of the organisational goals. In other words, communication helps in the attainment of corporate goals of an organisation.

The importance of communication cannot be over-emphasized, hence my interest in carrying out this study. The study, "Management of communication problems in organisation: The study of ANAMMCO, is intended to examine critically the barriers to effective communication in organisations with reference to ANAMMCO. In doing this, the study has being arranged under six chapters.

Chapter one is the introductory chapter. It contains the statement of problem, purpose and significance of the study, Literature Review, Theoretical framework, Hypotheses and Methodology.

Chapter two focused on the operations of ANAMMCO my case study. This includes, the historical background, organisational structure, objectives and functions and

capital formation of the company.

Chapter three is the communication framework in ANAMMCO. It focussed on the channels and types of communication being used in the company. The importance of communication in the organisation is also included.

Chapter four treated the barriers to effective communication in organisations, the consequences of ineffective communication and the management of the barriers to effective communication.

The data used for the study was presented and analysed in chapter five.

Chapter six which is the last chapter, is the conclusion and recommendation.

ACKNOWLEDGEMENT

I deem it necessary and proper to acknowledge the valuable assistance I received from various people, which made it possible for this work to be a success. First, I wish to express my profound gratitude to my supervisor, Dr. C. Ejimofor, for the fatherly advice and guidance he gave me throughout the work.

I am equally grateful to Mr. B. C. Nwankwo who gave me good encouragement.

To my beloved parents Sir and Mrs. A. A. Anazodo, I am greatly indebted for the numerous sacrifices they made towards my education.

My sincere gratitude goes also to my brother Mr. Tony Anazodo who immensely contributed to my education. To my sisters and brothers, I am grateful for their encouragement and prayers.

My appreciation is also extended to Ifeoma, Bona, Emenike, Tony Anusi and especially my dearest Pat. Dozie Nwabunnia whose concern acted as a source of inspiration and strength. This helped in the successful completion of the work.

Finally, I am very grateful for the financial assistance recieved from CODERSIA which immensely helped me complete this work.

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CHAPTER ONE

STATEMENT OF PROBLEM

Communication is basic to the existence and survival of any human organisation. It is the means by which organised activity is unified, the means by which social inputs are fed into the social system or organisations, the means by which behaviour is modified, change is effected, information is made productive and goals are achieved be it in business, the government, the military and other such organisations.

Management as defined by Denyer is concerned with the direction and control of an enterprise and involves planning or directing of the work of others.[1] These managerial functions cannot be successfully carried out in the absence of a good communication net-work.

All organisations have certain objectives that they wish to accomplish. For the objectives to be accomplished satisfactorily, it is essential that there be effective communication amongst the members of the various departments in the organisation. Communication may be defined as purposive inter-changes of ideas, opinions, information, instructions and the like, presented personally or impersonally by symbol or signal so as to attain the goal

of the organisation.[2]

The importance of communication in organisations and in enterprises is expressed in the saying that a manager can make good decisions, think out well conceived plans, establish a sound organisation structure and even be well liked by his associates because he appreciates the social system of the organisation; but if he cannot communicate or give orders properly, as some call it, all these will fail the organisation's achievement of its objectives.[3]

Drucker while discussing the importance of communication in management said that the manager has a specific tool, that is information. He does not handle people, he motivates, guides and organises people to do their own work. His tool, his only tool to do this is the spoken or written word or the language of numbers.[4] Whether the managerial job is engineering, accounting, or selling, the manager's effectiveness depends on his ability to listen and to read, on his ability to speak, and to write. He needs skill in getting his ideas across to other people as well as skill in finding out what other people are after. This implies that communication is needed to convey information necessary for the

on-going operations and that it can have effect in the attitudes of the people in the organisation.

Communication is therefore, essential both for internal and external functioning of the organisation. It's need internally include to develop plans for their achievements, to organise resources in the most effective and efficient way, to select, develop, appraise members of the organisation; to lead, direct, and motivate and create climate in which people want to contribute and to control performance. Also communication is needed externally because it is through information exchange that the manager becomes aware of the needs of the customers, the availability of supplier, the claims of stockholders, the concern of the community and the regulation of governments. It is through communication that an organisation becomes an open system interracting with its environment.

The importance of effective communication to the achievement of the organisation goals cannot be over-emphasized. This is no less true in ANAMMCO the organisation of study. If management does not take proper steps to impose a framework for communication in the organisation, a system will evolve by default which may

be dysfunctional for the organisation. The consequences
of such a situation might include misunderstanding,
rumours, and conflicts. Besides delay in communication
may result in great financial losses for the organisa-
tion.

Since it is clear that ineffective communication
will most likely lead to low productivity, low morale
for the employees and conflicts in organisation, the
question now is "What situations create communication
problems?". In other words, what are the barriers to
effective communication. Many factors are said to hinder
effective communication, they include, timing, distortion,
filtering, over-loading, routing, perception, assumption,
language difference, personality differences, powers of
superior etc. These and many more are what this study is
aimed at critically examining and to see how they hinder
effective communication.

1.2 **THE PURPOSE AND SIGNIFICANCE OF THE STUDY:**

The purpose of this study: Management of Communica-
tion problems in organisations - the case of ANAMMCO is
to generally examine the communication system in organisa-
tions, and to bring to limelight how these factors affect
organisations.

Finally, the study will highlight how these factors should be managed in organisations and also recommend how to ensure effective communication in organisations. All these would be done in reference to my case study, ANAMMCO.

The contribution of this study lies in the fact that it will serve as an eye-opener particularly to ANAMMCO and generally to other organisations, to the factors that hinder effective communication in organisations. The study will also help the management to know how to manage these factors. Knowledge of this will help them invariably to restructure their organisation's communication system accordingly. It will also help the management of organisations to pin-point the problems that hinder their organisational performance apart from the inadequacy of funds.

To the researcher as an aspiring manager, the study would help to direct her mind to some of the major problems that would confront her in the actual practice of management. Knowledge of this will no doubt be useful when the time comes. As A.G. Charles quoting Patrick H. puts it this way: "I know no way of judging the future but by the past".[5]

1.3 THE LITERATURE REVIEW:

An organisation is a combination of people, or individual efforts working in pursuit of certain common purposes called organisational goals.[6] It is a group of two or more people working to achieve a goal or goals.[7] The goals may be such things as profit, spreading of knowledge, national defence, social satisfaction. An organisation may also be defined as a system of inter-independent activities encompassing at least several primary groups and usually characterised by a high degree of rational behaviours towards ends that are of common knowledge.[8]

From the above definitions, we understand that an organisation is nothing but a mechanism designed to accomplish corporate objectives.

An organisation comprises individuals and **group** of people interacting on a relatively continuous basis and utilising relevant technology, whose activities are differentiated, integrated and directed towards the achievement of common goals and objectives. Most, if not all, organisations are directed towards the attainment of multiple goals. Multiple goals increase the complexity of the network of organisational processes and systems.

Communications are central phenomena in organisations. Organisation and communication may infact be identical substance. Where there is organisation, there is communication, and vice-versa. An organisation may be nothing more and nothing less than a communication network.[9] The various parts of an organisation must necessarily be in communication with another for the achievement of the organisation goals and objectives. In addition to serving as the matrix which links members together in organisation in various way, communication serves as a vehicle by which organisations are embeded in their environments. The inputs and outputs of organisations are mediated through communication. In an exhaustive theory of organisation, communication would occupy a central place, because the structure, extensiveness, and scope of the organisation are almost entirely determined by communication techniques.[10] Likewise, organisational structure affects the communications network.

Communication Defined

It is indeed, common that the mere mention of the word communication conjures up pictures of the telephone, letters, telegramms, television, cables, radio etc. in the mind of the man in the street. However, these pictures

represent examples of some of the instruments for communication, but do not define what communication is. Communication basically, has to do with how these and other instruments are employed in the act and art of passing information from person to person/persons.

Communication is the **process** by which information is transmitted between individuals or organisations by means of commonly accepted symbols in other to elicit a particular response.[11] It can also be defined as the act of inducing others to interpret an idea in the manner intended by the speaker or writer.[12] It is the process of transmitting meanings from sender to receiver.[13] Communication also is the act of imparting information and understanding to another person.[14]

Lastly, communication may be defined as a purposive interchanges of ideas, opinions, information, instructions, and the like, presented personally or impersonally by symbol or signal as to attain the goals of the organisation.[15]

The above definition of communication is quite a comprehensive one. It encompasses the basic elements of good communication. These include:

1. Purposive - which means that for effective communication, there must be predetermined objectives.

2. Interchanges - which denotes that communication should always involve at least two or more people.

3. Ideas, opinions, information, instructions and the like - the content of the message will vary depending on the purpose or circumstance for communicating.

4. Personally or impersonally - communication channels chosen may be direct e.g. face to face or indirect e.g. letter, memo etc.

5. By symbol or signal - some devices or methods of communication should be employed to convey the message.[16]

Communication can be understood as that indispensable function of people and organisation through which the organisation or organism relates itself to its environment and relates to its parts and its internal processes one to the other. For communication to take place, there must at least be two persons/parties. In other words, the sender and receiver.

Communication in organisations is a two way process.

It comprehends both the transmittal to a decisional
center of orders, information and advice, and the
transmittal of the decisions reached from this centre
to other parts of the organisation. Moreover, it is a
process that takes place upward, downward, and laterally
throughout the organisation.

The Communication Process

Regardless of how we transmit meaning and information
in organisation, communication involves a process. This
fact is vividly highlighted by Kazmier L.J. when he
wrote: "information and understanding are passed to the
receiver, and knowledge of its effect is passed back to
the sender in the words of feedback".[17] This sequence
of a sender conveying information to the receiver and the
recipient sending back the feedback to the sender is
known as the communication process.

Different authors have categorized the communication
process according to their own perspective and ideolo-
gies. To some it involves three processes, to some four,
and still to some nine. However, whatever number it is
categorized into is not relevant, the important fact is
that communication process involves the following:

Ideation is the first step in the communication process. It is at this stage that the message or information is conceived and formulated. This first step is the most crucial as subsequent stages are fruitless without a message. More importantly once the idea created in this step is poorly formulated and sent out, it can never be corrected and this will invariably affect the whole process. Therefore, the motto for this stage is "You think out what you want to say, before you commit it to paper".[18]

In the second step, the encoding process, the ideas that have been formulated are reduced to symbols that adequately represent and describe the ideas the sender will convey to his intended receiver. It is necessary at this step for the sender to consider the status or class of his receivers to help him know the symbols and type of language to use. This is very important for effective communication, as the ultimate success of a communication effort depends on the effect it has on the receiver's behaviour.[19] Besides, the sender at this step also selects the appropriate media for transmitting the symbols, whether it be written communication, face to

face oral communication or some other forms. The media selected should be appropriate for the receiver and the situation.

The third step is the transmission of the message as encoded. This stage confirms the method selected in the preceding stage. The sender also chooses certain channels such as by-passing or not by-passing their middle manager and also how to communicate with careful timing. At this step, the sender begins to lose control of the message. Such things as distortion, noise, interruption and breakdowns in the mechanical means of communication can interfer with the message's transmission. However, to counter the effect of noise, any message that does not produce the desired result in the first journey should be repeated through the same or different channels.

Receiving the message which is the fourth step is a very important step in the communication process. Initiative is transfered to the receiver who tunes to receive the message. Essential here is getting the receiver's attention so that he will "tune in" on the message. The best message is of little use unless the receiver listens or reads and attempts to understand it.

No matter how important and informative the message may be, if the receiver is unco-operative, defensive, disinterested or not perceptive, the message is lost.

The fifth step, is that of decoding what was encoded in step two. Here the receiver tries to read meaning from and give meaning to the symbols, words and expressions used by the sender. Understanding is a key to the decoding process. The effectiveness of communication therefore is a function of the receiver's understanding of the message.

The **sixth** step is that of action. Change occurs in the receiver's attitudes. The receiver acts in response to the communication received, this may take many forms; he may simply file the information for future reference, perform a specific function, ask for more information, or disagree. However, the reaction of the receiver to message he receives is a function of his perception of the message.

Finally, there is the feedback. Senders in Organisations always want their receivers to accept their communication to ensure improved co-operation and motivation among members. Similarly, they want some feedback because it establishes, the basis for improved understanding.

Feedback also serves as a reporting system through
which the impact of the message on the receiver is
channeled to the message originator. This channel
makes communication a two-way process and adjustment
is also made possible. However, there can be no
assurance of any kind that communication has taken
place, unless there is a feedback to the sender in the
form of acknowledgement that the message has been
received.[20] Feedback is essential for effective long-
term relationship. One can never be sure if a message
is properly and effectively encoded, transmitted,
decoded and understood, unless it is confirmed by
feedback.[21]

The communication process can be diagramatically
illustrated as shown below (or in figure 1):

FIG I   <u>THE COMMUNICATION PROCESS</u>

```
                    ┌──────────┐
         ┌─────────▶│ FEEDBACK │──────────┐
         │          └──────────┘          │
         │                                │
┌────────┼──────────────┐      ┌──────────┼───────────────────┐  ┌──────┐
│  ┌────────┐ ┌────────┐ │      │ ┌──────┐ ┌──────┐ ┌────────┐ │  │ CHAN │
│  │THOUGHT→│→│ENCODING│ │  →   │ │ RECE │→│ DECO │→│ UNDER  │ │  │ GE   │
│  └────────┘ └────────┘ │      │ │PTION │ │DING  │ │ STAND  │ │  └──────┘
│                        │      │ └──────┘ └──────┘ │ ING    │ │
│        SENDER          │      │         RECEIVER  └────────┘ │
└────────────────────────┘      └───────────────────────────┘
```

TRANSMIS-SION OF MESSAGE

NOISE
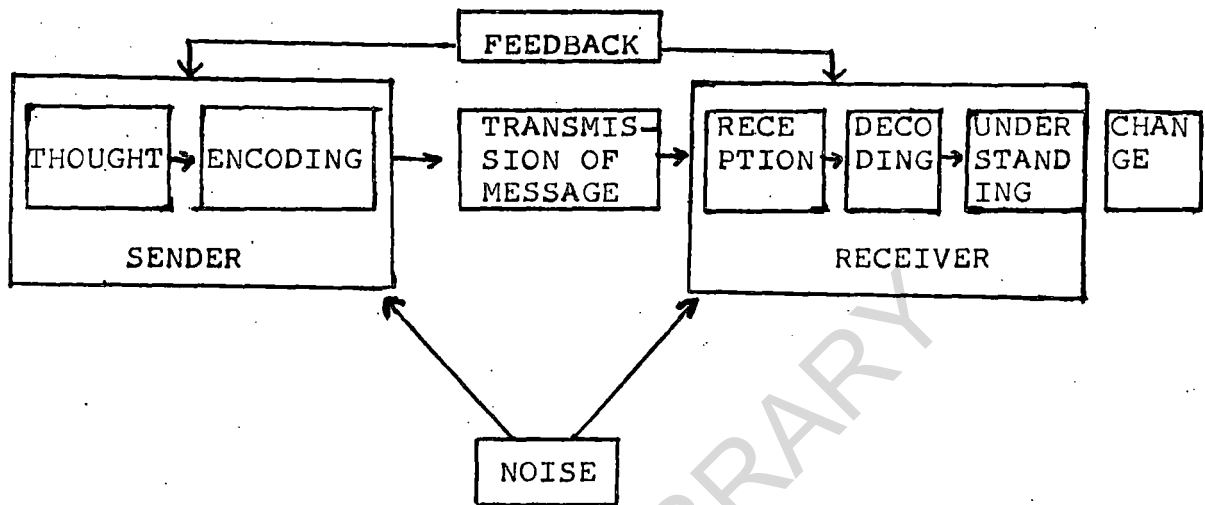
Koontz & O'Donnel, - Management, Tokyo, McGraw-Hill Inc.,
    1976, p.691.

<u>Channels of Communication</u>

The channels of communication in organisations
could be grouped into three - oral, written and non-verbal.

Oral communication could take the form of face to
face exchange of ideas, interviewing, joint consultation,
meetings, conferences, speeches, telephone system,
public address system etc. The common factor in oral
communication is that spoken words are used to convey
meaning and understanding from sender to receiver.

Executives seem generally to make greater use of oral

than written communication. Operational studies of executives work behaviour indicate that a large part of the executive's working time is taken up by personal contacts with subordinates and others. The average executive probably devotes between 50 and 70 per cent of his time talking or listening to people.[22]

Oral communication on a face to face basis is generally considered to be more effective than other modes of communication. Face to face communication means that each person in a pair or group has an opportunity to respond directly to the other or others. An important advantage of this type of communication media is that it encourages a two way process of information exchange. Such a process offers a fertile ground for new ideas and a means for promoting co-operation. Misunderstandings and disagreements can be resolved on the spot which helps to eliminate discord and dissension. Each party is given an opportunity to respond to and modify the views of others. Superiors can learn something about the reaction of subordinates to a planned course of action and can use motivational leadership techniques to breakdown barriers to effective co-operation. The information received from

subordinates may bring about beneficial changes in a
superior's orders or instructions. Face to face
communication can slso help give the subordinate a sense
of belonging and personal importance. The organisation
becomes something more than an abstract force that
controls his destiny through impersonal messages from the
executive suite.

Face to face communication may occur in a variety
of unplanned and planned settings. However, effective
face to face communication cannot occur in groups beyond
a certain size.[23] The tone of voice, facial expression
and other subtle auxiliary modes of expression accompany
and clarify the spoken word. Speeches to mass audience
can be a useful tool in communication. They can be used
to disseminate information rapidly and directly to large
numbers of people. It should not be assumed that every
one is effective in addressing a large audience. Success
in such an activity requires skills that few people
possess in any great measure. Saying the wrong thing or
even the right thing in a wrong way can create many
misimpressions that are not easily corrected.

The major inherent disadvantage of oral communication

include:

a) Oral forums like committees might be costly.

b) Committees may suffer the tyranny of certain members who fail to raise proper questions or may deviate purposely from the issue at hand.

c) Telephone lines lack secrecy and could easily be picked up.

d) It is unreliable and has the possibility of being denied.[24]

Oral communication does not always save time, as many managers know who have attended meeting in which no results or agreements were achieved.[25]

Written communication can be made in many forms. Some of them include, News letters, notice boards, company magazines, policy manuals, annual reports, memos, organizational schedules, suggestion box etc. It involves the use of words, but unlike oral communication the words are put in writing and sent to the receiver. Written communication carries a degree of formality not present in oral communication.

For the transmission of certain kinds of information written communication is more effective. Few people can

effectively transmit lenthy messages, containing financial, production or other data by oral means. Thus written communication can be best used when message is lengthy, complex or technical, extremely important, has long term significance and is needed for future reference or concern many people and needs to be widely circulated. It is most times more carefully thought through than oral communication and can be checked for accuracy before being issued.

Messages are often distorted as they flow through oral communication chains, written media provide protection against changes in the symbolic content of messages. Written message constitutes evidence of exactly what was said to whom, when and how. Any future disputes about the message or its meaning can be checked by pulling out the record. It is also used to protect the organisation in relationships involving contractual obligations. Orally transmitted orders from customers, for example can cause legal difficulties if they are not confirmed in written form. Written records are frequently necessary to satisfy the requirements of tax and regulatory legislation.

Besides, written media are frequently used to provide tangible evidence that some event, agreement or transaction has occured.[26] The statement "I'll send you a memo to this effect" is a common one. In other words it is used to supplement and reinforce orally transmitted information. It may also be used to give de jure status to an arrangement arrived at through oral means. Thus an orally transmitted decision giving a person certain prerogatives and responsibilities is generally accompanied by written proclamation.

However, written communications present a number of problems. They are fearfully expensive when every cost of their production is considered; the author's time, the secretary's time and of course, the time of the recipient who not only has to read, think about and file the letter, but also in many cases answer it. Moreso, many managers have difficulty expressing themselves in writing. Again superiors often refuse to read written reports of any substantial length, preferring to be briefed verbally on their content. Futhermore, some written communication like policy manuals and job description are continually in need of updating, a task that is very time consuming.

The following guidelines could help improve written communication:

1. The use of simple words, and phrases.

2. The use of short and familiar words.

3. Giving illustrations and examples.

4. . Use of short sentences and paragraphs.

5. Expressing thoughts logically and in a direct way.[27]

Non-verbal communication will primarily refer to messages which are not spoken. This is of en under-estimated and sometimes completely neglected. But the fact is that we do employ this media of communication, inadvertently or knowingly in a great deal of the time. When we deliver oral speeches, we add a lot of meaning to what we are saying by the way we gesticulate.

In relation to management, non-verbal communication includes such varied examples as the look in one's eyes, avoidance or maintenance of eye contact, a raised eye-brow, posture, a pointed finger, a shrug of the shoulders, the way a person walks, manner of dress, a man's buttoned or unbuttoned coat, a smile or a scowl, a firm or limp handshake, nodding of head, the manner in which a verbal message is conveyed, tone of voice, inflections, a slammed door, signs, pictures, charts or a demonstration.[28]

Any of these can communicate, either consciously or unconsciously a message to people as surely as words can. Even silence can convey meaning and must be considered as part of communication.

Non-verbal communication can often be planned and controlled by the sender, as in the case of a demonstration, pictures, or a gesture.[29] It is responsible for communicating feelings, ideas and attitudes. For instance, a manager pounding on his desk may communicate very clearly the action he wants. Again a person who wants to terminate a conversation, may shift his body, tap his fingers on his desk, divert his gaze from the speaker or look at his wristwatch periodically.

Non-verbal communication defines and regulates the communication system, as well as communicates specific content. In other words, through non-verbal communication people discover such things as whether they are to communicate or not, what's appropriate to say, who speaks first, and what they are trying to say.[30] Non-verbal communication can repeat, contradict, substitute, complement, accent and regulate verbal signals.

In many cases the non-verbal message may contradict

the verbal message. In such a situation, employees are influenced not so much by what a manager says but by what he does, when his actions, behaviours or attitudes contradict his words, employees will tend to discount what he says, their past experiences will lead them to know what is believeable and what is not.

Although some modes of communication seem better than others, a combination of media is necessary to provide the communication potentially required for effective operation and co-operation. No one communication medium can adequately serve the diverse functional and personal problems of organisational dynamics. The suggestions and opinions of managerial and operating personnel may help in selecting communication media. The personal qualities of executives should be considered in the selection of media.[31] Executive should give recognition to their strengths and their limitations. Thus, an executive should schedule weekly or monthly speeches before mass audience of company personnel only if he is a reasonably competent speaker. It might be better for him to communicate his ideas through an informal newsletter or an article in the company magazine.

Some executives may find that oral face to face communication is more effective for them than written memoranda. Each executive should evaluate his communication success and failures and plan a media program that best fits his qualities.

Formal Communication

By formal communication, we mean the rational, planned system of procedures and channels by which information flows through an organisation roughly along the lines of formal authority. Formal communications are established in the frame of the organisation structure. They follow the formal systems of authority and responsibility through delegation of duties.[32] Formal communication has three main objectives:

1. To transmit policy decisions and instructions throughout the hierarchy.

2. To bring back to management the suggestions, reports, and reactions of employees.

3. To inform the rank and file of the over all objectives of the organisation.[33]

Formal communication may flow in any of these three directions – downwards, upwards and horizontal.

In downward communication, information, messages,

policy statements and orders are passed on from the
superior to subordinate, or from the top executive to the
lowest employee at the bottom of organisational hierarchy.
This type of formal communication helps to provide a link
for the various levels of the organisational hierarchy,
and to co-ordinate the activities of the different levels.
Some authors have pointed out that most managers often
over-emphasize this kind of communication and generally
ignore the other two-upwards and horizontal.

Some problems affect messages as they flow downwards
in an organisation. Messages tend to become changed,
shortened, lengthened etc. as they were relayed through-
out a network. This effect can be seen plainly as
messages travel down the organisation. Studies have
concluded that the filtering and distortion may be due to
the number of links in the organisational network,
perceptual differences among the employees, or a lack of
trust in the supervisor.[34]

Message overload is another problem that affects
downward communication. In some organisations employees
are overburdened with memos, bulletins, letters, announce-
ments, magazines etc. In such a situation, a highly

selective screening process may be instituted by many
employees which may result in important messages being
filed in the "circular" file. Goldhaber quoting Davis K.
has referred to this phenomenon as "Over publication"
because employees tend to react by not reading or listen-
ing to the messages.[35] To overcome this, the wise
manager should send down only those messages which
directly affect the employee involved. Under-communicat-
ing should also be avoided.

Furthermore, managers should consider the timing of
certain messages because of the potential impact of an
improperly timed messages upon the employee. Messages
should be sent downward only at times which are mutually
advantageous to both management and employees.

The following principles can help minimise the
adverse effects of downward communication by manager:

1. Know yourself.

2. Be yourself.

3. Send selective signals.

4. Listen for signals.[36]

Upward communication is the reverse of downward
communication. It refers to messages which flow from

subordinate to superiors, usually for the purpose of asking questions, providing feedback and making suggestions. Upward communication has the effect of improving morale and employee attitude; therefore upward directed messages are usually classified as integrative or humanly related.

Upward communication serves as feedback to management by giving cues regarding the relative success of a given message. It helps management also to gauge organisational climate and deal with problem areas such as grievances or low productivity before they become major issues.[37] In addition, upward communication can stimulate employees to participate in formulating operating policies for their department or organisation.

Employees' motivation will generally be greater if they feel free to discuss problems with their manager and to participate in making decisions that affect them. Upward communication is thus one of the means by which an individual can get satisfaction from his work, feeling that he belongs and is important.

However, it has been observed that in many organisations, this kind of communication has not been encouraged

to grow, although lip service is frequently given to its desirability. Effective upward communication can only be possible where there is a good work environment, which allows free expression of opinions by workers. Koontz and O'Donnel writing in support of this, stated that effective upward communication requires environment in which subordinates feel free to communicate.[38] In the light of this, management of organisations should establish environment where workers can interact with one another and also with their superiors without supression or fear. When there is the right atmosphere for upward transmission of information a lot of benefits accrue to the organisation, namely:

1. It provides management with information.

2. It helps relieve work pressure and frustration.

3. Serves as a measure of downward communication.

4. Enhances employees sense of participation.

5. And suggests more rewarding uses of future downward communication.[39]

Many factors hinder effective upward communication, prominent among them is the prestige of managers. The prestige surrounding persons of high rank is an intimidat-

ing barrier to persons of lower status. Managers often feel they need to magnify this intimidating prestige by surrounding themselves with signs, symbols and trappings of rank.

The inferior status of subordinates make them feel uncomfortable in the presence of superiors, reluctant to initiate conversation, and tongue tied and nervous in the great one's presence. Managers who value communication from below must do something to put subordinates at ease about approaching them, and at ease during conversations. This of course presents, a dilema to managers who believe "familiarity breeds contempt" and who are insecure to the point of requiring emphasis rather than deemphasis on the symbols and mannerisms of rank. Some managers are very poor listeners and compound the uneasiness of subordinates by seeming tense, nervous and tied up with their own problems.

Besides, it is very difficult for superiors to get the truth from subordinates because messages from below are mostly distorted. Some of this distortion is intentional, some are not. The intentional comes from those who want to win favour with the boss. This is perfectly a natural desire but some are more willing to

lie for it, than others. Perhaps everyone in the organisation colours the news somewhat, but ambitious climbers and empire builders will commit the worst crimes of colouration.[40] Everything unfavourable is minimized, everything favourable is maximized. Sometimes this distortion is magnified as it goes through channels.

Some distortion of upward communication are quite unintentional, but no less hurtful. Nearly everyone prefers to bear good news, and basically innocent people unconsciously edit out that which would displease the hearer, and unconsciously emphasize that which pleases. Distortion occurs as news is edited by each successive level of the hierarchy. Top level managers don't have time to see or bear all the information generated at the lower levels of the organisation, especially of a large organisation. The mass of data must be edited, condensed, shortened, packaged, and repackaged at successive levels, until what finally reaches the desk of the top manager is a sculptured work at which many hands below have carefully chipped and carved.[41]

For effective upward communication, the policy of open door should be practiced by managers. As Keith Davis

aptly pointed out;

> the way the open door can be most
> effective is for a manager to walk
> through it and get out among his
> people. The open door is for
> managers to walk through not employee.[42]

Managers should find out occasions and situations for
visiting with subordinates outside his office. Most
importantly is to eliminate fear on the part of subor-
dinates. This can be done by establishing the kind of
relationship which will encourage subordinates to convey
messages upward without fear of direct or indirect
reprisal by the superior. In order to put the subordinate
at ease, superior should stop fidgeting, moving papers
around on the desk, taking phone calls, looking at the
watch while the subordinate is discussing with him.

For communication to reach the manager without dis-
tortion, suggestion boxes should be introduced. In many
organisations where this has been implemented, it has
proved invaluable.

Horizontal communication also known as lateral,
crosswise or diagonal communication takes place among
workers of the same level in the managerial hierarchy or
among workers of different levels who are not in superior-

subordinate relationship.[43]

Horizontal communication could be intra-organisa-
tional or inter-organisational. It is intra-organisa-
tional when the information passes from one member of
the organisation in one department to another member
of the same organisation in another department. For
example, the production department in an organisation,
may communcate directly with the head of the Sales
Department in the same organisation for the purpose of
resolving a common problem. Inter-organisational
communication occurs when the people concerned are in
different organisations.

Messages which flow in accordance with the func-
tional principle are horizontally directed. Horizontal
communication occurs for the purposes of co-ordination,
problem-solving, conflict resolution and information
sharing. It also helps in establishing relationship
among different departments and also serve to co-ordinate
the various departments in an organisation. In this way,
it enables managers in assessing the effects of any
decision made and help them know how far organisational
goals and objectives have been accomplished.

Despite the apparent importance of horizontal communication, several factors tend to limit its frequency. These include, rivalry, group specialization and lack of motivation.[44]

In today's competitive organisations, information is not always shared because the possessor does not want to lose his/her chance for advancement. Sometimes employees may fear that admissions of ignorance on an issue may cause them to lose face with co-workers.

Moreover, many organisations today seem to stress specialization, thus causing a competitive atmosphere to exist. When this occurs, managers are encouraged to further their own goals rather than to communicate with other managers on the same level.

Management has not encouraged frequent horizontal communication, nor have they rewarded those who have engaged engaged in such practices. This invariably affects communication of this kind.

Informal Communication

No matter how elaborate a system of formal communication is set up in the organisation, it is always supplemented by informal channels. Through these informal channels will flow information, advice, and even orders.[45]

Informal communication does not follow the institutiona-
lized channel of command. The informal networks are
unplanned, unrestricted and often spontaneous.[46] Informal
communication networks begin to hum whenever the formal
channels are silent or ambiguous on subjects of importance
to its members.[47] It is an attempt by employees to
interpret their environment and make it more understand-
able. The informal network usually carries messages that
the senders themselves want to believe.[48]

The informal communication is commonly known as the
"Grapevine". Authors have given it some other names like,
"rumour mill", "Jungle telegraph" etc. The most signifi-
cant characteristics of the grapevine include:

1. The grapevine in itself speeds transmission of
   information.

2. It is selective in terms of what it carries.

3. It does fill the gaps left by ineffective formal
   communication.

4. The grapevine of any organisation is confined to
   the work place.[49]

Informal communication is built around peer groups
and social relationships. Such relationships may bring
together people of different ranks within an organisation.

It is not unusual for a top executive, to hear from his
subordinate of an impending danger in the organisation
in a "pepper soup joint". In the same manner, the top
executive can let out vital policy decisions while
sharing a drink with a subordinate. Such is the nature
of informal channel of communication. It shows admirable
disregard for rank and authority and links organisation
members in any combination of direction. The Grapevine
may be highly accurate when containing data but question-
able when dealing with decisions.[50] This is because
when workers are unhappy, they can inflate any little news
to suit their opinions. Such an attitude adversely affects
decision and eventually the overall objectives of the
organisation.

The grapevine is often much faster in operation
than formal communication. Whether management believes
it or not, it is unavaoidable in any organisation. No
organisation is immuned to the grapevine since it furnishes
social satisfaction as well as otherwise unavailable
information.[51] It may be said to overlap with the formal
communication network. The fact which calls for managers
to learn how to live with and make constructive use of

it, otherwise information may be distorted, industrial dispute generated and eventually the organisation loses.

Grapevine basically results from what Saul Gellerman called "information hunger".[52] Today's employees have an active desire to know more about their jobs and their organisation. If the company fails to provide adequate information about these, employees will supply their own answers through rumours and speculation.

Grapevine may also emanate when:

a. There is a lack of information about the situation, people try to fill in the gaps as they can through informal communication.

b. There is insecurity in the situation, people tend to increase their informal communication in an effort to create cohesiveness and protect each other against the unknown.

c. Individuals have a personal or emotional interest in a situation, such as when a friend has had a conflict with a superior, they will talk about it informally.

d. People dislike others, they will often try to gain an advantage by passing undersirable rumours about these individuals through the grapevine.

   e. People have just received new information and want

      to spread the word as quickly as possible, they will

      often use informal communication.[53]

   The informal communication was classified into four

basic types by Davis Keith. They include, singlestrand,

gossip chain, probability chain, and cluster chain. The

singlestrand chain involves the passing of information

through a long line of persons to the ultimate recipient

e.g. A tells B, who tells C, who tells D, and so on.

In the gossip chain as the name implies, A actively seeks

and tells everyone. The probability chain is a random

process wherein A transmits the information to others in

accordance with the laws of probability. In cluster chain,

A tells selected person who may in turn relay information

to other selected individuals. Most of the informal

communication among management personnel follow the pattern

of this chain.[54] In other words, the so called grapevine

can be highly discriminating in disseminating information.

   It is believed that from the grapevine emanates

rumours, gossip, speculation, inaccurate information and

half truths. Contrary to this popular opinion, the

grapevine is not always sinister and undesirable. Although,

it can damage an organisation by carrying ugly gossip and

false information, it however can play some useful roles.

The grapevine encourages managers to plan and act more carefully than they would otherwise because it provides a check and balance on poorly conceived plans, emotional decisions and the rise of favouritism.

The grapevine is a source of feedback to managers. They can use it to find out what is going on around the organisation and in this way learn the types of problems their employees are facing. By pinpointing sources of conflict and frustration, managers can then take proper corrective action.

For the employees, the grapevine can provide satisfaction and stability by giving them a sense of belonging and security. This type of communication can also help individuals understand how they fit into the group and what their work roles are. Without such grapevine activity, it is often very difficult to develop effective work teams.

It provides employees with a safety value for their emotions. When someone gets extremely annoyed with the boss, he/she might risk his/her job by entering into a confrontation with the boss. However, by sharing this annoyance with other grapevine members, the worker can find a harmless release for frustration.

The grapevine can help build morale by carrying the

positive comments people made about the organisation.

Although, the grapevine has some positive effects, it should not be allowed to dominate the formal communication channels in any organisation. Thus to help minimize the activity of grapevine, the following guidelines should be observed:

1. Instead of ignoring the grapevine, hoping it will die away, managers should listen, study and learn from what the grapevine is saying. Rumours not only reveal the hopes and fears of employees but also indicate the kind of information they need. Rumours can only be prevented from spreading if the manager listens to grapevine.

2. Encourage employees to ask questions about subjects they feel might be rumours. Then directly answer the questions honestly and thoroughly. When you don't know the answer, admit it and tell the person you will find out. Don't bluff any question.

3. False rumours should be countered with a presentation of the correct facts. Rumours can be stopped only by getting out the full story as quickly as possible. Face to face communication is generally more effective and believable in accomplishing this.

4. Keep workers informed about what is going on
    concerning their jobs and the rest of the company.
    For instance they should be informed about ∎possible
    promotions, company policies, working conditions,
    work methods, fringe benefits etc.

5. Think twice before deciding that anything must be
    kept secret. Because of its ability to cut across
    organisational lines and deal directly with people
    "in the know", the grapevine often cracks even the
    most tightly controlled secrets.

6. Rumours grow out of anxiety. The cause of the
    anxiety should then be discovered and corrected.

7. Always remember that rumours start when information
    stops.[55]

Functions of Communication

Communication is the life wire of any organisation.
Hence effective communication will invariably lead to
efficiency in organisation. Communication lays foundation
for people to work together under the demand of situations,
and invites the intelligent use of all the human resources
in the enterprise. It breathes life into planning,
motivating and controlling. It also provides a means for

making and executing decisions, obtaining feedbacks, and
correcting organisational objectives and procedures.

Communication also enables managers to keep in
touch with their employees about new changes and develop-
ments. It serves to make employees aware of their
obligations to the formal organisation and to provide them
additional guidance and assistance on how to perform their
duties adequately. This helps to relate the activities
of the workers so that their efforts complement rather
than detract from each other. It also integrate all
organisational sub-units and prevent the different
departments of the organisation from operating in isola-
tion in pursuit of co-operate objectives.

Communication networks, help organisation to maintain
relationship with their external environment. Through
the exchange of information with people on the outside,
management becomes more aware of the needs and feelings
of customers and the decisions of the government.[56]

Effective communication contributes greatly to a
high level of morale in any organisation. Morale is
likely to be low in an organisation where relevant infor-
mation is not passed on to those who need it. It is this
which can bring together the efforts of individuals and

departments in pursuit of a given end which can make the
whole greater than the sum of its parts and which if
lacking, can deny cohesion to enterprise.

The allegiance and participation of one's employees
cannot be gained by the provision of an industrial
welfare state only. Man needs more than an appeal to
his physical needs, the real message which will inspire
him to give his best, must appeal to his mind.

The key to the potential success of communication
as a motivator of course rest upon ego involvement.[57]
A person who plays a meaningful role in decision making
can become ego-involved in his job instead of merely
task-involved, this can motivate the person to contribute
more fully to the organisation's goals and to accept a
greater degree of responsibility. Also for the employee
to know that he can freely express his ideas and that
he can help shape the final decision can be a definite
source of intrinsic job satisfaction.

When employees are well informed by the management,
they become ego-involved in their jobs as a result, they
tend to have a greater feeling of identification with
the company and its goals. Communication may help to
bring about a coincidence of the individuals employee's

personal goals and organisation's goals. The employee
recognises that helping the organisation to accomplish
its goals will in turn enhance the satisfaction of his
needs. When employees feel a personal stake in the
organisation's goals, they will usually be more willing to
do what is needed to accomplish them. Job problems then
becomes "ours" not "theirs".[58]

Communication can also motivate employees to develop
teamwork. Teamwork results when individual employees
form a closely-knit work group that has a unit of purpose
to which each employee becomes dedicated. Employees come
to feel that they are an integral and important part of
the group, this feeling of belonging and being needed not
only helps to satisfy their social needs but also
encourages employees to accept responsibility in their
work group's activities.

In motivating employees to contribute in decision
making through communication process, the manager is
also providing the opportunity for subordinates to
release their own resources of initiative, creativity,
and ingenuity; he is creating a climate that would be
conducive for individual employee growth and development,
where new skills and knowledge can be learned. When the

employee is given the opportunity to suggest and
question, he can develop into a more mature and respon-
sible individual.

It has been observed that employees left to them-
selves will work at between 40-50 per cent of their
efficiency. If incentives are introduced, this level
can rise to some 70 per cent. To rise further, another
factor is required to motivate them and this factor is
communication.[59]

Effective communication makes for industrial harmony
in organisations. Although improved industrial relations
is a mysterious state that is difficult to define, there
is a common sense argument that industrial relations are
improved when there is knowledge replacing ignorance.
The Bullock Committee delivered the opinion that
availability of information to employees and their repre-
sentatives, can increase mutual understanding and involve-
ment in organisation.[60] Greater disclosure of information
by management to employees can lead to more satisfactory
working relationship between employers and employees.

Communication leads to increased productivity and
efficiency in organisations. Managers must communicate
with their subordinates in order for jobs to be performed

effectively. Management must communicate organisational goals to employees who are expected to achieve them. Therefore, communication serves to provide information and instructions, to influence and to integrate activities. Managers are charged with the responsibility of ensuring that their employees properly perform their job. For this to happen, managers must communicate task goals and other necessary instructions to the employees. Productivity is improved by a conscious endeavour to promote team building. Team development activities help group members learn new ways of relating to one another in the organisational context. This enhances group efficiency. A group in which there is sharing of feelings, mutual supportiveness and non evaluative communication is one which develops mutual trust and confidence. Increased co-operation and group cohesiveness leads to higher commitment to group goals and enhance team effectiveness and productivity.

1.4 THEORETICAL FRAMEWORK:

The importance of a theoretical framework in any research work cannot be over stressed. This is because it provides a theoretical foundation on which a study is based and the relationship that exists between the theory

and the particular study. A theory is a set of inter-related constructs or concepts, definitions and proposi-tions that present a systematic view of phenomena by specifying relations among variables with the purpose of explaining and predicating the phenomena.[61] A theoreti-cal framework helps to place a research in its relevant perspective, thereby directing the researcher on what to look for and the standard against which to analyse the relevant data collected for the study. Thus rather than base action on judgement derived from speculations, guess work or mere experiences. Theory enables a chosen line of action to be anchored on and guided by evidence derived from scientific research which makes the consequences of such an action to fall very close in line with the intended direction.

For the purpose of this study, we shall use the systems theory or approach. The system school which came into being in the 1930's viewed a system as inter-dependent parts and regard communication as one of the essential elements of a system which links the parts of sub-system in order to facilitate their inter-dependence. The systems theory was accepted by the field of communication and it has had a strong impact on the study of human communication.

According to Katz and Khan the systems theory is basically concerned with the problems of relationship of structure and of the inter-dependence rather than with the constant attitudes of objectives.[62] Hence the theory has been defined as the "science of wholeness". It contends with wholes and how to deal with them, relation between parts, interaction of wholes with the environment, the creation and elaboration of structures, adoptive evolution, goal seeking, and the control of self regulations of direction.[63]

This school views communication as the key to analysing and understanding organisations as an open social system. Consequently, communication and information theory were central in the development of systems theory. They regarded communication as the basic process that facilitates the inter-dependence of the parts of the total system. Also it holds all units in an organisation together and really controls and provides information to decision makers in the system. It also adjusts the organisation to changes in its environment. The system school also indicated that communication problems exist in organisation.

The rationale for adopting the systems approach is to enable us to critically analyse the organisational structure and communication system of the organisation

under study and to know how these are interalated and function to accomplish the organisational objectives.

An organisation such as ANAMMCO is viewed as a sub-system within the larger-system or society. It has both internal and external environments and does not operate in isolation. By this, we assume that ANAMMCO has some fundamental sub-structures - Technical, Finance, Personnel and Marketing departments and each department has some sub-units. Each of these depends on the other for the proper or effective functioning of the company. The systems approach enables us to identify both the internal and external constraints and support that impedes or hinders the company's communication system. This is because, internally, the employees make demands from the company's management, likewise the management makes demands from the employees and externally, customers and distributors consult the company for supply, information, or complaint about their products. All these definitely cannot be possible without effective communication system in the organisation. Below is an illustration of the communication system model:

FIG. II COMMUNICATION SYSTEM MODEL

EXTERNAL ENVIRONMENT
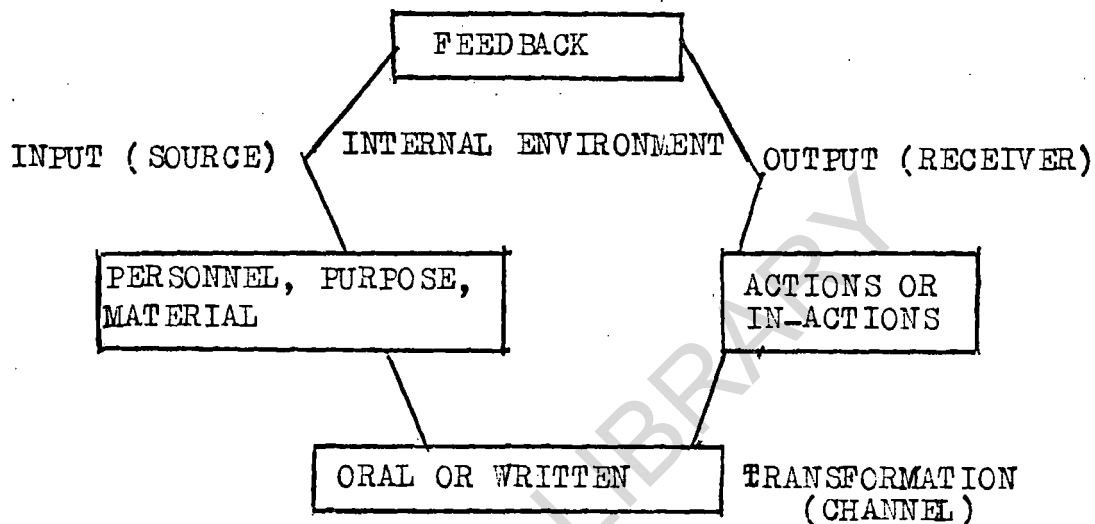
D. Katz & R.L. Kahn - The Psychology of Organisations;

John Wiley & Sons, New York, 1960   p. 86

1.5 HYPOTHESES:

A hypothesis is a statement of the objective of research which may be deduced from existing theory and which will lead to an empirical test.[64] Hypotheses are very important and indispensable research tools because they provide the link between a research problem and the location of the empirical evidence that may provide the solution of the problem.

Hypotheses help pinpoint problems, establishing relevance of facts, determining the research design;

provide explanations, provide framework for conclusion and stimulates further research.

In view of the statement of problem, purpose of the study and the theoretical framework, the following hypotheses have been put forward for testing.

1) The problem of effective communication in ANAMMCO is significantly associated with the structural defects of the organisation;

2) The level of the organisational interpersonal relationship in ANAMMCO affects effective communication in the organisation;

3) Hinderances to effective communication in ANAMMCO is directly related to the nature of intrapersonal and human relationship which exist in the organisation.

1.6 METHOD OF GATHERING DATA:

The main concern of this study is with the empirical study of the communication system and communication barriers in organisations with reference to Anambra Motor Manufacturing Company Limited, Emene, the case study. The use of adequate and appropriate methodoloty in a research of this nature is indispensable to the success of the

research.   Face to face oral interview and questionnaire
method of gathering data were adopted in order to test
our hypotheses.   The library research was also used.

SOURCES OF INFORMATION:

Primary Sources

'Information from this sources comprises oral
interview with managers and employees of different
departments.   Also information was collected through the
administration of questionnaires to both the management
and the employees of the organisation.

With regard to the face to face interview, members
of both the management and employees were interviewed.
On the management side, those interviewed were mainly the
members of the higher echelon such as the company's
personnel manager and the General Managers of other
departments.   However, because of their numerous and varied
engagements, some of the departmental heads, were not
interviewed.   Most of the questions asked during the
interview were open-ended.   Few closed ended questions
were also asked.   Some questions in my questionnaire were
also asked in the interview.   This was a deliberate device
designed to serve as a check between the answers supplied
in both the interview and the questionnaire during the

analysis of data.

On the employee's side, the same procedure was used. However, it was much easier to approach and engage the members of this group because they are relatively less engaged. The interview with the employees were carried out during their break period. Owning to this, it was possible to conduct some group interview, with them. This made it possible for them to contradict, correct or cross-check themselves on some of the issues discussed.

On the questionnaire administered, the questions therein were based on my statement of problem and hypotheses. Two questionnaires were prepared, one for the Management, the other for the employees, but some questions were the same in both questionnaires. The questionnaire contained mainly close-ended questions. This is to make it easier for the management who are mostly busy to complete the questionnaire on time. Nevertheless, some open-ended questions were added to allow for freedom of self expression within a limited space. The questionnaires were self administered.

Secondary Sources

Data necessary for this study were also obtained through library research. The libraries at the Enugu and

Nsukka campuses of the University were used. The researcher read several textbooks, journals and magazines on organisational communication. This aided the researcher in the work especially during the literature review.

SAMPLE SIZE:

A sample is that part of the population selected for study. It was not possible examining the whole population of workers and management of ANAMMCO because of time, financial and human labour constraints the researcher will encounter. Hence stratified sampling was used. This is the process of dividing a population into strata. After the population has been divided into strata, samples are selected randomly but independently from each strata and an estimate of the parameter is computed over all the strata. This means that each department of the company was taken as a strata and samples were drawn independently from each of them.

In other words, each department of the company was sampled according to the numerical strength of its employees. Those departments with greater number of employees were given higher number of questionnaires. This was necessary in order to avoid concentrating on any department. On the whole 100 questionnaires were administered.

Table 1:1:   Questionnaire Distribution List

Departments	No. of Questionnaires Administered	No. of Questionnaires Received
Technical	40	33
Personnel	30	21
Marketing	20	16
Finance	10	10
Total	100	80

DATA ANALYSIS:

The data collected for the study were analysed
using simple percentage and correlational tables.   This
is to make it possible and easier for people of different
educational background to understand the analysis.

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CHAPTER TWO

ANAMBRA MOTOR MANUFACTURING COMPANY IN OPERATIONS

2.1 HISTORICAL BACKGROUND OF ANAMMCO:

The Anambra Motor Manufacturing Company Limited ac-
ronymed ANAMMCO, which is situated at Emene, near Enugu
was commissioned on the 8th of July, 1980, by Alhaji
Shehu Shagari, then President of the Federal Republic of
Nigeria.

The journey which led to the establishment of the
company started in 1974. Against the background of a
rapid growth in national wealth occasioned by the oil
boom of the seventies, the absence of a real industrial
base in the country began to attract the attention of the
nation's leaders. One of the areas singled out as a
priority by the then Federal Military Government was that
of vehicle manufacturing. As a first step, the government,
invited some vehicle manufacturers including Daimler-Benz AG
of Germany, to co-operate with the government in establish-
ing vehicle assembly plants in the country. This move
resulted in a partnership agreement on 12th Devember, 1975,
between Daimler-Benze AG of the Federal Republic of Germany
and the Federal Military Government of Nigeria. On 17th
January, 1977, the Anambra Motor Manufacturing Company was

incorporated to execute the agreement for the Assembly and manufacture of Mercedes-Benz Commercial vehicles and other ancillary products in Nigeria. Under the joint venture agreement Daimler-Benz AG. has 40% equity while the Federal Military Government, some state governments and private Nigerian investors took up the remaining 60%.[1]

On 12th May, 1978, the foundation laying ceremony was performed by the Military Government of Anambra State, Col. John Atom Kpera under the watchful eyes of the executives of Daimler-Benz Ag, the first Managing Director of the company Mr. Peter Emil Ruppi and top Federal and State Government Officials. However, it was not until late 1979 that construction work started in earnest at the Emene Industrial Layout, site of the company, on a sprawling piece of land, covering an area of over 300,000 sq. meters, generously leased by the state government. The civil works were undertaken by the reputable and experienced Monier Construction Co. Ltd. (MCC), who not only did an excellent job, but also completed it in time for the official commissioning on 8th July, 1980, by the first executive president of Nigeria, Alhaji Aliyu Usman Shehu Shagari.

With the commissioning of the plant, a long journey
was started. A journey towards true industrialization
of Nigeria. An entry into quality automobile manufacture,
and an effort to improve the well being of Nigerians. By
1981, the first Mercedes-Benz truck made in Nigeria had
rolled off the assembly line. Before 1985, the company
had successfully manufactured 15,000 trucks in the
country.

2.2 ORGANISATIONAL STRUCTURE:

ANAMMCO, like most other large organisations -
bureaucracies is hierarchically organized with a board
of directors at the apex of the organisational pyramid.
The board is made up of six members. The members of the
board sit on ad hoc basis and hold their office on part-
time basis. One of their major functions is the formula-
tion of policy-guidelines for the management of the company.
In addition, to this, they establish the fundamental
objectives of the company, make sure that adequate plans
are available to the management and check results. The
board ensures that the company is well managed and the
management is directly responsible to it. Consequently,
the board reviews and approves management programmes,
personnel organisation and finance. A key function of
the board of directors is the final approval of the

annual budget of the company.

Next in the organisational structure after the board of directors is the Management. It is headed by the Managing Director. The Managing Director is appointed by the board of directors to whom he is accountable. He makes sure that the policies formulated by the board of directors and the objectives of the company are executed. Succinctly put, the Managing Director is responsible for the activities of the management and reports directly to the board. He co-ordinates the functions of the members of the management. He, however, does all these duties in collaboration with other members of the management.

The Deputy Managing Director comes immediately after the Managing Director. His responsibilities include all the statutory function of the company. He keeps the seal of the company and ensures that all materials and information for completing statutory requirements of the company are received on time. Also he is responsible for all secretarial duties such as notices of meetings, taking and reproducing minutes of meetings of both the board of directors and management. He revises the necessary statutory books, documents and letter heads in accordance with changes in the company and the membership of the

board of directors.

Next in the organisational hierarchy are the various General Managers of the different departments. The company has four departments namely, Marketing, Technical, Finance and Personnel. They are accountable to the Managing Director and his Deputy. Each General Manager has line managers of sub-sections in his departments, who assist him in running the day to day affairs of his department.

The Personnel Department is headed by a General Manager whose responsibilities it is to interpret the standing rules and regulations of the company, the issuance of government circulars, deployment, promotion, nomination for promotion, discipline and nomination for courses. In the department, they have the public relations Manager. It is his duty to feel the pulse of the general public and give the necessary advice as to what line of action his organisation should take. The personnel department is specifically responsible for industrial relations.

The General Manager of the Finance Department is the Chief Budgetary Officer of the company. It is his responsibility to initiate all the major accounting

expenses of the company. He supervises the wages section through his senior supervisor. Also he is responsible for the preparation and analysis of statistical data for the management. In fact, all the financial matters in the company come under his port folio. He is aided in the execution of his duties by his principal subordinates, such as his assistant and senior supervisor.

The Technical Department is headed by a General Manager. He is responsible for the entire production in the company. Also, he controls and directs the production force in the company in accordance with the available raw materials. He relates with the Marketing Manager for the procurement and disposal of raw materials and finished products respectively. He works in close association with the maintenance engineers for the maintenance and repair of all the plants and equipment in the company. The training section is directly under his supervision.

The Marketing department comes under the control of the General Marketing Manager. He is responsible for the sales and marketing of the products of the company. The organisation's ware houses are under his control too.

All those below the General Managers of the different departments are designated Assistant Managers in their various departments. They serve as line-managers assisting their General Managers.

Directly under them are the senior supervisors, supervisors and other employees known as staff. Their function essentially is to give services to the line-managers and the members of the management. They also perform the staff 'control' function which involves monitoring and reporting activities in order to bring the results of inspection and other necessary information to the attention of their General Manager. This control function is vital as it helps correct anomalies or deviations from stated objectives.

APPENDIX II

ORGANISATIONAL STRUCTURE OF ANAMMCO
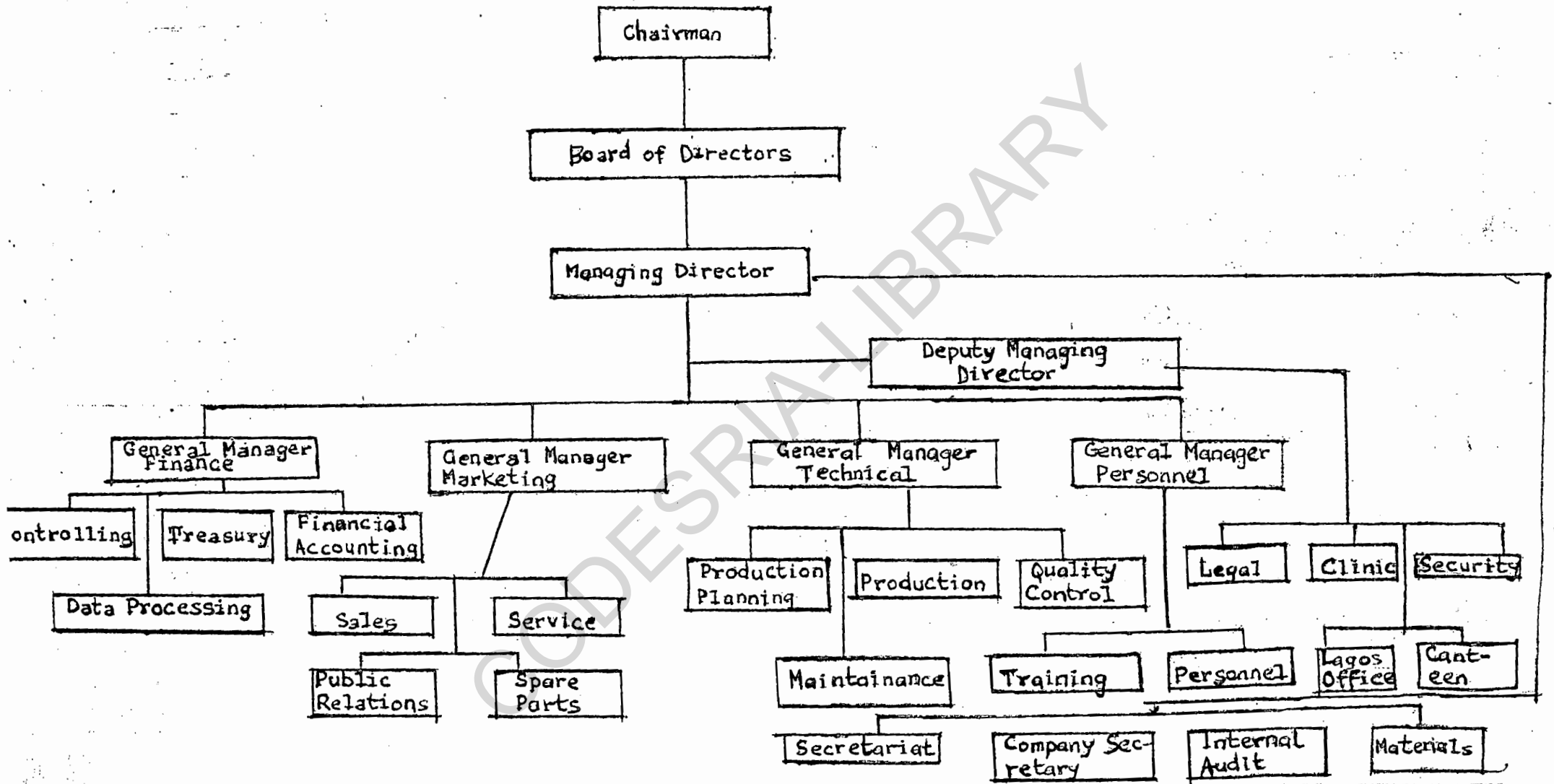
2.3   OBJECTIVE AND FUNCTIONS OF ANAMMCO:

Anammco is a licenced manufacturer of Mercedes-Benz commercial vehicles for Nigeria. The company has as its objectives as follows:

1. The manufacture of Mercedes-Benz commercial vehicles for Nigeria.

2. Provision of social and welfare services to the citizenry including employment opportunities.

3. Economic activities.

4. Finance involving selling of shares to the public.

5. Transfer of technology to Nigeria.[2]

The company has an original installation capacity of 7,500 commercial vehicles a year, although this has not been attained because of certain factors. The company which started production in 1981, now manufactures the following product range – MB 180 (22 seater) Bus, MB 180 Van/Pick-Up, MB – L608D (33 seater) Buses, MB 0131 (42 seater) city/intercity Buses, MB 0365 city Bus, MB 0371R Intercity Bus, MB 0371RS intercity Bus, fire fighting vehicles, Refuse Disposal vehicles, CBT Agricultural Tractors, vehicle Refurbishment scheme, specialized vehicles: Custom made, ANA 11 – (56 seater) Bus, Ambulances, MB 911, MB 1213, MB 1924 and MB 3224.[3]

All these vehicles are backed by a most efficient network of after sales service facilities. As part of its commitment to its customers, ANAMMCO has developed a strong force of distributors with modern workshops to cater for the needs of Mercedes-Benz users nation-wide. Today, these distributors in collaboration with ANAMMCO and its technical partners, Daimler-Benz AG, continue to improve the skills of their engineers and technicians to enable them serve their customers better. To ensure adequate availability of Mercedes-Benz original spare parts plants in the country, the company in 1983, invested ₦5 million in the establishment of a central spare parts Depot with a capacity for 35,000 line items to cater for the needs of dealers and fleet owners nation-wide.

All these are made possible through the famous ANAMMCO network of distributors located in all nooks and crannies of the country. On the whole ANAMMCO reaches its customers through 35 distribution outlets owned by eleven distributors who must meet the following minimum technical requirements in their shops:- Office and sales facilities in line with Mercedes-Benz Franchising Standards, workshop with commercial vehicles pits and workbays suitable for Mercedes-Benz Commercial vehicles, machine

shop, complete workshop tools for servicing Mercedes-
Benz vehicles, covered service and spare parts area with
concrete floor, spare parts department, stand-by generator
at each service outlet, management personnel, trained
personnel for sales service and spare parts, basic stock
of new vehicles and spare parts ready for sale.[4] The
distributors are: Leventis Motors PLC, Allens, Ekene
Dilichukwu Motors Ltd., Chi Di Ebere Motors Ltd., Ferdinand
Ent. Nig. Ltd., C. Moore Obioha Sons & Co. Ltd., Utuks
Motors Ltd., J. O. Oyewumi & Co. Nig. Ltd., Nigerian Motors
Industries Ltd., Umeano Motors Ltd., and Sabru Motors Nig.
Ltd.

Today, ANAMMCO efficiently handles the manufacture
of trucks and buses from design to finish without compro-
mising the international quality standard which is now
synonymous with Mercedes-Benz and ANAMMCO.

ANAMMCO is also involved in the production of high
quality technicians. This they do through their Training
Centre which was comissioned in April 26th, 1982. Their
main objective is to offer service and spare part training
for their own staff, staff of their distributors and fleet
owners. To produce high quality technical man-power, they
have well designed result oriented training programmes

that are meticulously attuned to the country's current
industrial development needs, proper implementation of
the programmes with not less than sixty percent of the
training time devoted to the practical skill content of
the programmes; availability of practical/demonstration
models, and practically well exposed instructors with
confident and proven skills in handling them. Also the
socio-cultural value content of training is as important
as if not more important than any one of the afore-
mentioned.

The primary assignment of the ANAMMCO Training Centre
is to produce technical manpower that can fit into, and
function well within Nigeria's formative industrializa-
tion concept. The broad-based, and high quality training
offered by the Training Centre is a reflection of the
Mercedes-Benz philosophy of "the best or nothing."

2.4 CAPITAL FORMATION:

ANAMMCO, incorporated in Nigeria as a private
limited liability company on the 17th January, 1977, had
at its inception an authorised share capital of ₦7,000,000.
00 ordinary shares of ₦1.00 each all of which were issued

and fully paid.   Below is the shareholding struc-
ture:

Daimler Benz AG   —   40%

Federal Ministry of Finance Inc.   —   35%

Anambra State Ministry of Finance

Inc.   ..   ..   —   8.33%

Central Investment Company ..   —   4.1%

Rivers State Ministry of Finance

Inc.   ..   ..   —   3.40%

Imo State Ministry of Finance Inc.   —   2.50

Nigeria Citizens and Associations   —   6.60%.[5]

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CHAPTER THREE

COMMUNICATION FRAMEWORK IN ANAMMCO

Communication is the dynamic process, underlying the existence, growth, change, and the behaviour of all living systems - individual or organisational structure and facilitates the accomplishment of administrative tasks. Communication represents an important work tool through which individuals understand their organisational roles and integrates organisational sub-units. It provides, a means for making and executing decisions, obtaining feed-backs, and correcting organisational objectives and procedures as the situation demands.

3.1 CHANNELS OF COMMUNICATION IN ANAMMCO:

There exists numerous channels for transmitting infor-mation in organisations. These include, telephone, letters, meetings, intercomm, reports, memos, notice boards, manuals, company magazines, suggestion boxes, employees' handbook, gestures, etc. All fall into three general classifica-tions - oral, written and non-verbal.

In ANAMMCO, both the oral and written channels of communication are employed. Oral communication concerns the spoken word and it embraces face to face conversation,

the telephone call, or meetings. Oral communication is particularly useful for disseminating general matters, or urgent information. This is of advantage because feedback can be instantaneous and any misperceptions may be cleared up immediately; thus encouraging two way communication. Moreover, the spoken word is more a natural, personal and expressive.

Written communication is essentiall in transmitting certain types of information. According to the Public Relations Manager of the company Mr. G. C. Ndu, the forms of written communication used in the company are memoranda, letters, memo, and reports, suggestion box and notice board. Also used is the manual which is used to communicate those organisational practices which are intended to have relatively permanent application. The company also communicates through their Magazine known as "ANAMMCO NEWS". Written communication is mostly used when the message is lengthy, complex or technical, extremely important, has long-term significance and is needed for future reference or concerns many people and needs to be widely circulated. Also written messages are often used to supplement and reinforce orally transmitted information, especially on matters that can be easily

forgotten or subject to misinterpretation.

Non-verbal communication is also used to transmit information in the organisation when needed. It is usually used to transmit, ideas, feelings and attitudes. For instance a manager pounding on his desk or smiling to the subordinate may communicate clearly the action he wants.

3.2 TYPES OF COMMUNICATION IN ANAMMCO:

The healthy functioning of any organisation depends on co-operation. Good communication helps build co-operation by permitting a two-way exchange of information by unifying group behaviour. People need to know their job responsibilities, the purpose of the organisation, and the accepted channels through which communication flows. Organisations therefore, establish formal structures through which communication travels. The informal structures however, supplement the formal structure.

The formal type of communication follows the formal system of authority. It takes place between personnel on the basis of established lines of authority and according to established procedures and relationships. Formal communication is used in sending and receiving information

from different levels of the organisation. Generally,
formal communication may flow in any of these three
directions - downwards, upwards or horizontal.

In ANAMMCO, the information flow is in no way different.
According to the Public Relations Manager, Mr. G.C. Ndu,
the company uses downward, upward and horizontal communica-
tion flow. In downward communication, information flows
from the higher levels of authority to the lower level of
authority. It is usually used to transmit organisational
objectives, policies, orders, instructions, procedures
and practices, feedback to employees about their perfor-
mance etc. Downward communication helps to link the levels
of the hierarchy and to coordinate activities of the
different levels of the organisation. Such information
can help clarify operational goals, provide a sense of
direction, assist in indoctrinating workers as to the
organisation's mission and philosophy and provide subordi-
nates with data relevant to their performance.

Upward communication involves the subordinate
communicating to his superior or the management. It may
be in form of report about what job has been accomplished
or a complaint, suggestions on what needs to be done about
a matter or problem, or to seek clarification about general

goals or specific directives. The Public Relations
Manager said that this form of communication is very
valuable in any organisation, because it promotes good
human relations and through it the management monitors
the feelings of employees and takes appropriate action
where need be. The opportunity for such communication
encourages employees to contribute valuable ideas that
can lead to substantial savings for the organisation.
Upward communication is the management or superior most
important source of feedback. As a feedback, it can
provide a check on employees reception, understanding
and acceptance of downward communicated messages. There
are intangible benefits as well. Then employees can
participate in decisions that directly affect their work,
they feel as if they are part of the organisational com-
munity, not just an individual collecting a paycheck.

Horizontal communication occurs across departments,
or between people on the same managerial level. It helps
in establishing good relationship among different depart-
ments and helps prevent the different departments of the
organisation from working in isolation in the pursuit of
organisational objectives.

In addition to the formal communication, informal

communication also exists in the organisation. The mutual
attraction and common understanding of individuals who
work in the organisation make them communicate in an
informal manner, otherwise known as the grapevine.

Both the informal and formal communication network
are complementary and substitutable. They are necessary
for group activity just as two blades are essential to
make a pair of scissors workable, and they comprise the
social system of a work group.

3.3 WHAT TO COMMUNICATE IN ORGANISATIONS:

Determining what subjects to be communicated can be a
difficult task. In the past, classical managers tended
to concentrate on orders that were necessary to accompli-
shing specific goals. However, with the advent of the
human relations movement and the behavioural school of
management, other subjects were added. Various factors
led to increase of the subjects to be communicated to the
subordinate. These include the research of the behavioural
scientists which demonstrated the motivational qualities
of information, the labour union militancy and environmen-
tal factors.

Because of the wide variety of subject matter available
for communication, the manager must restrict what is to be
communicated. Otherwise, the communication channels will

be clogged with a lot of insignificant trivials. In
addition, the manager may do potential harm to the
organisation by releasing confidential or controversial
information.

According to Flippo the following should be
communicated to employees:

1. Information about the company - its operations,
   products and prospects.

2. Information about company policies and practices
   related to personnel and their job.

3. Information about specific situation that arise in
   the company, such as a change in management or
   alteration of a layout.

4. Information about the general economic system in
   which a company and its employees operate.[2]

Within these broad areas, many specific details must
be attended to. For instance, the management should
inform the employees of what their job is, their duties
and responsibilities, the relationship between the job
and others in the organisation, what the accepted stand-
ards of performance are, the need for safety and accident
prevention in job, vacations, seniority and pay system.

Other information concerning the plans of organisation,
such as the company's product in the markets, the
activities of the competitors and the effects of these
in production.[3]

3.4 IMPORTANCE OF COMMUNICATION IN ANAMMCO:

Over the years, the importance of communication in
organisations has been stressed by many scholars. Chester
Barnard, for instance viewed communication as the means
by which people are linked together in an organisation
to achieve a common purpose. [4] This is the fundamental
function of communication. It was in consonance with the
relevance of communication that Middlemist Michael
maintains that communication must prevade organisation.[5]
This is because jobs cannot be adequately accomplished,
goals cannot be met, sales cannot be filled and problems
cannot be solved without effective communication.

In ANAMMCO, the importance of communication,
cannot be over-emphasised. From my interview with some
of the heads of departments, I gathered that communica-
tion serves as a vital tool for the performance of
managerial functions of planning, organising, directing,
and controlling. Communication helps the management
transmit the organisational objectives, policies, rules

and regulations to the various departments of the

organisation for implementation. Through this way the

different levels of the organisation are linked and co-

ordination becomes possible. Thus communication is the

means by which organised activity is unified.[6]

Communication aids in the development and mainte-

nance of organisational purposes, as the members motivate

and inspire each other towards goals accomplishment.

It also helps the managers to select, train and appraise

organisational members and control performance. Communi-

cation enables managers to keep in touch with their

employees about new changes and development. Besides

when changes are being introduced, communication helps

through discussion and frank exchange of views to reduce

the degree of resistance.

Futhermore, communication helps the management to

maintain the relationship between their organisation and

their external environment. Through the exchange of

information with people from their external environment,

management becomes aware of the needs and feelings of their

customers.

Communication helps the employees to become aware of the organisation's goals, work conditions, method of work, task goals, instruction on what to do. Such information helps them perform their job effectively. When employees are well informed, they become ego involved in their jobs and as a result tend to have a greater feeling of identification with the company and its goals. It is only then that workers understand their job and with a sense of loyalty work harmoniously with management for the attainment of organisational goals. Increased co-operation and group cohesiveness lead to greater productivity.

Communication makes for feedback in organisation. It helps the management become aware of the extent the organisational objectives and functions are being attained. Also through the feedback mechanism feelings of subordinates on management policies and decisions are known to management. This helps the management to adjust, improve or change certain policies and decisions.

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CHAPTER FOUR

BARRIERS TO EFFECTIVE COMMUNICATION IN ORGANISATIONS AND THEIR MANAGEMENT

4.1 HINDERANCES TO EFFECTIVE COMMUNICATION IN ORGANISATIONS:

Communication is very fundamental to the existence of any organisation. However, despite the apparent importance of organisational communication, it is not always successful or effective because of barriers. It is important to understand the barriers to effective communication because of the numerous effects they have in organisations.

There are five specific organisation barriers to effective communication. These include:

1. Lack of a communication policy.

2. Authoritarian attitude of management.

3. Poorly defined authority and responsibility.

4. The many levels of management.

5. Insufficient communication training.

Where there is no communication policy, there are bound to be communication problems. Many organisations do not have laid-down procedures for communication, no well defined channels nor established policy or guides for communication with the resultant effect of subordinates

getting confused in terms of who to take their complaints to in times of trouble. Thus to effective transmission of information.

The authoritarian attitude of management in some organisations hinder communication effectiveness. Many workers as a result of this attitude live in fear and thus do not feel free to speak their mind. And in such an environment, no effective communication takes place.

Besides, if there is poorly defined authority and responsibility, there are going to be communication problems. This is because in a situation like that, subordinates and even subordinate managers fail to know those they are responsible to and those responsible to them. This results to delegation and report being directed to wrong people.

Organisation structure also affects communication. Many organisations especially large organisations are intricate, with several layers of supervision and tall layers of managerial hierarchy. The flow of information through these hierarchy levels makes for abstraction. More and more details are generally left out as information flows from the bottom to the top of the hierarchy. Many details are added during downward information flow. A great deal of distortion results as information passes

upwards or downward from level to level. Every level

tends to view a problem from a somewhat different

horizon.

Besides, it is notoriously difficult for superiors

to get the truth from subordinates because messages from

below are mostly distorted. Some of this distortion is

intentional, some not. The intentional comes from those

who want to win favour with the boss. This is perfectly

a natural desire but some are more willing to lie for it

than others. Perhaps everyone in the organisation colours

the news somewhat, but "ambitious climbers" and "empire

builders" will commit the worst crimes of colouration.[2]

Everything unfavourable is minimized, everything

favourable is maximized.

Some distortions are quite unintentional, but no

less hurtful. Nearly everyone prefers to hear good news,

and basically innocent people unconsciously edit out

that which would displease the hearer, and unconsciously

emphasize that which pleases. Distortion occurs as news

is edited by each successive level of the hierarchy. Top

level managers don't have time to see or hear all the

information generated at the lower levels of the organisa-

tion, especially of a large organisation. The mass of

data must be edited, condensed, shortened, packaged and repackaged at successive levels, until what finally reaches the desk of the top manage is a sculptured work at which many hands below have carefully chipped and carved.

Distortion would also be caused by the inability of the sender to properly encode and transmit the message. Situations abound where the subordinate failed to carry out a directive because he thought the superior was not serious. Phrases such as "I thought you did not mean it", "I did not take you serious."[3]

Filtering is another barrier to effective communication, it occurs when the sender sieves the information and transmits only the favourable aspect of it. When the whole picture is not presented there can scarcely be a meeting of the mind. An organisation that is in the habit of reprimanding employees for even small mistakes, encourages filtering. Employees sieve information in order to look favourable before the superior. Filtering is known to be responsible for most serious problems encountered in delegated responsibility because of conscious manipulation of facts by subordinates. This is particularly true when

the subordinate does not appear to have self confidence.

Over-loading of communication channels can cause the network to be jammed with irrelevant messages. As such, there should be an optimium amount of communication in the organisational system especially in the downward communication. In organisations where there are too many memoranda floating around, the management may form the habit of not reading their mails. They refer to those mails as "junk". It is not unusual for them to classify all mails as junk with the result that management denies receiving memos that were in fact sent and even acknowledged, but were not read.

Routing affects communication and as such, it is essential that all information be properly sent to the right people who are expected to benefit from them. When a person receives a mail or information which has no meaning of significance to him, he gets infuriated, "How does this concern me?" he asks. He may then "tune out" the communication.

Route may determine the content of the message and the language in which it is stated.[4] If official information is first received by the grapevine, or from persons outside the organisation, the employees may feel

insecure. Likewise, if a supervisor receives information from subordinates, it signifies a short circuit in the line of communication from the top management and thus threatens the supervisor's status and authority.

Timing of communications can result in problems for management. Some types of messages need to be released so that everyone will receive them simultaneously. Other types of messages being transmitted should be timed sequentially so that receivers will not be confused by issues that are not important to them at the moment. Moreso, sending out information when it has already gone out through the grapevine is injurious to organisational image. Information, especially ones of crisis nature such as a general wage cut, or retrenchment should be timed and should not be allowed to be first circulated by the grapevine because it may lead to breakdown of law and order in the organisation.

Most people are so accustomed to using words when they communicate that they give semantics, the meanings and the changes in meanings of world's little thought, and that can be a problem. We naturally assume that words we use mean the same things to others, but this is not always true. Words are not physically things, but labels that

stand for something. The meanings of words or semantics
lie within us. We have agreed that particular words will
have associated meanings and usage. We can easily under-
stand what words like typewriter, envelope, or computer
mean. But more abstract terms such as job satisfaction,
upward mobility or word processing have less precise
meanings and will be interpreted by different people in
different ways. The more abstract the term, the less
likely it is that people will agree on its meaning.

People's internal context, that is their attitudes,
background, experiences and interests also affect how they
interpret what they hear. For example, if an accountant
submits a report on "costs" to an economist, distortion
may result because of differences in meanings of the word
"costs". Likewise, if the industrial engineer receives
the report, he may get ideas entirely different from those
of the accountant or economist. The financial manager will
view "costs" as outgo of funds; the production manager may
think of costs as part of the total selling price; the
industrial relations manager may view "costs" as a social
factor of employment.[5]

Not only are the meaning of words subject to diffe-
rent interpretations, but words themselves are constantly
changing. Words can be dropped from common usage or

acquire additional meanings, and new words can be created as society changes.

Emotions are perhaps the most powerful communication filter. Strong emotions can either prevent people from hearing what a speaker has to say or make them too susceptible to a speaker's eloquence, they may "think" with their emotions and make decisions or take action they regret later. They have shifted their attention from the content of the message to their feeling about it.

Attitudes are beliefs backed up by emotions. They can be a barrier to communication in much the same way as emotions can, by altering the way people hear a message. The listener may not like the speaker's voice, gestures, mannerisms, dress, or delivery. Perhaps the listener has preconceived ideas about the speaker's topic. Negative attitudes create resistance to the message and can lead to a breakdown in communication. On the other hand, overly positive attitudes can also be a barrier.

Assumptions also affect communication. Sometimes people assume what a person is about to say and rush into conclusion without understanding what the speaker is about to communicate. When an individual perceives that

someone is out "to get him" in an organisation, he suspects
every word that the person says and reads more meaning
in his statement than was intended. Thus, the assump-
tion the receiver has about the sender influences compre-
hension. Based on their perception of their superiors,
subordinates determine how much information they share
with them, or the degree to which they will take them
into confidence. Thus preconceived ideas or assumptions
about people, situation or events may influence the
receiver or the sender to make premature judgements.[6]

Many subordinates as a result of experience collec-
ted over the years, misinterpret information or directives
from their superiors. Value judgement makes it difficult
for the employee to take in the entire communication
before jumping into conclusion. When a communication is
transmitted there could be a show of emotion, raising of
the voice, body movement, rolling of the eyeball or the
like; the receiver is likely to interpret each based on
his value judgement.

Futhermore, the inferior status of subordinates
make them feel uncomfortable in the presence of superiors,
reluctant to initiate conversation, and tongue tied and
nervous in the "great one's" presence. They feel that

they are intruding on the "great one's" time. The
prestige surrounding persons of rank is also an intimida-
ting barrier to persons of lower status. Managers often
feel they need to magnify this intimidating prestige by
surrounding themselves with signs, symbols and trappings
of rank. All these definitely affect communication.

Again, if the advancement of a subordinate is
determined by the superior, there will be communication
problems. As mentioned earlier, emotions, such as fear,
love or hate destroy effective communication. Where a
subordinate's mobility depends on a superior, there will
be a filtering of most of the information from the
subordinate because of fear of appearing stupid and
spoiling his chances. In such a situation, the subordinate
cannot argue even if he is an expert in the field and
believes he is right.

The manner in which we express messages seriously
hinder communication. Such faults as poorly chosen and
empty words and phrases, careless omission, lack of
coherence, poor organisation of ideas, awkward sentence
structure, inadequate vocabulary, platitudes, numbing
repetition, jargon, and failure to clarify implications
are common. This lack of clarity and precision leads to

costly errors, costly corrections, and the need for other-
wise unnecessary clarifications.

Equally, poor retention of information is a barrier to
communication. Studies show that employees retain about
50 percent of communicated information and supervisors
about 60 percent.[7] This is why many organisations
operate under a cloud of ignorance.

Another barrier to effective communication is inatten-
tion. Failure to read bulletins, notices, minutes,
reports etc. is common, so also is failure to listen to
oral communication. The construction of oral and written
messages is only one part of the communication process.
The best message is of little avail unless the person at
the receiving end listens or reads and makes an effort
to understand. We often speak without listeners and
speak when we ought to be listening.

A major barrier to effective listening is the tenden-
cy of the listener to evaluate in terms of his rather than
the speaker's frame of reference.[8] The listener's preju-
dices and beliefs, cued by the words or the person of the
speaker, partially or completely inhibit any exchange of
information between the two parties. Also thinking about

something else while waiting for the speakers next word
or sentence, listening primarily for facts rather than
ideas, "tuning out" when the talk seems to be getting
too difficult, prejudging from a person's appearance
or manner that nothing interesting will be said and
paying attention to outside sights and sounds when talk-
ing to someone affect listening.

Futhermore, some superiors are noted for the number
of counter manding or modifying messages that follow an
original communication. These usually result from ill
considered judgements or illogical decisions. Repeated
experience with these messages gradually conditions
subordinates to delay action or to act unethusiastically.

Finally, there is barrier due to resistance to
change. Human beings like to preserve the status quo
and do resist change. Hence then a message conveys new
ideas, the listener too frequently does not receive it
properly. The listener may therefore, pay marginal
attention instead of trying to understand.

In Anambra Motor Manufacturing Company (ANAMMCO),
however, the situation is in no way different. Although

from my interview with their management and employees
I deduced that the company has to some extent an effective
communication system. Only a few factors exist as hinder-
ances to effective communication, within the company's
communication system and general organisational frame-
work. These few barriers are in no way unique from the
problems encountered by other organisations, which have
been enumerated and discussed.

4.2 CONSEQUENCES OF COMMUNICATION BREAKDOWN IN ORGANISATIONS:

Communication breaths life into planning, organising,
motibating and controlling. It is the way we get meaning-
ful work accomplished by co-ordinating the efforts of
other individuals and groups. Effective communication
builds efficiency into organisations and instils pride,
purpose and understanding in workers.

However, where there is breakdown of communication
in organisation, the effects is always tremendous on the
organisation. Without effective communication, organisa-
tions cannot maintain relationship with their environment.
Thus, management will not be aware of the needs and
feelings of customers and decisions of the governments.[9]

Moreover, managers of different departments in
organisation cannot circulate information to different

sections and departments in the organisation. Therefore
employees cannot know what their associates are doing,
management cannot receive information of inputs and out-
puts and cannot give instructions; co-ordination of work
is impossible; and the organisation will collapse for
lack of it. Co-operation also becomes impossible,
because people cannot communicate their needs and feelings
to others. This will make the different departments of
the organisation to operate in isolation with one another
in pursuit of cooperate objectives.

Information flow in a communication network is the
lifeline of any business enterprise; it is like blood
flowing through the veins and arteries of the body.[10]
So when there is communication breakdown, managers will
not be able to establish and disseminate goals of an
organisation, develop plans for their achievement, organise
human and other resources in the most effective and effi-
cient way; select, train and appraise organisational
members, and control performance. Also managers cannot
keep in touch with their employees about new changes and
developments.

Futhermore, a lag in the flow of information about
environmental change could lead to failure to take prompt

action on an issue which may result in a sequence of adjustments in wrong directions. A company faced with severe fluctuations in the demand of its products may find itself increasing production when it ought to cut down production and conversely production output may never be in accord with the actual market situation.

Again, a relatively minor problem can become a serious labour relations problems or lead to an industrial dispute because a lack of information precluded prompt corrective action. The management may not become aware of the problem until a horde of union officials storm the "executive suite" with loud voices. Such a development might have been avoided by timely information about the problem.

Besides, lack of communication leads to low morale amongst the employees because relevant information about the organisational goals, objectives and values are not communicated to them. Moreso employees may not be adequately informed about, task goals, instructions on what to do; when and how to do them.

Finally, communication breakdown will affect feedback to the management about how far the organisational

objectives have been achieved. Also the feelings of subordinates on management policies and decisions will not be known to the management. Again there would be no industrial harmony in the organisation because there will be misunderstanding and mistrust steming from a suspicion of the motives of each party.

4.3 MANAGEMENT OF THE BARRIERS TO EFFECTIVE COMMUNICATION IN ORGANISATIONS:

Now that we have discussed and understood the barriers to effective communication, it is necessary to discuss also the important measures that will help manage these barriers and improve communication skills.

For effective communication, the sender should always send clear, concise messages with as little influence from filters as possible. As the sender formulates the messages, he/she should keep in mind how filters creep into all messages from both the sender's and receiver's vantage points. Moreso, the sender should use language that is simple, clear, precise and unflossy. Buzz words or complex, official languages must be avoided. This is because words acquire different meanings for different people as a result of differences in status or knowledge.

Hence, tailoring the message to the receiver by using words effectively will help ensure that your message is understood. This principle of using words carefully is equally important when using written communication.

A manager who wants to be sure a communication reaches everybody it is intended to reach without distortion or alteration might find it useful to send it by several routes and not relying solely on the chain of command. For example, important new policies or instructions, might be communicated straight to the whole organisation by means of mass meetings, in-house loudspeaker or by written communication sent directly to every member of the organisation who is expected to play any part in carrying out the new policies or instructions. Briefing teams are also useful.[11] A top level manager who wants to be sure every key subordinate receives an identical education about a new policy, might establish a briefing team to carry out that education to every important point in the organisation. Top level management can also conduct inspections at the bottom of the hierarchy to satisfy themselves that instructions are being executed. They can also get a fairly good impression whether their orders are reaching

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the operating level by talking with clients of the
agency who feel the ultimate effect of those orders.

However, it must be said here that executives
occupying steps on the hierarchical ladder beneath top
managers are very sensitive and usually hostile to any
attempt by their superiors to reach around them. Some
managers are especially vigilant to see that nothing
goes upward in the organisation that does not first cross
their desk. Unfortunately, this kind of censorship is
exactly the thing top managers have to fight against, yet
at the same time, they cannot afford to express lack of
confidence in subordinate managers. But, a top manager
must have a reasonably accurate flow of intelligence
from the bottom, and must run checks to test the accuracy
of what he is receiving through regular channels. How
this can be done varies with the situation, but in some
cases a manager can learn a lot by strolling through the
company from time to time, casually visiting with
operating level people in the hall or in snack bars.
But it is probably ill-advised for a manager to permit
subordinates to by-pass any steps in the chain of command
to see him formally about an organisational matter. This
infuriates the by-passed supervisors and also reduces

their status and undermines their authority.

Management may consider reducing the number of hierarchical layers in their organisation, if they will profit by having a flat organisation instead of a tall one. The taller the organisation the more levels through which upward and downward communications must pass, therefore, the greater the accumulation of distortion of messages.

Another antidote to distortion is the so-called "distortion-proof message".[12] Perhaps there is no such immaculate thing as absolute distortion-proof message, but attempts can be made to design, for instance, field or shop reports that go direct from the bottom of the organisation to the top without giving anyone in between a chance to distort it. However, top managers of large organisations would soon be swamped with data if there were no intermediate editing whatsoever of any upward communications.

Some distortion in the upward and downward flow of information can be eliminated by the use of information facilities that have some degree of independence from the chain of command. Thus, information obtained through an

employee counselling program can be used to check information received through regular channels. A suggestion system may provide important additional information about the situation at lower levels. Staff assistants can be used to obtain information from various parts of the organisation, but of course, they should be careful not to give the impression that they are spying. As for downward communication, one way to minimize distortion is to simplify and clarify messages. A message may be so lengthy, so poorly written, and such a coil of perplexity that no two people agree on what it means.

Superiors should try having a really open door policy, so as to ease that feeling so many subordinates have that they must "petition" for an audience with the manager and that such a petition is an annoyance to him. For a true open door policy, subordinates should feel that they can express sentiments without the threat of direct or indirect sanctions.[13] Effective communication with subordinates requires a willingness to listen with an open mind to the ideas and sentiments they express. It involves more than a perfunctory statement that "my door is always open". Subordinates must feel that the man behind the door wants to hear what they have to say and

that he will do something about their complaints and suggestions. However, it should not be assumed that the superiors should make every change suggested by a subordinate. Some complaints are highly unreasonable, and some suggestions unsound. But, even though the subordinate cannot be satisfied through direct action, he often responds favourably to the interest and recognition implied by a superior's willingness to listen. There is also evidence that "talking out a problem" to a good listener can help ease emotional tensions and frustrations. Another important consideration is that listening helps to keep communication channels open.

Redundancy or repetition also help improve communication. This involves sending the same message again and again, utilizing various media and different forms of statement. For example, a manager may send information through a memo and later make a phone call. Through this, the sender not only gains the receiver's attention through dialogue but also make sure there is a written record to refer to in case specific details need to be recalled. Repetition, or redundancy, has been shown in many studies to be an important element in ensuring communication accuracy. Redundant forms help ensure that messages will

not be mis-understood.

Futhermore, verification and feedback are also measures to manage communication barriers. The feedback provides for a two way communication. It requires the receiver to feedback his understanding of the message to the sender. This permits verification of whether accurate reception has occurred and correction of errors through subsequent messages. It leads to full and complete understanding of the message. The method is less frustrating and it is much more accurate and it produces greater confidence in the correctness of intepretations.[14]

Differences in background, interests, values, attitudes, motives and expectations should be considered in preparing messages to particular persons and groups. This is because, communication can be ineffective if the sender is insensitive to the receiver's world.[15] The employees in the factory should generally be approached different than those in the office. Communicating with a group of foremen is not the same problem as communicating with engineers. This idea also applies to communication with different individuals. A technique that works well with the production manager may not give good

results with the sales manager. Such problems can be partly attributed to differences in functional responsibilities and professional or vocational interests. In addition, there are the unique personal qualities of individuals and the norms developed by social groups. Thus the ideal solution might be to design a different message for each individual or group in the organisation. However, the extent to which this approach can be carried into practice is limited by consideration of time, effort, and cost. Another restricting factor is a lack of sufficient knowledge about the psychosociological dynamics of particular individuals and groups. But inspite of these limitations, executives should give implicit, if not explicit, recognition to individual and group differences in their communication.

Besides, timing the message will help ensure effective communication. Keep in mind that most employees, particularly at the managerial level, are flooded with messages every day. An important memo or letter may not get attention simply because it is competing with more pressing problems facing the receiver. This could be solved by establishing standard times for particular messages to be sent and received. Timing the delivery of

your message will help ensure that it is accepted and
acted upon. Again, overloading of communication channels
could be avoided by providing for editing devices,
or persons, to regulate the quality and quantity of
communications with regard to sufficiency of information
for decision centres.[16]

Active listening should be developed. This takes
time, focus and concentrated energy. If you don't have
time to listen, your attention is being diverted to other
issues, or you simply don't have the energy to listen.
Let the speaker know this and make arrangements to
listen at another time. There are several steps one can
follow to become an active listener.

1. Cultivate a listening attitude - Regard the person
   as worthy of respect and attention. Empathize or
   feel with the speaker and really try to understand
   the other person's experience. Drop your expectations
   of what you're going to hear or what you would like
   to hear. Be patient and refrain from formulating
   your response until the speaker has finished
   talking.

2. Focus your full attention - Establish eye contact.
   Equalize any difference in height between you and

the speaker. Maintain an open body posture and lean forward slightly. This stance communicates your interest and attentiveness. Continually refocus away from distractions both internal and external.

3. Ask questions - This step ensures your own understanding of the speaker's thoughts and feelings and additional relevant information.

Communication audits could also be used to improve communication. Communication audits should be conducted within the organisation to determine sources and causes of communication failure.[17] These audits utilize questionnaires, interview with opinion leaders, critical incidents of effective and ineffective communications, sociometric analyses and other procedures to obtain a comprehensive picture of the formal communication system. When the results indicate that problems exist in certain aspects of communication system, recommendations for change are developed and implemented. This should be followed at a reasonable interval by a second audit to determine the effectiveness of the changes. The value of communication audits of this kind is that they can pinpoint failures and thus permit the focusing of corrective

efforts on specific aspects of the formal system.

Finally, and of great importance is the knowledge of the "Ten commandments of Effective communication" as was given by the American Management Association. These are:

1. Seek to clarify your ideas before communicating.

2. Examine the true purpose of each communication.

3. Consider the total physical and human setting whenever you communicate.

4. Consult with others where appropriate, in planning communications.

5. Be mindful, while you communicate, of the overtones as well as the basic content of your message.

6. Take the opportunity, when it arises, to convey something of help or value to the receiver.

7. Follow up your communication.

8. Communicate for tomorrow as well as today.

9. Be sure your actions support your communication.

10. Lastly, seek not only to be understood but you should also understand.[18]

Knowledge of these ten commandments by both the management and employees of any organisation will help them develop good and effective communication skills.

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<center>CHAPTER FIVE</center>

<center>DATA PRESENTATION AND ANALYSIS</center>

At the early stage of this work, we proposed three hypotheses that would enable us prove the factors that could hinder effective communication in organisations. In this chapter, therefore, we are going to present and analyse the data collected for testing the hypotheses.

One hundred questionnaires were administered, but 80 were received. Out of the eighty questionnaires received, twelve were collected from the management and sixty-eight from the workers.

HYPOTHESIS I: THE PROBLEM OF EFFECTIVE COMMUNICATION IN ANAMMCO IS SIGNIFICANTLY ASSOCIATED WITH THE STRUCTURAL PATTERN OF THE ORGANISATION

To test this hypothesis, we shall rely on questions Nos. 1, 2, 3, 5, and 6.

Question 1

Too many levels in the management hierarchy can lead to informational delays and distortions.

TABLE 5.1:

Responses	Management	Workers
Yes	10 (83%)	55 (81%)
No	2 (17%)	13 (19%)
Total	12 (100%)	68 (100%)

The table indicates that out of 12 respondents (management), 10 representing 83% agreed, while 2 or 17% disagreed. The responses of the workers supported that of the management. 55 or 81% respondents (workers) agreed, while 13 or 19% disagreed.

This shows that too many levels in the management hierarchy lead to informational delays and distortions.

Question 2

A high degree of centralization can unduly tax channel capacity and result in communication bottlenecks.

Table 5.2

Responses	Management	Workers
Yes	7 (58%)	46 (68%)
No	5 (42%)	22 (32%)
Total	12 (100%)	68 (100%)

The table shows that out of 12 respondents (management) 7 representing 58% agreed, while 5 or 42% disagreed. On the workers side, 46 or 68% agreed, while 22 or 32% disagreed. The responses show that a high degree of centralization hinders effective communication.

Question 3

Too many formal rules and procedures may impede rather than implement the development of effective

communication channels.

Table 5.3

Responses	Management	Workers
Yes	9 (75%)	50 (74%)
No	3 (25%)	18 (26%)
Total	12 (100%)	68 (100%)

The table indicates out of the 12 respondents

(management) or 75% agreed, while 3 or 25% disagreed.

On the workers side, 50 represxnting 74% agreed while 18

or 26% disagreed. This shows that too many formal rules

and procedures impede effective communication.

Question 5

Which of the listed communication media is being

used in your organisation.

Table 5.4

Responses	Management	Workers
FaCe to face	—	—
Written	—	—
Notice Board	—	—
Intercom	—	—
Company magazine	—	—
Memo	—	—
Suggestion	—	—
All of the above	12 (100%)	68 (100%)
Total	12 (100%)	68 (100%)

The table indicates all the 12 respondents on the

management side agreed, while on the workers side, all
the 68 or 100% respondents agreed too. This shows that
the organisation uses all the mentioned media of communi-
cation.

Question 6

Are you satisfied with the media or channels being
used?

Table 5.5

Responses	Management	Workers
Yes	12 (100%)	68 (100%)
No	—	—
Total	12 (100%)	68 (100%)

The table shows the 12 respondents in the manage-
ment side agreed, also 68 or 100% of the workers agreed
that they are satisfied with the media of communication
being used in the organisation.

From the analysis in the tables, it is obvious that
the problem of effective communication in ANAMMCO is
significantly associated with the structural pattern of
the organisation. Our findings therefore support or
upheld our first hypothesis. Organisational structure
affects communication because many organisations are

intricate, with several layers of supervision and tall
layers of managerial hierarchy. Thus the flow of
information through these hierarchical levels makes
for abstraction. As information moves upward more and
more details are left out and whole details are added
during downward flow of information. This distorts
the original message and makes communication ineffec-
tive. Also when organisation is centralized and there
are many rules and procedures, communication is hindered.
This is because there may be much information that needs
attention, but the receiver may not have the time to
attend them all and thus may sieve some information out.

HYPOTHESIS II: THE LEVEL OF THE ORGANISATIONAL
INTERPERSONAL RELATIONSHIP IN ANAMMCO
AFFECTS EFFECTIVE COMMUNICATION IN THE
ORGANISATION

In testing this hypothesis, we would depend on data
collected from questions 8 of both the management and
workers, question 14 of the workers, question 13 of the
management and question 16 of both management and workers.

Question 8

The relationship between the management and the
employees in your organisation is generally cordial or
strained?

Table 5.6

Responses	Management	Workers
Cordial	12 (100%)	48 (71%)
Strained	—	20 (29%)
Total	12 (100%)	68 (100%)

The table shows that all the 12 respondents on the management side agreed, while on the workers side 48 or 71% agreed and 20 or 29% disagreed.

Question 13

Do you encourage the subordinates to bring up necessary information/complaints concerning your company to you?

Table 5.7

Responses	Management
Yes	12 (100%)
No	—
Total	12 (100%)

The table indicates that all the 12 respondents which represent 100% agreed that they encourage the subordinates to bring up necessary information or complaints.

Question 14

Does your boss encourage you to bring up necessary

information to him?

Table 5.8

Responses	Workers
Yes	32 (47%)
No	36 (53%)
Total	68 (100%)

The table shows that out of the 68 respondents, 32 or 47% agreed, while 36 or 53% disagreed that their boss encourages them to bring up necessary information to them. This contradicts the response of the management which shows that they encourage subordinates to bring up necessary information concerning the company.

Question 16

Mutual distrust between the management and subordinates result in communication breakdown.

Table 5.9

Responses	Management	Workers
Yes	9 (75%)	52 (76%)
No	3 (25%)	16 (24%)
Total	12 (100%)	68 (100%)

The table indicates that out of the 12 respondents on the management side, 9 representing 75% agreed, while 3 or 25% disagreed. On the workers side, 52 or 76% agreed

and 16 or 24% disagreed. From the responses, it seems that mutual distrust between the management and subordinates result in communication breakdown.

From the analysis in the tables, it is clear that the level of the organisational interpersonal relationship in ANAMMCO affects effective communication in the organisation. Our findings therefore, upheld our second hypothesis. When the relationship that exists between a superior and a subordinate is strained, the subordinate will feel reluctant and non-chalant to communicate necessary information concerning the organisation to his superior. Likewise, when the relationship that exists between a subordinate and a superior is only on formal basis, the subordinate will always be nervous or tongue tied to discuss with his superior.

HYPOTHESIS III: HINDERANCES TO EFFECTIVE COMMUNICATION IN ANAMMCO IS DIRECTLY RELATED TO THE NATURE OF INTRAPERSONAL AND HUMAN FACTORS WHICH EXIST IN THE ORGANISATION

To test this hypothesis we are going to utilize answers to questions 17, 18, 19, and 20.

Question 17

Where a subordinate's mobility/promotion depends on a superior, there will be a filtering of most of the

information from the subordinate.

Table 5.10

Responses	Management	Workers
Yes	8 (67%)	42 (62%)
No	4 (33%)	26 (38%)
Total	12 (100%)	68 (100%)

The table indicates that out of respondents (management) 8 or 67% agreed, while 4 or 33% disagreed. On the workers side, 42 or 62% agreed, while 26 or 38% disagreed. This shows that filteration of information by the subordinates occur where the subordinates mobility or promotion depends on a superior.

Question 18

Preconceived ideas or assumptions about people, situation or events may influence the receiver or sender of information.

Table 5.11

Responses	Management	Workers
Yes	10 (83%)	60 (88%)
No	2 (17%)	8 (12%)
Total	12 (100%)	68 (100%)

The table shows, out of 12 respondents (management) 10 representing 83% agreed, while 2 or 17% disagreed.

on the workers side, 60 or 88% agreed while 8 or 12% disagreed. In essence, preconceived ideas about people, situation or events influence the receiver or sender of information thereby affecting communication.

Question 19

Emotions like love, rehearsed hatred or fear distort the communication process.

Table 5.12

Responses	Management	Workers
Yes	12 (100%)	61 (90%)
No	—	7 (10%)
Total	12 (100%)	68 (100%)

The table indicates, that all the 12 respondents on the management side agreed. On the workers side, 61 or 90% agreed while 7 or 10% disagreed. The responses show that emotions like love, hatred or fear distort communication process.

Question 20

Poor retention, inattention, badly expressed messages affect effective communication.

Table 5.13

Responses	Management	Workers
Yes	12 (100%)	68 (100%)
No	–	–
Total	12 (100%)	68 (100%)

The table indicates all the 12 respondents on management side agreed, while 68 or 100% on the workers side agreed. This shows that poor retention, inattention, badly expressed messages affect effective communication.

From the above analysis in the tables, it is evident that intrapersonal and human factors which exist in ANAMMCO are hinderances to effective communication. The findings therefore support the third hypothesis. Assumptions affect communication in that sometimes people assume what a person is about to say and rush into conclusion without understanding what the speaker is about to communicate. Thus the assumption the receiver has about the sender influences comprehension. Also badly expressed messages hinder communication. Such faults as poorly chosen and empty words and phrases, careless omissions, lack of coherence, poor organisation of ideas, awkward sentence structure affect communication. Likewise emotions can prevent people from hearing what

a speaker has to say or make them too susceptible to a speaker's point of view. When people allow themselves to be carried away by emotions, their attention would be shifted from the content of the message to their feelings about it. Equally, poor retention and inattention are barriers to effective communication.

CHAPTER SIX

SUMMARY, CONCLUSION AND RECOMMENDATION

6.1 SUMMARY AND CONCLUSION

The importance of effective communication in organisations can hardly be over-emphasised. Communication as mentioned earlier is the life wire of any organisation. Without communication management cannot transmit instructions, policies or decisions nor receive information on inputs. Employees on the other hand would not know what their associates are doing. Thus without communication, coordination at work will be impossible and the organisation can collapse for lack of it.

The research commenced with an introduction which dealt with statement of problem, purpose and significance of the study. Related literature was reviewed in which the communication process, channel, types and roles were extensively discussed. Three hypotheses were put forward for verification or testing. Finally, the method of gathering data was discussed.

The operations of Anambra Motor Manufacturing Company were discussed. The historical background, organisational structure, function of the organisation and capital formation were discussed under this. Next

the communication framework in the organisation was detailed.

The factors which hinder effective communication in organisations were discussed. These include over-loading, distortion, timing, routing, filtering, emotions, assumptions, attitudes, inattention, authoritarian attitude of the management, semantics and resistance to changes. How these problems should be managed was also elaborated upon.

Data collected for the study were presented and analysed. From the analysis, the hypotheses put forward for testing were upheld thus making it evident that factors such as organisational structure, the relation-ship that exists between the management and employees and human factors hinder effective communication in ANAMMCO. Efforts therefore, should be made to improve upon this state of affairs. Considering this, we made the following recommendation.

6.2 RECOMMENDATIONS:

1. Superiors or the management should practice a true open door policy. This requires willingness on the part of superiors to listen with an open mind to the ideas and sentiments of subordinates. This will help

the subordinates grow in their jobs, hence the overall output of the organisation would also be increased.

2. Management should try to reduce all the rigorious protocol which the workers have to go through while trying to reach their boss.

3. For effective communication, the management should always make use of redundancy and verification, but not to the point of overload.

4. Management should encourage workers' participation in discussions on certain issues concerning their company. This will help to create and sustain good work environment in the organisation where the subordinates could freely express themselves without fear of losing their job or being victimized.

5. In-service training should be introduced to allow some of the junior workers advance their studies. This is important considering the poor academic background of some workers which invariably hinder effective communication.

6. Feedback or verification should always be employed by the management. This would help them know whether their messages have been understood and necessary action taken to that effect.

7. Quality circles, sometimes referred to as employee participation groups or systems refinement teams may be used by management to reduce communication barriers. This circle is a small group of employees who volunteer to meet regularly to solve work-related problems. It provides the vehicle through which employees can provide feedback up through the organisation without passing all the managerial levels.

8. Employees on their side, should cultivate an active listening attitude and ask questions where necessary. They should not themselves be controlled by their emotions, assumptions or value judgements.

FOR FURTHER STUDIES OR RESEARCH:

I suggest that extensive research should be carried out in other aspects of organisational communication such as

1. The effects of informal communication in organisations;

2. The role of communication in effective management of organisation.

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<u>APPENDIX I</u>

<u>QUESTIONNAIRE FOR THE MANAGEMENT AND
STAFF OF ANAMMCO</u>

School of Post-Graduate Studies,
Department of Public Admin.,
University of Nigeria,
Nsukka.

Sir/Madam,

I am a postgraduate student in the above department of the U.N.N. I am currently carrying out a research on "Managing Communication in Organisations: The study of ANAMMCO" as part of my masters degree programme. This questionnaire is designed to elicit relevant information on the above subject.

You are requested to kindly supply the answers to the questions below. The success of this study depends very much on your willingness to answer the questions objectively. The information is purely for academic purposes and will be treated with the strictest confidence.

Please tick ( ) or complete where applicable.

1. Sex – Male /___/, Female /___/

2. Educational background:

No education /___/, Primary education /___/
Secondary education /___/, Post-secondary education /___/, University education /___/.

3. Department:.......................................

4. Position in the company:..........................

FOR THE MANAGEMENT:

1. Too many levels in the management hierarchy can lead to informational delays and distortions, Yes /___/, No /___/.

2. A high degree of centralization can unduly tax channel capacity and result in communication bottlenecks, Yes /___7, No /___7.

3. Too many formal rules and procedures may impede rather than implement the development of effective communication channels. Yes /___7, No /___7.

4. Which of the following formal communication channels do you use in your company:

    a. Upward (information from subordinates to the boss) /___7,

    b. Downward (information from the boss to subordinates /___7,

    c. Horizontal (information from one department to another /___7,

    d. Only Upward and Downward /___7,

    e. All of them /___7.

5. Which of the listed communication media is being used in your organisation (Tick the ones) - Face to face /___7, Written /___7, Notice Board /___7, Intercom /___7, Company magazine /___7, Memo /___7, Suggestion box /___7, All of the above /___7.

6. Are you satisfied with the channels being used: Yes /___7, No /___7.

7. If no, why?...

8. The relationship between the management and the employees in your organisation is generally Cordial /___7, Strained /___7.

9. Do you find it difficult to discuss with your employees? Yes /___7, No /___7.

10. Do you have confidence in your workers? Yes ☐,
    No ☐.

11. If no, why?.......................................

12. Do you provide necessary information to your
    workers to enable them perform their duties,
    Yes ☐, No ☐.

13. Do you encourage the subordinates to bring up
    necessary information/complaints concerning your
    company to you. Yes ☐, No ☐.

14. If no, state why.................................

15. Then through what means does the management
    gather information/complaint about the company?

    Rumour ☐, Suggestion box ☐, No means ☐

16. Mutual distrust between the management and
    subordinates results in communication breakdown.
    Yes ☐, No ☐.

17. Where a subordinate's mobility/promotion depends
    on a superior, there will be a filtering of most
    of the information from the subordinate.
    Yes ☐, No ☐.

18. Preconceived ideas or assumptions about people,
    situation or events may influence the receiver
    or sender of information. Yes ☐, No ☐.

19. Emotions like love, rehearsed hatred or fear distort
    the communication process. Yes ☐, No ☐.

20. Poor retention, inattention, fear and badly
    expressed messages affect effective communication.
    Yes ☐, No ☐.

FOR THE EMPLOYEES:

1. Too many levels on the management hierarchy can
   lead to informational delays and distortions
   Yes ☐, No ☐.

2. A high degree of centralization can affect the channel capacity and result in communication breakdown. Yes /___/, No /___/.

3. Too many formal rules and procedures may affect the development of effective communication channels. Yes /___/, No /___/.

4. Which of the following formal communication channels do you use in your company?:

   a. Downward (information from boss to subordi-nates) /___/,

   b. Upward (information from subordinates to boss) /___/,

   c. Horizontal (information from one department to another) /___/,

   d. Only Downward and upward /___/,

   e. All of them /___/.

5. Which of the listed communication media is being used in your organisation (Tick the ones):

   Face to face /___/, Written /___/, Company magazine /___/, Memo /___/, Suggestion box /___/, All of the above /___/.

6. Are you satisfied with the channels being used? Yes /___/, No /___/.

7. If no, why...

8. The relationship between the management and employees in your organisation is generally - Cordial /___/, Strained /___/.

9. Do you trust your boss? Yes /___/, No /___/.

10. Do you feel free to discuss issues concerning your organisation with your boss? Yes ╱▁▁╱, No ╱▁▁╱.

11. If no, why.....................................

12. Do you get all the information you need about the activities, objectives of the company, and about your duties from your boss? Yes ╱▁▁╱, No ╱▁▁╱.

13. If yes, through what means?....................

14. Does your boss encourage you to bring up necessary information to him? Yes ╱▁▁╱, No ╱▁▁╱.

15. If you pass information or ideas to your boss, how often do you receive desired effect?
Very often ╱▁▁╱, Not always ╱▁▁╱, Never ╱▁▁╱.

16. The less a subordinate trust his boss, the greater the communication breakdown. Yes ╱▁▁╱, No ╱▁▁╱

17. When a subordinate has a strong desire for promotion, there is a high probability of communication filtering. Yes ╱▁▁╱, No ╱▁▁╱.

18. Preconceived ideas or assumptions about people, situation or events may influence the receiver or sender of information. Yes ╱▁▁╱, No ╱▁▁╱.

19. Emotions like love, hatred or fear distort the communication process. Yes ╱▁▁╱, No ╱▁▁╱.

20. Poor retention, inattention, fear and badly expressed messages affect effective communication.
Yes ╱▁▁╱, No ╱▁▁╱.

APPENDIX II

ORGANISATIONAL STRUCTURE OF ANAMMCO

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                           ┌──────────────┐
                           │   Chairman   │
                           └──────┬───────┘
                                  │
                           ┌──────────────────┐
                           │ Board of Directors│
                           └──────┬───────────┘
                                  │
                           ┌──────────────────┐
                           │ Managing Director │
                           └──────┬───────────┘
                                  │
                           ┌──────────────────┐
                           │ Deputy Managing  │
                           │    Director      │
                           └──────────────────┘
```

- General Manager Finance
  - Controlling
  - Treasury
  - Financial Accounting
  - Data Processing
- General Manager Marketing
  - Sales
  - Service
  - Public Relations
  - Spare Parts
- General Manager Technical
  - Production Planning
  - Production
  - Quality Control
  - Maintainance
  - Training
  - Personnel
- General Manager Personnel
  - Legal
  - Clinic
  - Security
  - Lagos Office
  - Canteen

- Secretariat
- Company Secretary
- Internal Audit
- Materials