THE ROLE OF COMMUNICATION ON MANAGERIAL LEADERSHIP FOR EFFECTIVE SERVICE DELIVERY IN ABUBAKAR TATARI ALI POLYTECHNIC (ATAP) BAUCHI, BAUCHI STATE, NIGERIA

[1]MUSA, Mudi Mohammed (Ph.D.) and [2]Mohammed Gambo Mudi (Msc)
[1]International University of Bamenda, P.O. Box 444 Bamenda Cameroon
Republic of Cameroon, Central Africa
[2]College of Education Kangere , Bauchi State - Nigeria

Abstract: *It was observed that Abubakar Tatari Ali Polytechnic in Bauchi State Nigeria was characterized with low productivity inconsistent performances and porous leadership. The objective of this study is to analyze the state of managerial communication and evaluate its effectiveness and provide solutions that can lead to higher productivity, improve performance and good leadership. Survey research designed was adopted, both primary and secondary data was used, the population of the study encompasses the staff of Abubakar Tatari Ali Polytechnic. One hundred (100) questionnaires were administered to the respondents and all were filled and returned. Chi-square was used to test the hypothesis that if leader's interpersonal relationship with employees does not affect their productivity. The finding revealed that leader's interpersonal relationship with employees do affects their productivity. It was recommended that the institution should be flexible and be proactive in analyzing the types and pattern of the managerial communication to be applied for activeness*

Keywords: *Communication, Productivity, Performance, Managerial, Leadership.*

1. INTRODUCTION:

The effect of managerial communication which is the inter-change, inter-transmission or inter-exchange of messages between and among individuals or groups using mutually understand symbols, codes and languages in order to influence their behavior regarding to operation of an organization cannot be over emphasized in the effective management of organizations. Management activities such as planning, organizing, directing, staffing, coordinating and budgeting which are the basic things to the survival and growth of any organization need the skillful use of proper managerial communication technique. However, managerial communication is the only way through which policies are formulated and implemented in any organization. Karen (2004) observed that, in any institutions and organizations, communication is a very essential tool in administration. The general public must be provided adequate information to help them make better decisions and identify opportunities that could improve their quality of life. A policy maker is accountable for making the communication process continuous. A policy maker's office acts as a nerve center where the limits of communication cross and connected and where information is received processed, stored, assembled, analyzed and dispensed.

Communication is one of the most important processes that take place in organizations. Communication allows individuals, groups and organizations to achieve their goals and perform at a high level, and it affects virtually every aspect of organizational behavior (Nguwasen and Moses, 2011). The success or failure of any organization to a considerable extent depends upon the efficiency of its communication process because without communication, no organization can accomplish its goals objective. A good management recognizes the fact that it has to transmit skills and knowledge to those in the organization through its directing, controlling, organizing ability, decision making, and coordinating techniques. Quality of communication skills possessed by a manager determines his degrees of accomplishment.

2. STATEMENT TO THE PROBLEM:

Many of the problems that occur in an organization are either the direct result of people failing to communicate and/or processes, which leads to confusion and can cause good plans to fail. It was observed that Abubaakar Tatari Ali Polytechnic in Bauchi State Nigeria was characterized with low productivity, inconsistent performance and porous leadership.

3. OBJECTIVES OF THE STUDY:
To achieve the research sets the following objectives for this study;
- To analyze the nature, type, pattern and state of managerial communication and evaluate its effectiveness.
- To identify and discuss the barriers to efficient and effective managerial communication.
- To offer realistic and practical solutions to the identified problems, improve performance and good leadership.that can lead to higher productivity.

4. STATEMENT OF HYPOTHESES:

Hypothesis one

H_o: That if leaders concentrated mainly on structuring, (defining and procedurizing) the task, it will not have any effect on employees' productivity.

H_i: That if leaders concentrated mainly on structuring (defining and procedurizing) the task, it will have effect on employees' productivity.

Hypothesis Two

H_o: That if leader's interpersonal relationship with employees does not affect their productivity.

H_o: The leaders' interpersonal relationship with employees affects their productivity

Hypothesis Three

H_o: That freedom given to the employees to make decisions and work without much supervision does not affect their productivity.

H_i: That the freedom given to the employees to make decisions and work without supervision affects their productivity

5. CONCEPTUAL FRAMEWORK:

Communication

The word communication may have different meanings for people in different contexts. Sometimes, by the term we mean some human acts. And, communication is a kind of discipline of knowledge too (Ray., et al. 2010). Barnlund (2008) observed that, as a process managerial communication is such a system where different entities are engaged in a specific manner. For example, human beings are engaged in expressing and knowing information through the use of words or other kind of signs. Here, humans, sings, channels and other entities are associated in a process called managerial communication. Whereas sharing information is also called a communication. As managerial communication has been considered as such process through which meanings and social realities are created/perceived/shared, it is taken as the base of the human society. It is no exaggeration to say that managerial communication is at the heart of human existence. In fact we live in communication. Without managerial communication there is no possibility of social interaction, political and economic activates. In other word we can say that, it is a capacity to communicate which made social cohesion and hence the growth of civilization possible.

Barriers to Effective Communication

Barriers to effective communication can retard or distort the message and intention of the message being conveyed which may result in failure of the communication process of an effect that is undesirable. These include filtering, selective perception, information overload, emotions, language, silence, communication apprehension, gender differences and political correctness (Robbins et al, 2011).

Physical Barriers

Physical barriers are often due to the nature of the environment. An example of this is the natural barrier which exists if staffs are located in different buildings or on different sites. Likewise, poor or outdated equipment, particularly the failure of management to introduce new technology, may also cause problems. Staff shortages are another factor which frequently causes communication difficulties for an organization. Whilst distractions like background noise, poor lighting or an environment which is too hot or cold can all affect people's morale and concentration, which in turn interfere with effective communication.

System Design

System design faults refer to problems with the structures or systems in place in an organization. Example might include an organizational structure which is unclear and therefore makes it confusing to know who to communicate with. Other examples could be inefficient or inappropriate information systems, a lack supervision and training, lack of clarity in roles and responsibilities can lead to staff being uncertain about what is expected of them.

Attitudinal Barriers

Attitudinal barriers come about as a result of problems with staff in an organization. These may be brought about, for example, by such factors as poor management, lack of consultation with employees, personality conflicts which can result in people delaying or refusing to communicate, the personal attitude of individual employees which may be due to lack of motivation or dissatisfaction at work, brought about by insufficient training to enable them to carry out particular tasks, or just resistance to change due to entrenched attitudes and ideas.

Ambiguity of Words/Phrases

Words sounding the same but having different meaning can convey a different meaning altogether. Hence the communicator must ensure that the receiver receives the same meaning. It is better if such words are avoided by using alternatives whenever possible.

Individual Linguistic Ability

The use of jargon, difficult or inappropriate words in communication can prevent the recipients from understanding the message. Poorly explained or misunderstood messages can also result in confusion. However, research in communication has shown that confusion can lead legitimacy to research when persuasion fail J. Scott Armstrong (1980).

Physiological Barriers

These may result from individuals' personal discomfort, caused-for example-by ill health, poor eyesight or hearing difficulties.

Presentation of Information

Presentation of information is important to aid understanding. Simply put, the communicator must consider the audience before making the presentation itself and in cases where it is not possible the presenter can at least try to simplify his/her vocabulary so that the majority can understand.,

Theoretical Frame Work

According to Nwachukwu (1988) the basic unit of analysis is to the flow of information. Communication process starts with the senders who generate thoughts or idea to be transmitted to the receiver. The idea is then encoded in appropriate words expression or symbols. The transmission takes place when the encoded message leaves the sender. The channel of transmission could be telephone, a memorandum, a computer, etc. the next stage in the process is the reception. This is the crucial stage since if the message can be converted into thoughts or actions. Accurate communication cannot take place unless both the sender and the receiver attach the same meaning to the symbols that compose the message. It therefore follows that a message encoded in English must be sent to a person who understands English. Similarly, if the message contains some professional or technical jargon, the recipient must be someone who understands such a language. Understanding a language is crucial in communication. The common process is as follow:
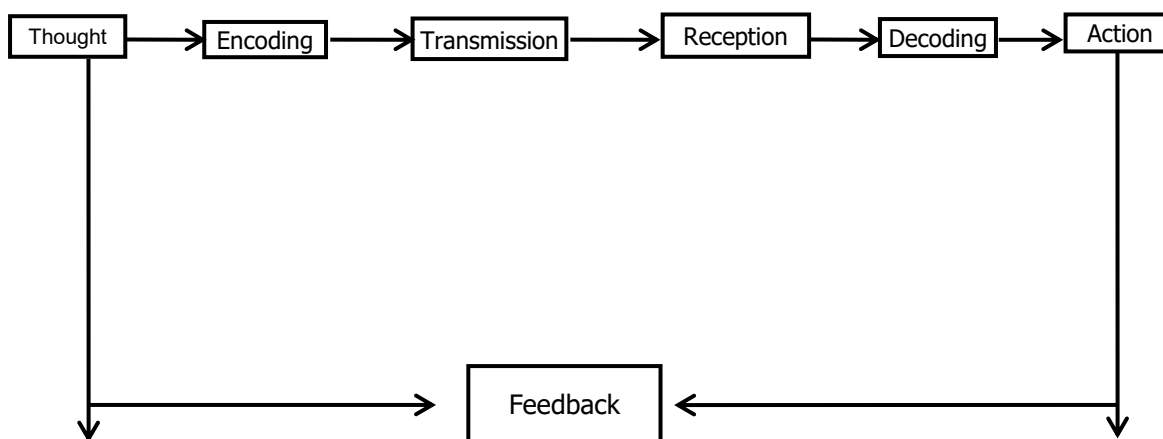

Fig. 2.1 Common process of communication
Source: Nwachukwu 1988 PP 165

During the first step, ideation, ideas originate in the mind of the sender. This becomes the intended content of the message that the sender wants to transmit to the receiver. The next step is the encoding which is the stage of selecting appropriate words, expressions or symbols designed to send the message. At this stage also, the appropriate media is thought about: written, oral, memoranda or conference is selected.

The third stage is the transmission when the encoded message leaves the sender. The fourth step is the receiving which is one of the most important steps in the process. If it is misunderstood there is no communication whatsoever. The fifth step is decoding, what is being decoded is what was encoded in step two. If the message is not properly decoded due to perception, wrong choice of words that are not drawn from a common frame of reference, or semantics, misunderstanding is bound to occur. The sixth step is the action which is indicative that the message was properly transmitted or not. The reaction gives the sender a feed-back as to whether the intended meaning was grasped or not (Davis, 1972) cited by Nwachukwu (1988) feedback concluded the process of communication.

Feedback concluded the process of communication. Communication is confirmed through feedback to the originator of the message. Feedback can be negative or positive. The formal confirms the existing situation. Negative feedback on the other hand calls for a modification in the direction that will enhance the understanding or implementation of the message.

6. RESEARCH METHODOLOGY:

Survey research design was adopted in this study, both primary and secondary data was used. The population covered encompasses staff from different stratum of Abubakar Tatari Ali Polytechnic in Bauchi State Nigeria. One hundred (100) questionnaire were administered to the respondents and all were filled and returned.

DATA PRESENTATION, ANALYSIS AND INTERPRETATION
Formulation and Test of Hypotheses
In testing the hypothesis, 5% level of significance is assumed and the chi-square (X^2) is used.

Hypothesis one
H_o: That if leaders concentrated mainly on structuring, (defining and procedurizing) the task, it will not have any effect on employees' productivity.

H_i: That if leaders concentrated mainly on structuring (defining and procedurizing) the task, it will have effect on employees' productivity.

Contingency Table 1
Respondents' response to whether the extent to which the leader is mostly concerned with just defining and procedurizing the task affect their performance.

Response	Frequency	Percentage(%)
It makes me work harder	49	33.33
It makes me work normally	18	33.33
It discourage commitment to work	33	33.33
TOTAL	100	100

Source: Field Survey, 2012

Using chi-square formula $X^2 = \frac{(Fo-Fe)^2}{Fe}$

$X^2 = \frac{49-33.33)^2}{33.33} + \frac{(18-33.33)^2}{33.33} + \frac{33(33-33.33)^2}{33.33}$

=   7.367   +   7.051   +   0.003   =14.42

The level of significance used as 5% is (0.05)

The degree of freedom (df) is given by (r-1) (c-1) where

r= No. of Row, C=No. of Column i.e. df=(2-1)(3-1)=(1)(2)=2 at 5% level of significance, 2 degree of freedom, tabulated via Chi-square (x^2) = 5.991

Decision Rule
If calculated chi-square > tabulated chi-square, rejected the null hypothesis (H_o), and accept the alternative hypothesis (H_i), calculated x^2 = 14.42>5.991

Decision
Since the calculated chi-square (x^2) is greater than tabulated chi-square the null hypothesis should be rejected and the alternative hypothesis should be accepted. Therefore, the extent which the leader concentrates mainly on structuring (defining and procedurizing) the task have affect on employees' productivity.

Hypothesis Two
H_o: That if leader's interpersonal relationship with employees does not affect their productivity.

H_o: The leaders' interpersonal relationship with employees affects their productivity

Contingency Table 2
Respondent's response to whether the extent to which the manager or leader established inter-personal relationship with the employees affects their productivity.

Response	Fo	Fe
It makes me work more	60	33.33
It makes me work less	12	33.33
It does not affect how much I work	18	33.33
TOTAL	100	100

Source: Field Survey, 2012
Using chi-square formula $X^2 = \frac{(Fo-Fe)^2}{Fe}$

$= \frac{(60-33.33)^2}{33.33} + \frac{(12-33.33)^2}{33.33} + \frac{(18-33.33)^2}{33.33}$

$=\quad 21.34 \quad + \quad 10.08 \quad + \quad 2.082 \quad =33.50$

Df=(r-1)(c-1)=(2-1)(3-1)(1)(2)=2

At 5% level of significance, (2) degree of freedom, tabulated x^2 =5.991

Decision Rule
If calculated chi-square > tabulated, rejected null hypothesis (H_o) and Accept alternative hypothesis (H_i), calculated x^2 = 33.50 > 5.991

Decision
Since the calculated chi-square is greater than the tabulated, chi-square, we reject the Null Hypothesis (H_o) and accept the alternative Hypothesis (H_i). Therefore, we can conclude that the extent to which the leader establishes inter-personal relationship with their employees have effect on their productivity.

Hypothesis Three
H_o: That freedom given to the employees to make decisions and work without much supervision does not affect their productivity.
H_i: That the freedom given to the employees to make decisions and work without supervision affects their productivity

Contingency Table 3
Respondent's response to whether the extent to which the leader gives freedom to employees to make decision and do their work without much supervision will affect their productivity.

Response	Fo	Fe
It makes me work harder	48	33.33
It makes me work less harder	31	33.33
It does not have effect on how much I work	21	33.33
TOTAL	100	100

Source: Field Survey, 2012
Using chi-square formula $X^2 = \frac{(Fo-Fe)^2}{Fe}$

$= x^2 = \frac{(48-33.33)^2}{33.33} + \frac{(31-33.33)^2}{33.33} + \frac{(21-33.33)^2}{33.33}$

$=\quad 6.457 \quad + \quad 0.163 \quad + \quad 4.564 \quad =11.18$

Df=(r-1)(c-1)=(2-1)(3-1)(1)(2)=2

At 5% level of significance, 2 degree of freedom, tabulated x^2 =5.991

Decision Rule
If calculated chi-square > tabulated chi-square, reject the Null hypothesis (H_o) and accept alternative hypothesis (H_i) = 11.18>5.991.

Decision
Since the calculated chi-square is greater than the tabulated chi-square we shall reject the null hypothesis (H_o) and accept the alternative hypothesis (H_i). Therefore, we are concluding that the freedom given to the employees to make decision and work without much supervision does not affect their productivity.

Research Findings
Having analyzed the data gathered from the field work, the following findings were made;
a.   That if leaders concentrates mainly on structuring (defining and procedurizing the task, it will have effect on employees' productivity.
b.   That leader's inter personal relationship with employees do affects their productivity
c.   That the freedom given to the employees to make decision and work, without much supervision affects their productivity.

7. CONCLUSION:
        In view of the research findings, it revealed that all the types of communication have effect on employees understanding of his roles and that of the organization and eventually the productivity. It also indicated that no single type of communication is the best effective in all situations. Therefore, for an organization to be effective it should understand the communication processes and the situations under which each of them can be applied.

The organizations should also understand what constitutes a barrier to communication and be able to get rid of them, careful environmental scamming should be made on the entire organization in order to forestall any situation that may create a barrier to the flow of communication, failure to do that may likely make good plant to fail. Public relations should be full strengthen through promotional campaigns to portray the image of the organization, finally a system of feedback should be encouraged to tackle any eventualities that could be detrimental to the success of the organization.

7. RECOMMENDATIONS:

Based on the outcome of the research findings, the researcher makes the following recommendations.

- The institution should be flexible and be proactive in analyzing the types and pattern of the managerial communication to be applied for activeness.
- The institution should be able to as a matter of urgency identify and analyze the barriers to effective managerial communication. Failure to do that may results to job dissatisfaction, resentment and lack of commitment to the job which can lead to decrease in productivity.
- The institution should demonstrate on practical terms how to accommodate lateral communication that will increase the efficacy of the its managerial communication.

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