

Effective Communication as a Correlate of Efficient Human Resources Management in Academic Libraries: An Example of Federal University of Technology Minna and University of Ibadan Libraries.

Stella. A Onwukanjo

Department of Library And Information Technology.

Federal University of Technology,

Minna - Niger State.

Tel: 07031828088

Abstracts

The study examined effective communication as a correlate of efficient human resources management in two academic libraries in two geopolitical zones of Nigeria. The objectives of the study were to determine the causes of effective communication for efficient human resources management; to determine whether there is any relationship between effective communication among staff, productivity, and efficient human resources management for organizational goal attainment; to assess the impact effective communication has on organizational climate, efficient human resources management and organizational goal attainment; to find out the staff behaviours that discourage effective and open communications for efficient human resources management and organizational goal attainment ;and to make recommendations based on the result of the investigation .Data was collected through the use of structured questionnaires and the respondents were treated as a homogenous group, in the two academic libraries .Four research questions which are in agreement with the objectives were used. The responses were analyzed with tabular illustrations, figures and simple percentages The findings were that clear unambiguous and undistorted channels and methods of communication was needed for effective communication and efficient human resources management .It was equally discovered that healthy organizational climate devoid of rancor ,mutual distrust, and non distortion of facts was needed in all organizations for effective communication and efficient human resources management to thrive. Recommendations were made to authorities.

Keywords: *Effective, Communication, Correlate, Human, Resource, Management, Academic, Libraries.*

Introduction

For the purposes of this write up , the operational terms to be discussed and understood are "effective communication and human resources management." Ola and Oyibo (2000) assert that a major factor militating against organizational goal attainment is conflict. These conflicts could be between individuals /groups of individuals in the organization. Nwachukwu (1988) and Appleby (1981) are agreed

to the above assertion and believe such conflicts are caused by confusion and misunderstanding, resulting from absence of effective communication.

Chandan (1987) believes communication is the transfer of ideas from the sender to the receiver. It is an indispensable management tool. Any tool by which

an individual uses to transfer meaning, ideas, feelings, emotions or attitudes to others, is referred to as communication. Lewis (1975) is agreed to the above by asserting that there are speechless messages or non verbal communication which are transmitted by means of facial expressions or by the use of eyes, body movements, gesticulations, of head in approval or disapproval, smiling, or frowning. These are sometimes accurate ways of expressing oneself than the conventional oral or written. In the words of Lewis (1975:153) "whenever there is an incongruity between words and actions, people typically believe the action."

Effective communication is very central to human and organizational existence. It is believed and agreed by Jumer (2008), Kondrant (2009), Chandan (1987) to be the solution to all the problems of the world. With effective communication, there will not be domestic quarrels, ethnic prejudices, and ethno-religious wars, war between nations, generation gaps, industrial disputes, and organizational conflicts.

Ola and Oyibo (2000) assert that communication conflicts arise from misunderstanding in the communication process, transmission of messages and meanings from one person to the other. This could be due to misunderstanding as a result of semantics, physical barriers, ambiguous information etc. With effective communication consciousness, all the above barriers will be broken, because effective communication has not taken place, until the message is decoded, understood, and a change in behaviour observed in the recipient. The sender takes extra pain and ensures that the message is understood before he leaves the receiver, so that all the barriers, whether artificially or naturally created would be completely abolished. This would make for attainment of organizational effectiveness, efficient human resources management organizational goals attainment and optimum productivity.

Nwachukwu (1988) opines that in a cross cultural study in communications involving the USA, Japan and Britain, it was discovered that absence of effective communication was the single, greatest barrier to corporate excellence. It is equally symptomatic of a faulty corporate chain. When members of staff of an organization are friendly, and have a good working rapport, communication tends to be effective and good. When members of an

Organization engage in mutual distrust, resentments, gossips, or when there is feeling of incompetence or insecurity, there is bound to be communication breakdown.

In all organizations, effective communication channels are required to transmit organizational policies, programmes, rules and regulations. It is also required in dealing with customers, regulatory agencies, and the general public (Chandan, 1987). He maintains that it is through effective communication with business owners (share holders, board of directors, management, peers, and subordinates that an organization maintains good will, grows and waxes strong.

Effective communication in an organization can be measured in terms of attitudes and performances because it affects the morale of the employees; and their attitudes towards organizational leadership, organizational effectiveness, human resources management and consequently productivity.

Absence of effective communication is a threat to corporate existence of any organization. It can wind up the organization especially when its goals are not being achieved, and there is lack of organizational effectiveness, that organization will give itself a decent burial.

Human resources management

Human resources management according to Cole (1996) can be said to be part of the role of every person who is responsible for the work of others. The human resource of every organization is the most important factor of production, in that organization. When their unity is threatened by ineffective communication, the corporate entity of that organization is threatened and before long, that organization will die a natural death. To support this Brown (2006), Joey (2009) and Chandan (1987) are of the view that communication effectiveness, builds healthy relationship among staff for maximum goal attainment.

Ogunsanya (1983) believes that ineffective communication on human resources management can bring about low work performance, frustration, absenteeism, and truancy. When these are present in any organization, that organization would grind to a halt. Human resources of an organization are the most priced ingredients of the organization, and when they

are not concrete and united for synergistic effects, then that organization would liquidate itself.

All the key functions of an organization like planning, organizing, directing, controlling, depend on effective communication because all good leaders, encourage effective communication. They do this by having established channels: formal and informal means of transmitting information to the people. The leader should sets the pace for open communication; by encouraging subordinates to be frank, by soliciting information and sending out feed backs, and by setting a good organizational climate. In all organizations, effective communication channels are required to transmit organizational policies, programmes, rules and regulations. It is also required in dealing with customers regulatory agencies and the general public (Chandan, 1987) is of the view that it is through effective communication that efficient human resources management is carried out eg share holders, board of directors, management, peers and subordinates in an organization, maintains goodwill, grows and waxes strong.

Good management recognizes the fact that it has to effectively, communicate in terms of knowledge and skill to staff of the organization through its direction, control, organizing ability, decision making and coordinating techniques. The quality of communication skill possessed by staff, of an organization determines their level of goal accomplishment, and organizational effectiveness.

It is also the same with management after all, the primary function of management is the relations between the organization and institutions around the environment in the overall goal of achieving optimal performance of the primary task of the institution (Chandan, 1987). He also believes that for management, effective communication for human resources management serves two key functions (a) it provides a vehicle by which one can implement a plan of action coordinated towards a common goal (b) it provides means by which members of an organization can be motivated to execute their duties willingly and enthusiastically.

Objectives of the study

The objectives is set among other things to;

- (i). determine the causes of effective communication for efficient human resources management in an organization.

- (ii). to determine whether there is any relationship between effective communication among staff, productivity and efficient human resources management for organizational goal attainment.

- (iii). to find out how effective communication affects the organizational climate, efficient human resources management and organizational goal attainment.

- (iii). To identify the staff behaviours that discourage effective and open communication in an organization for efficient human resources management and organizational goal attainment.

- (iv). to make recommendations based on the result of the study.

Research questions

- (1). What are the causes of effective communication for efficient human resources management in an organization.
- (2). How does effective communication impact on staff productivity, and efficient human resources management for organizational goal attainment
- (3). How does effective communication impact on organizational climate for efficient human resources management and organizational goal attainment
- (4). What are the staff behaviours that discourage effective and open communications in an organization for efficient human resources management and organizational goal attainment.

Methodology

In the course of this study, survey research design was used, using Federal University of Technology (FUT) Minna and University of Ibadan libraries as case studies (Aina and Ajiferuke, 2000) assert that social survey research, involves systematic and comprehensive collection of information about the opinions, attitudes, feelings beliefs, and behaviours of people. Data collection is often accomplished through observations, interviews, and by administering questionnaires on a representative sample of the population of interest.

Population of the study

The population of the study were the seventy (70) library staff of the Federal University of Technology Minna and the one hundred and forty (140) staff members of the University of Ibadan Library. They totaled two hundred and ten, (210) and were treated as a homogenous group.

In FUT Library, seventy-five (75) questionnaires were distributed but 60 returned theirs representing 85.71% of staff. A total of 150 questionnaires were distributed to the staff of University of Ibadan Library but 100 returned theirs representing 71.42% of staff members. Therefore 60(85.71%) of FUT staff

and 100(71.42%) of UI library staff, now made up a population of 160 homogenous respondents out of a total population of two hundred and ten (210). The sampling frame of 160 homogenous respondents were selected by simple random sampling. This 160 respondents out of 210 now constituted a percentage sample of 76.19% of the two university libraries. This 76.19% was deemed very representative.

Method of data analysis

Data was collected by questionnaires and analyzed using tables frequency and simple percentages.

Data in Table 1 addressed Research Question 1

Table 1: Methods/styles of effective

communication for efficient human resources management

Research question 1: What are the causes of effective communication in an organization for efficient human resources management?

S/NO	Questionnaire items	Frequency	Responses	Percentages
1	Methods of effective communication are orally, written and bodily gestures.	100	Agreed	62.5%
		20	Disagree	12.5
		40	Undecided	25
		$\Sigma 160$		$\Sigma 100$
2	Distorted and unclear messages hinder effective communication	100	Agreed	62.5
		20	Disagree	12.5
		40	Undecided	25
		$\Sigma 160$		$\Sigma 100$
3	Proper routing of information during dissemination using the right channels aids effective communication	100	Agreed	62.5
		20	Disagree	12.5
		40	Undecided	25
		$\Sigma 160$		$\Sigma 100$
4	Wrong routing of information hinders effective and open communication	100	Agreed	62.5
		20	Disagree	12.5
		40	Undecided	25
		$\Sigma 160$		$\Sigma 100$

Table 1 shows that the methods of effective communication are orally written and bodily gestures, (100 or 62.5%) agreed, (20 or 12.5 %) disagreed, while (40 or 25%) were undecided. On whether distorted and unclear messages hinder effective communication, majority of the respondents (100 or 62.5%) agreed, (20 or 12.5%) disagreed and

(40 or 25%) were undecided. On whether proper routing of information during dissemination and on whether wrong routing of information hinder effective communication, respondents reacted the same way. This is because, (100 or 62.5%) agreed, (20 or 12.5%) disagreed, while (40 or 25%) were undecided. Data in table 2 addressed research question 2

Table 2: Effective communication for efficient human resources management, optimum productivity and organizational goal attainment

Research question 2: How does effective communication impact on efficient human resources management for improved productivity and organizational goal attainment?

S/NO	Questionnaire items	Frequency	Responses	Percentage
5	Effective communication brings about efficient human resources management which encourages productivity and organizational goal attainment	90 40 30 Σ160	Agree Disagree Undecided	56.25 25 18.75 Σ100
6	Absence of mutual distrust and resentment among staff in an organization as a result of effective communication encourages productivity efficient human resources management and organizational goal attainment.	80 20 60 Σ160	Agree Disagree Undecided	50 12.5 37.5 Σ100
7	High staff morale as a result of effective communication, encourages efficient human resources Management, Productivity and optimum organisational goal attainment	80 20 60 Σ160	Agree Disagree Undecided	50 12.5 37.5 Σ100
8	Absence of Rumours and Gossiping, Half truths and Gossips, which hinder productivity and Efficient human resources management is encouraged by effective communication	80 40 60 Σ160	Agree Disagree Undecided	50 12.5 37.5 Σ100

Table 2: shows that effective communication brings about efficient human resources management for productivity and organizational goal attainment, (90 or 56.25) agreed (40 or 25%) disagreed and (30 or 18.75) were undecided. On whether absence of mutual distrust, and resentment among staff as a result of effective communication encourage more productivity, efficient human resources management and organizational goal attainment, (80 or 50%) agreed (20 or 12.5) disagreed and (60 or 37.5) were

undecided. On whether high staff morale as a result of effective communication encourage efficient human resources management ,productivity and optimum goal attainment,(80 or 50%) agreed (20 Or 12.5%) disagreed, (60 or 37.5%) were undecided. The same percentage went for the responses concerning absence of rumours , grapevines ,and gossips etc as a result of effective communication.

Data in table 3 addressed research question 3

Table— 3 Effective communication , good organizational climate for efficient human resources management and organizational goal attainment.

Research question 3:How does effective communication impact on organizational climate for efficient human resourced management and organizational goal attainment.

S/NO	Questionnaire items	Frequency	Responses	Percentages
9	Healthy organizational climate encourages effective communication for efficient human resources management and organizational goal attainment.	00 20 40 Σ160	Agree Disagree Undecided	62.5 2.5 25 Σ100
10	Avalanche of love, healthy rivalry absence of oppression, as a result of healthy organizational climate encourages effective communication for efficient human resources management.	120 20 20 Σ160	Agree Disagree Undecided	75 12.5 12.5 Σ100
11	Healthy organizational climate because of effective communication brings about job satisfaction, and efficient human resources management.	120 20 20 Σ160	Agree Disagree Undecided	75 12.5 12.5 Σ100
12	Healthy organizational climate as a result of effective communication ,efficient human resources management and organizational goal attainment brings about not acting on assumption by staff.	80 20 60 Σ160	Agree Disagree Undecided	50 12.5 37.5 Σ100

Table 3: Shows that healthy organizational climate encourages effective communication for efficient human resources management and organizational goal attainment, (100 or 62.5%) agreed, (20 or 12.5%) disagreed and (40 or 25%) were undecided. On whether avalanche of love, healthy rivalry and absence of oppression as a result of healthy organizational climate, encourage effective communication for efficient human resources management, (120 or 75% agreed) (20 or 12.5%) disagreed, and while (20 or 12.5) were undecided. On whether healthy orga-

nizational climate as a result of effective communication brings about job satisfaction, and efficient human resources management, (120 or 75%) agreed (20 or 12.5) disagreed and another (20 or 12.5%) disagreed. On whether healthy organizational climate as a result of effective communication, efficient human resources management and organizational goal attainment brings about not acting on assumptions by staff, (80 or 50%) agreed, 20 or 12.5% disagreed, while (60 or 37.5%) were undecided.

Data in table 4 addressed research question 4

Table 4: Staff behaviours that discourage effective communication for efficient human resources management and organizational goal attainment

Research question 4: What are the staff behaviours that discourage effective and open communications in an organization for efficient human resources management and organizational goal attainment?

S/NO	Questionnaire items	Frequency	Responses	Percentage
13	Conscious manipulation of facts by staff deter effective communication and hinder efficient human resources management	130	Agree	81.25
		10	Disagree	6.25
		20	Undecided	12.5
		Σ160		Σ100
14	Staff distorting information to favour their ideological leaning not argue well for effective communication and hinder efficient human resources management	130	Agree	81.25
		10	Disagree	6.25
		20	Undecided	12.5
		Σ160		Σ100
15	Staff can impede effective communication for efficient human resources management through some habits of selective perception and retention of information	100	Agreed	62.5
		20	Disagreed	12.5
		40	Undecided	25
		Σ160		Σ100

Table 4: shows that there are some staff behaviors that can impede effective communication. On whether conscious manipulation of facts can deter effective communication and hinder efficient human resources management, (130 or 81.25%) agreed, (10 or 6.25%) disagreed (20 or 12.5%) were undecided. On whether staff distorting information to favour their ideological leaning not augur well for effective communication and efficient human resources management, (130 or 81.25) agreed, (10 or 6.25%) and (20 or 12.5%) were undecided. On whether staff's habit of selective perception, and retention of information impede effective communication for efficient human resources management, (100 or 62.5) agreed, (20 or 12.5%) disagreed while (40 or 25%) were undecided.

Discussion of findings

Four research questions were formulated to guide the focus of the study. It is necessary at this point to discuss the findings in relationship to the research questions.

Research question 1: what are the causes of effective communication for efficient human resources management in an organization: it was discovered that the following were responsible (a) using all the methods and proper channels of communication and removing all barriers in them. (b) Removing all distorted and unclear messages which hinder effective communication. These agree with Jumer (2008) and Kondrant (2009). This is expected as any clog in the communication process renders it ineffective.

Research question 2: How does effective communication impact on staff productivity and efficient human resources management for organizational goal attainment. It was discovered that effective communication encouraged efficient human resources management and productivity, absence of mutual distrust and resentment among staff, which encourages efficient human resources management, high staff morale and discourages rumours and grapevines, gossips etc which hinder organizational goal attainment. These agree with Brown (2006) and Joey (2009). This is not surprising as good interpersonal relationship would suffer in an atmosphere of strife thereby affecting productivity in the organization.

Research question 3: How does effective communication impact on organizational climate for efficient human resources management and organizational goal attainment. It was discovered that healthy organizational climate is encouraged by effective communication, and this brings about efficient human resources management. It was equally noticed that avalanche of love, healthy rivalry, absence of oppression as a result of healthy organizational climate encouraged effective communication and efficient human resources management. This is in agreement with Litterand (2005) and Audra (2010), as avalanche of love, and healthy rivalry in an organization brings about good interpersonal relationship, efficient human resources management and optimum productivity.

Research question 4: what are the staff behaviours that discourage effective and open communication in an organization for efficient human resources management and organizational goal attainment. It was discovered that conscious manipulation and distortion of fact of facts by staff to favour their ideological leaning, and staff's habit of selective perception and retention of information impede effective communication for efficient human resources management and organizational goal attainment. This agree with Lycoma (2010) and Odina (2010) as staff not saying the truth because of their ideological leaning or beliefs would discourage effective and open communication.

Based on the above findings, the writer submits that effective communication is the only panacea for efficient human resources management. The two must work together if any goal is to be achieved in an organization.

Conclusion

The work dealt on effective communication as being the only tool for which efficient human resources management could be achieved. The managers should be able to communicate their ideas clearly so that the subordinates would know what is expected of them. Effective communication can only thrive in an atmosphere of good organizational climate and healthy physical relationships among staff. Efficient human resources management is contingent on effective communication for productivity. Without effective communication, there can be confusion and lack of direction which causes a decrease in motivation, purpose and productivity. Effective

communication creates a positive work environment and makes human resources management efficient, because when employees like the culture of work, they would be naturally more governable and more productive.

Recommendations

This study has brought to light the concept of effective communication as having positive correlation with human resources management. Based on the findings of this study the writer recommends that there should be clear, unambiguous and undistorted channels and methods of communication for effective communication and efficient human resources management in all university libraries.

The management of all organizations should instill love in the organizations and build a healthy organizational climate, so that there would be absence of mutual distrusts, high staff morale and non distortion of facts to favour the ideological leaning of staff members etc.

The above mentioned suggestions can only work in an atmosphere of effective communication consciousness, so that mistakes are not made as a result of breakdown in communication. Therefore all staff should be trained on effective communication skills.

References

Appleby Roberts (1981), Modern business administration . 3rd ed.-London: Pitman Publishing

Burgon Michael and Ruffuer Michael (1988), Human communication New York: Holt Rhinehart.

Chandan J. S (1987) Management; theory and practice. New Delli: Vikes Publishing
Cole, G. A. (1996) Management theory and practice 5th ed- London: Adline press.

Ibrahim Adebisi A. (1994), critical appraisal of internal communication among employees; a case study of selected companies in leverets group.

Lewis, P. V. (1975) Organizational communication: the essence of effective management Columbus ohis: Grid incorporated.

Raw vs and Narayare P (1987) organizational theory and behaviour. New Delhi, PVT publisher

Nwachukwu, C. C (1988) Management theories and practice. Lagos: African fep Publisher.

Ola, R. F and Oyibo, E. E. (2000) Administrative theories and their application Lagos: Arnfitop books. The Lexicon webtrter dictionary (1971) USA: Delair publishing incorporation.

Audra, B. (2010). "Benefits of effective communication on human resources management" available at http://ehow.com/ists_6638500_benefits_communication_resource_manager_.html. Accessed 5th December 2010.

Brown, G. (2006) http://www.business.com.directory/human_resources_management/workforce_management/communication. Accessed 5th December 2010.

Joey, P. (2009) "How can effective communication increase productivity" available at http://ehow.com/about_5435079_. Accessed 5th December 2010.

Jummer, (2008) http://www.helium.com/knowledge_92218_tips_for_encouraging_effective_communication. Accessed 6th December 2010.

Litterand, N (2005) "Benefits of effective communication in human resources management available at <http://www/about5040514>. Accessed 6th December 2010.