

Motivating the Work Force in Ebonyi State for Greater Productivity and Good Governance Through Internal Communication

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Abstract: The emergence of social media makes information to circulate with so much ease that employees are bombarded with relevant and irrelevant information on daily bases. It is a truism that Communication is the life wire of every organisation but “narcotisation” of information could spell doom for an organisation when such information is not “filtered” before getting to the employees. With corporate communication, the atmosphere is charged for peace to reign and for increased productivity. Without a good communication network in place, the conducive atmosphere required for workers to operate smoothly without much friction will be elusive and the resultant effect will be rancour, chaos, suspicion and low productivity. This study, therefore, examines those communication strategies that could be used to motivate workers for greater productivity in Ebonyi State. Descriptive survey research method was used to gather the opinion of the masses on how internal communication could enhance good governance and also increase productivity. The research was anchored on social relationship theory. It was discovered that the day an organisation stops communicating is the day it ceases to exist as a corporate entity. Due to the indispensable nature of communication, the study therefore, recommends among other things that Ebonyi State Government should ensure that workers receive adequate information directly handed down to them, not through grape vine.

Key words: Motivation • Workforce • Good governance • Communication and Productivity

INTRODUCTION

When new administration comes to power, expectation is always high from both the government and the governed. Whenever the baton of leadership changes hand and new government comes to power, the expectation of those in power is that productivity will increase in every sector of the economy for the smooth running of the state affair. On the part of the electorates, expectations are that standard of living will improve. As a result of these high expectations, communication becomes imperative in order to link every system together for better functioning of the state. Anibueze [1] says that good governance is about reputation management and this involves effective communication. According to him, when the leaders are elected to manage the affairs of a state or nation, a relationship is established between the electors and the elected. When the government operates effectively, carrying the workers along and fulfilling the purpose for which the citizens elected their leaders then

good governance is in place. Egwu [2] defined good governance as the ability of the government to be sensitive to the plight of its citizens by providing all that is needed to make life more meaningful through the efficient and effective allocation and management of resources to solve societal problems.

Communication is the exchange, transmission or transfer of information and meaning from one person to another or from one group to another. It is the sharing of meaning between the sender and the receiver. The need to make the employees understand what is in the mind of their employers' makes communication more difficult than what it used to be. According to Qubein [3:6]:

In the old style hierarchical, authoritarian setting, communication was relatively simple. The top person tells the underlings to jump and the underlings need' only ask, "how high"? but in the modern organisation, communication requires more finesse. The leader is not a transmitter of commands but a creator of motivational environments.

The point he made is that workers are not robots responding to switches and levers, but thinking individuals pouring their ingenuity into the corporate purpose. "The leader who can't communicate can't create the conditions that motivates" [3]. This shows that motivating the workforce requires ingenuity that should be communicated to generate the desired result. Even when the leader is a genius, if he cannot communicate, he is intellectually impotent. The employees are the wheel that moves every great nation to its enviable height. No wonder Akwara, Abutu, Akwara and Okwelume, (2014) enjoin organisations to device means of getting workers satisfied with their jobs because without them, organisational goals will be unachievable.

The workforce needs to communicate freely, precisely and clearly all the time because when you inform people properly, you confer responsibility upon them. If something is going wrong in your organization, your workers cannot be blamed if you do not tell them what to do to salvage the situation but when you explain the situation to them, you give them the responsibility of finding a solution to the problem [4]. Workers become committed to organizational goals when they are convinced that their efforts will be handsomely rewarded both monetarily and materially. When workers are recognized and given opportunity for self-actualization, they put in their best. No company or organization can succeed in moving its workers forward without communication, no matter how high its monetary reward is. Employees' motivation according to Zamer, Ali, Nisar and Amir [5] is the process of inspiring workers in an organisation with things like rewards, bonus, etc for greater achievement.

Objectives of the Study: The following objectives will enable us reach our expected goal in this study.

- To find out if motivation of workers through internal communication increases productivity.
- To discover if motivation of worker makes good governance possible.
- To ascertain whether coordination of workers can be easier through internal communication.

Research Questions:

- Do employees work better when motivated through internal communication?

- Does motivation of workers make good governance possible?
- Can coordination of workers be made easier through internal communication?

Theoretical Framework: The study is anchored on the social relationship theory which lays emphasis on the interaction of members of social categories. The theory sees workers as people who are capable of interacting with each other (inter-personal communication) and this information largely determine compliance to management directives and policies of the organization. The reason is that the employees influence one another through interpersonal communication. Even when the management issue directives to the subordinates from top, the directives can be discussed and understood better by the workers because the relationship and ties workers have will somehow determine how far the message they receive influence them to work better and produce more.

Review of Related Literature: Communication is the transmission of messages or sharing of ideas. Nwosu [6:17] defined "Communication as a process of information, idea and opinions exchange within, between or among individuals, groups, organizations or nations in a social or societal context". This definition tells us that communication is a social interaction which involves relationship brought about by sharing of messages or ideas.

Nnabuko [7] observed that communication is not just the transmission of message from one person to another, because for it to take place, the receiver must understand the meaning intended by the sender even though he/she does not necessarily have to agree with the content or the point of view therein expressed. Communication can be verbal or non-verbal. Verbal communication involves a speaker and a listener while nonverbal communication can be by signal or sign, that is, sign language. According to Odoh [8: 105] "communication is the most essential consideration in erecting or developing an organised united and progressive nation". He pointedly asserts that communication has the catalyst effect in all facets of national life and growth.

Internal Communication: Internal Communication is the interactions between people in the organization. Nworgu [9: 2] sees internal communication as "the exchange of messages between two or more persons." It is a necessary

part of the activities that help to get the job done. Communication takes place inside the organisation whether it is properly managed or not. It is simple when it happens within a small organisation but more complex for a State or big organisation like the multinational companies. In the view of Tench and Yeomans [10:334]:

While it is essential for an international company like Song or BT to have a sophisticated two-way communication system in order to engage with their employees worldwide, a small family-owned printing firm also benefits from information sharing and feedback to help the business perform better.

The above statement shows that every company whether big or small must communicate internally. Tench and Yeomans [10] defined internal communication as "the planned use of communication action to systematically influence the knowledge, attitudes and behaviours of current employees". Through communication, the management highlights to workers what is significant from the organisation's point of view. Communicating with people of different levels of academic qualification requires skills and these skills of communication must be possessed by everybody from the chief executive officer to the least staff in the organisation, Qubein [3] advised that executives must not only communicate with their colleagues but must also communicate with the people staffing the offices, running the machines and delivering the services. He maintains that the ability to communicate should rank first among the qualities of a leader. Workplace communication is essential for motivating staff to build quality into goods and services.

Without communication skills, workers cannot learn the techniques of team work which helps in total quality control. Qubein [3:8] adds that quality circles and self managed teams are ineffectual without good communication skills on the part of their members. Internal communication becomes imperative where everybody in an organisation desires the attainment of corporate success. When employees are well informed, it is enough motivation to make them contribute to increased productivity. Chukwu [4] opines that the head of every organisation, be it government or private, must be down to earth as he communicates internally in order to carry all the subordinates along for easy achievement of the organisational goal.

Work Place Communication: The workforce of every organisation is the staff or the employees of that organisation. Gone are the days when Chief Executives handed down information to their subordinates and the work is done accordingly. In those days, information flow in a vertical channel - from top to bottom. These days messages are well packaged and disseminated different directions vertically or horizontally depending on the people involved. Therefore, information can flow up, down and across in a corporate organisation. When information flows from top management to the subordinates, the top management know that subordinates have ideas to share and this comes as feedback.

Egwu [2] defined productivity as the output to input ratio and production as total output. Since productivity is the ration of input to output, effective communication is therefore essential in every organisation in Ebonyi State because increased productivity is tied to healthy relationship among workers and the creation of conducive environment for work to go on smoothly. In line with the above statement, Kegnku [11] opines that the government maintains relationship with people by being more accessible and open. According to Ozay [12], "the efficiency of internal communication function has a direct and indirect impact on organisational productivity." Interpersonal communication provides avenue for immediate feedback, which can help an organisation to swing into action when a situation demands urgent attention. It can be used to test workers opinion in the organisation or to know their reaction on certain issues.

Meanwhile, when worker are allowed to source for information from unguided sites like grapevine, facebook, internet etc it could spell doom for the organisation. With such unguided information, rumour, misconception, misunderstanding, misinterpretation of the organisation's policies easily crop up and this can destroy the image of a successful organisation and slow down production. Workers prefer to receive directives and instruction from management or leaders of the organisation instead of "grape vine". Even with schedule of duty in organisations informal communication with the staff is necessary or else, coordination will be difficult [13].

Workers in an organisation can communicate horizontally or vertically for effective work coordination. Horizontal Communication is the form of communication that exists between and among workers of the same level;

Nweke [14] affirms that "horizontal communication helps in coordinating and implementing various policies, activities and inter-departmental relationship in organization". Examples of horizontal communication are meetings of heads of departments, managers or other workers of the same level. Such meetings are good avenues of sharing and comparing ideas on past experiences and how best to move the organisation forward. Vertical communication is the form of communication that either moves from top to bottom (downward) as in the top management issuing command or directives to the workers of lower rank and from bottom to top (upward) which involves the workers giving the top management feedback on the message received from top management, making a complaint or seeking to understand the policies of the organisation.

Diagram A: Downward Communication

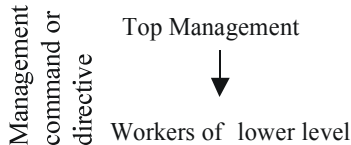


Fig. 1: Downward Communication

Diagram B: Upward Communication

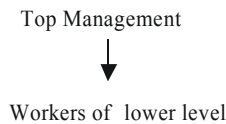
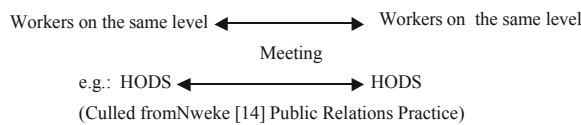


Fig. 2: Upward Communication

Diagram C: Horizontal Communication



To show how important organisational communication is Ndolo [15: 9] observes that "today, persons who control information control power and we are increasingly being subjected to instant information" Motivation through Strategic Communication

To motivate someone is to ginger the person to do something even if it is something difficult. You cannot motivate a person you cannot communicate your view to. The gap between the top management and workers can only be bridged through internal communication. Ziglar and Savage [16:223] argue that "money doesn't motivate

anyone". This could be true because somebody may have a good job that pays well but still lacks job satisfaction. Their argument is that money is not a motivator but rather what we do with the money is what really motivates others and us.

MATERIALS AND METHODS

Research method selected for this study is Survey research method. Interview was equally used to source information from some heads of government workers. The researcher chose survey research method because it ensures that there is a representative sample when the opinion of the public is sought. The instrument of data collection is questionnaire and 400copies of them were distributed while 362copies were recovered. Random sampling technique was used to distribute the questionnaires to the respondents. The responses were analysed using four point likert scale. The values allotted to the responses were - SA- Strongly Agree (4), A- Agree (3), D- Disagree (2), SD-Strongly Agree (1).The level of acceptance is 2.5

$$\text{Level of acceptance} = \frac{(4+3+2+1)}{4} = 2.5$$

Population of the Study: According to the former Head of service of Ebonyi State, Nnachi (2015), the total population of the civil servants under the employ of Ebonyi State Government is 22, 000.

Determination of Sample Size: The sample size was determined using Taro Yemane’s formula which is:

$$n = \frac{N}{1 + N(e)^2}$$

where,

- n = desired sample
- N = Total Population of study
- I = constant as I
- E = Accepted error margin

Therefore,

$$\begin{aligned} n &= \frac{22,000}{1 + 22,000(0.05)^2} \\ &= \frac{22,000}{22,000(0.0025)} \\ &= \frac{22,000}{55} = 400 \end{aligned}$$

Random sampling technique was used to distribute the questionnaires to the respondents.

RESULTS AND DISCUSSION

From Table 1 below, those between the ages of 18-28 were 83 (23%), 29-38 (50%), while those between 40 and above were 97 (27%). On table 2, those who hold WAEC/SSCE certificate, were 87 (24%), OND/ND/NCE were 56 (15%) in number HND/B Sc./BA/B Ed were 124 (34%) while M.sc./ MA/ M.Ed P.hD.

Table 1: Demographic Characteristics of the Respondents

Variable Category	Frequency	Percentage %
Age Group		
18-28	83	23
29-38	182	50
40 & Above	97	27

Table 2

Educational Qualification	Frequency	Percentage %
WAEC/SSCE	87	24
OND/ND/NCE	56	15
HND/B Sc./BA/B Ed	124	34
M Sc/MA/M.Ed/Ph.D	95	26

Research Question One:

- Do employees work better when motivated through internal communication?

Table 3

	SA	A	D	SD	Total	X
	4	3	2	1	10	2.5
When motivated, workers put in their best and productivity is increased.	262	98	2	-	362	3.7
	1046	294	4	-	1346	
Organisational goals are not easily achieved when workers are carried along through internal communication.	1	8	155	198	362	1.5
	4	24	310	198	527	
Communicating and rewarding workers for excellent job performance contribute to good governance.	314	43	1	4	362	4
	1256	129	2	4	1391	
Monetary reward without proper internal communication cannot bring out the best in workers.	216	99	13	34	362	3.4
	864	297	26	34	1221	
Cutting down the salaries of workers may not affect productivity if they are adequately informed.	89	206	19	48	362	2.9
	356	618	38	48	1060	

KEY = SA- Strongly Agree, A- Agree, D- Disagree, SD-Strongly Agree

From the above Table, 1.5 mean score representing response on the statement about the inability of any organisation to achieve organisational goal through internal communication is the only item that falls below 2.5 level of acceptance. It simply means that with internal communication organisational goal can easily be achieved and worker will work better as a team. The data gathered also indicate that monetary reward alone without internal communication cannot bring out the best in workers.

However, good governance will be possible only when workers are adequately communicated and are equally rewarded for excellent performance. The data also shows that with proper communication even the slash in salary may not affect productivity negatively, especially if the reason for the slash was adequately communicated to the workers and agreement reached before it was done.

Research Question Two:

- Does motivation of workers make good governance possible?.

Table 4

	SA	A	D	SD	Total	X
	4	3	2	1	10	2.5
Challenges adequately addressed through internal communication do not affect productivity negatively.	302	45	4	22	362	3.8
	1204	135	8	22	1369	
Communicating and rewarding workers for excellent job performance contribute to good governance.	314	43	1	4	362	3.8
	1256	129	2	4	1319	
For workers to be more productive, their welfare should be the priority of the State Government.	5	2	27	346	362	1.8
	20	6	54	346	426	
Motivated workers do not make good governance possible.	351	11	-	-	362	4
	1404	33	-	-	1437	

KEY = SA- Strongly Agree, A- Agree, D- Disagree, SD-Strongly Agree

From Table 4 all the items presented are above 2.5 level of acceptance except the item which states that motivation of workers does not make good governance possible which has 1.8 mean score and still concurs with others that motivation of workers makes good governance possible.

Research Question Three:

Can coordination of workers be easier through internal communication?

	SA	A	D	SD	Total	X
	4	3	2	1	10	2.5
Workers put in their best when well informed.	302	41	13	6	362	3.8
	1208	123	26	6	1363	
Organisational goals are not easily achieved when workers are carried along through internal communication.	1	8	155	198		1.5
	4	24	310	198		
Challenges adequately addressed through internal communication do not affect productivity negatively.	301	45	4	22	362	3.8
	1204	135	8	22	1369	
When facilities are adequately provided and communicated, productivity is increased.	308	37	11	6	362	3.8
	1232	111	22	6	1371	

KEY = SA- Strongly Agree, A- Agree, D- Disagree, SD-Strongly Agree

Three of the items on the table above have 3.8 mean score which is above the 2.5 level of acceptance. They are therefore accepted since they agree that coordination of workers can be made easier with internal communication. The only item that has 1.5 mean score which is below the 2.5 level of acceptance is in total agreement with the idea that coordination of workers is easier with internal communication.

Summary of Findings: The findings of this research indicate that motivation of workers through internal communication boosts their morale to work harder and produce more. It also shows that good governance is possible in Ebonyi State only when the workers are carried along through internal communication. Again, it was discovered that coordination of workers in every government establishment becomes easier when internal communication is given its proper place.

CONCLUSION

Communication is the life wire of every organization. The day an organization ceases to communicate is the day that organization ceases to exist. Nweke [14:63] makes it

clear that communication assists in creating and maintaining global cooperation and peace. That is to say that an organization that lacks communication skills will exist in chaos. No wonder the tower of Babel become an abandoned project when its workers could no longer communicate meaningfully. Okpara [17:56] seems to echo Nweke's statement when he said that mass communication is the life wire of human life. According to him, its indispensability is much more pronounced in the face of globalization.

Meanwhile, every communication directed at the organization's employees must be planned to achieve the desired result. Planning is the setting of corporate goals or objectives and application of strategies for the attainment of such goals.

Recommendations:

- Ebonyi State should always ensure that workers receive adequate information about the organization and its operations.
- Monetary reward should not be the only means of motivating the state workers.
- Government improve her system of internal communication in order to carry workers along.

- Nwoko [18:36 - 37] advises that a social wage which enables staff compare with their peers and meet their family and social obligations should be paid to workers so that they will not be tempted to steal company assets or time in order to make ends meet.
- They should also ensure that such information is handed down to the workers directly. Let them get first hand information from the right source not "grape vine".
- Make the workers feel that they have a stake in their establishment by involving them in decision-making.
- When workers are motivated by the promise of giving them incentive, such promise should be match with action and adequate internal communication.
- Government should avoid doing those things that do not get workers motivated to bring out their best.
- Government should plan her communication or messages well to avoid misinterpretation.
- How you communicate your purpose is often more important than what you say. Talking about others may be termed gossip unless it is specifically designed to motivate them.

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