Scrutinizing Organisational Communication Through Work-Environment, Power And Politics In Nigeria

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Abstract: The dynamics of organisational communication play a role in any organisation. In-between organisational communication are power and politics. This paper used the qualitative method to ascertain the place of power and politics in organisations in Nigeria. Through the systematic thinking theory which was used as theoretical framework, the study discovered that paying workers, creating a conducive work-environment and capacity building are crucial to enhancing a good organisational communication. While acknowledging the role of unionism in fighting for worker's welfare, the paper established that power and politics are game-changers in any work-environment.

Keywords: Organisation, communication, Politics, Nigeria.

INTRODUCTION

1.1 Background
Power and politics play a huge role within the environment of every organisation. From deciding how institutions are formed to how workers are recruited, there is a lot of communication and power-play that takes place. It is the same with governing how decisions are made as well as how employees interact with one another. In the formal and informal sectors, big and small organisations, the impact of power depends on how employers relate with their employees. Chances are that employees use positive or negative power to influence others in the workplace. Politics may directly influence who has the power and determine whether the overall culture of the workplace encourages productivity or not (Zeiger, 2014, p.1). The narratives and insights that gave rise to the concept of organisational communication among scholars are diverse. The idea or understanding of organisational communication in institutions such as companies, schools, churches, universities, government agencies, student clubs or any other form of institution or organisation came to the fore around the latter part of the 20th century (Eisenberg & Riley, 2001 cited in (eds) Jablin & Putnam). From a world bounded by instruments, scales, networks and central tendencies, a new arena tied around ethnographies, performances, tales and texts emerged. In today's business world, the workplace or environment is the most critical factor in keeping an employee satisfied (Ajala, 2012, p. 141). We shall discover how and why.

1.2 Statement of the Problem & Aim of Study
Nigeria has over 90,000 Federal Civil Servants (Channels Television, 2017) not to talk about workers in the informal sector who have the capacity to produce 58 percent to the economy (Yuguda cited in National Planning Index, 2013). It is also believed that 75 percent of Nigeria's population work in the informal sector (Awoyemi cited in Chima, 2016). The sector's size, structures, processes and practices are critical for economic creation and poverty alleviation because it is an important source of livelihoods for individuals, families and communities (Toure cited in National Planning Index, 2013). However, the informal sector is generally characterised by absence of official protection and recognition, non-coverage by minimum wage legislation and social security system, predominance of own account and self-employment work, absence of trade unions, low income, low job-security and absence of stipends from institutional sources (Chima, 2016). The proposed N 96,000 minimum wage (Ajaero cited in Ahiuma-Young, 2017) against the erstwhile non-implemented N 18,000 further bridges communication between workers and the government which puts organisational communication in jeopardy. This has led to incessant strike actions and other such face-offs between employers and employees. It is common place to hear people in Nigeria making the remark: ''This is not part of our culture.'' A statement like that suggests institutional hiccups or societal change of values. The constant debates about bribery and corruption in Nigeria either approves or disapproves the place of power and politics in both the private and public sectors of life. Because wrongful manipulation introduces hazards that make the environments unsafe and impede the productivity rate of the worker, (Ajala, 2012, p. 141) this study aims at providing additional literature on how power and politics affects organisational communication in the work-place in Nigeria. The paper also attempts a conceptual analysis through an empirical understanding of the formal and informal sectors in Nigeria. It hopes to access organisation and its environment, power and politics in the light of communicative perspectives and organisational culture in the country with a view to bridging the gap between employers and employees for national growth.

1.3 Theoretical Framework
This study adopts systems or systematic thinking theory as theoretical framework. The theory stresses three points. First, it allows people to look beyond the immediate context and to

appreciate the impact of their actions upon others (and vice versa) so as achieve a more holistic understanding of an institution. Second, it motivates all towards a better appreciation of work and taking appropriate action. Third, it allows workers to realize the significance of feedback mechanisms in organisations (Senge, 1990, p.92). The systematic theory is apt to the paper because it helps people to move beyond focusing on the parts of an organisation towards conceiving it as a dynamic process aimed at growth in national life.

CONCEPTUAL EXPOSITION

2.1 Organisation: Scholars conceive an organisation as a group of individuals pursuing a set of collective goals with established rules, methods, procedures, space and culture (Jain, 2012, pp. 29-30; Snow & Hrebiniak, 1980, p.354). Usually, an organisation consists of a group of persons who come together with a single aim of achieving a purpose that could not be achieved by a single individual (Maduenyi, Oke, Fadeyi & Ajagbe, 2015, p.354). In like manner, an organisation is a consciously coordinated social unit composed of two or more people that functions on a relatively continuous basis to achieve a common goal. It is reason why scholars view organisation as a stable system of individuals who work together to achieve an aim through hierarchy of ranks and division of labour (Rogers and Rogers, 1976, p. 6).

2.2 Organisational Communication: Organisational communication is an interactive process through which persons or groups relate with each other for the purpose of sharing information and culture or experience (Jayaweera, 1997, p.1). Organisational communication is dependent on effective relations in the work-place which further contributes to the general quality of work with its ingredients of boosting moral and output (Pettinger, 2001, p.32). To ensure organisational communication in any group, Ergen notes that the management should build trust between them and employees, put a premium on integrity and get out of the comfort of their offices to find out what is going on in their organisation (2010, p.1).

2.3 Environment: In the context of organisational communication, environment characterises components, stakeholders, or attributes which often passes for ''objective environment'' (Sutcliffe, 2001, p. 200). The notion of an objective environment presumes that organisations are embedded within external independent environments that ''constitute something or some set of forces to be adapted to, coaligned with, controlled, or controlled by'' (Smircich & Stubbart,1985, p. 725).

2.4 Power: According to Weber, (cited in Haralambros & Holborn, 2008, p. 522) power is the chance of a man or men to realise their will in a communal action even against the resistance of others who participate in an action. Some scholars, like Luke, who think this definition is narrow, view power as consisting of three dimensions namely: first, decision making where different individuals/groups express different policy preferences and influence the making of decisions; second, non-decision making where power may be used to prevent issues from being discussed or decisions about them being taken and shaping desires that is,

manipulating the wishes and desires of social groups (Haralambros & Holborn, 2008, pp. 522-523).

2.5 Politics: Politics deals with the activities that go into the organisation of the state for the well-being of all citizens. Plato believes that the state is ''man-writ-large'' implying the necessity of assistance of all to all – in which case, a state comes into existence because no is sufficient for himself/herself (Stupmf, 1989, p. 70). Aristotle argues that "man by nature is a political animal'' – zoon politikon – he who is unable to live in the society, or who has no need because he is sufficient for himself must be either a beast or a god" (Stupmf, 1989, p. 103). The main duty of a society, group or organisation is to actualize the common good for all people. Since human beings have personal or selfish interest and could load it on others in an organisation, the abuse of power becomes a lethal weapon. This is why Usoh is of the opinion that others should surrender their rights to one person through social contract (2011, p. 22-45). This study does not so much consider politics from its historical point of view in Nigeria but sees it as a gimmick of survival in the work-environment.

LITERATURE REVIEW AND DISCUSSION

3.1 Organisational Culture as a game-changer in the work-place
Although it is not certain to scholars when the term organisational culture came into use, there is certainty that institutions such as schools, private firms and government parastatals have cultures which have been in existence for at least half a century. "Organisational culture is the pattern of basic assumptions that a group has invented, or discovered in learning to cope with its problems of external adaptation and internal integration, and that have worked well enough to be considered valid and, therefore, to be taught to new members as the correct way to perceive, think, and feel in relation to those problems" (Schein, 1992, p.3). From the 1960s through 1969, culture became very important. Accordingly, Bennis (1969) observes that the only concrete way to change organisations is to change their "culture" - that is, to change the systems within which people work and live. Interestingly, by the next decade precisely 1978, the term culture became commonplace in organisational development lexicon that almost every group or organisation was seen as having their culture (Katz & Kahn, cited in Eisenberg & Riley, 2001, p.292). It is reason why French and Bell (1973, p.15) defined organisational development as a long-lasting effort to improve an organisation's problem-solving and renewal processes through effective and collaborative management of organisation culture. The scholars also noted that this has to be done with special emphasis on the culture of formal work teams, a change agent, the use of the theory and technology while applying the principles of behavioural sciences and action research.

Culture as Identity: While earlier scholars saw identity as ethnic or national identity, contemporary scholars view it in terms of comparative management and self-identity. The former stresses the significance of nationality over the power of any individual organisation to influence behaviour. The latter conceives ''who you are'' as coming from the images ingrained in culture.

Organisational Cognition: Sometimes called the ''ideational'' perspective, organisational cognition notes that understanding the relationship between individuals and their organisation involves investigating the cognitive frame that facilitates coordinated action. This view sees culture as a pattern of shared assumptions, shared frame of reference or share set of values and norms.

Culture as Climate: This deals with the metaphor of the organisation's atmosphere otherwise known as organisational climate. It is tied to organisational personality, subgroup climates and cognitive or psychological approach.

Culture as Effectiveness: ''Effectiveness'' or ''corporate culture'' treats culture as values or practices that account for an organisation's success that can be managed to produce better business outcomes. This study clusters into: the influence of founders and leaders on the creation and maintenance and transformation of cultures, the work on ''strong'' cultures and their values and organisational change and the management of cultures. Suffice it to state that because every institution has its culture, that is, mode of operation, organisational Culture is a game-changer in the work-place. It has been argued that organisational culture is a pivotal variable in determining the success of efforts at implementing change in various institutions (Dimitrios & Koustelios, p.2014). These scholars contend that organisational culture is an essential situational moderator in determining leadership effectiveness.

3.2 Organisation and its Environment

According to Sephton (2014, p. 1), there are different types of organisations that may share a ''political environment.'' He names them as: businesses, religious and government. The author maintains that internally, within a business itself, a political environment can be seen by the political manoeuvring of individuals, teams and departments in an attempt to obtain status, higher salaries, and favour. Businesses can face external issues by government regulation as to how to operate, how much they are taxed, environmental issue mandates and laws. They could also hire lobbyists to represent their best interests with lawmakers to dictate and influence policymaking, thereby directly affecting those external political forces for their own benefit. Also, religious movements can have political aspects within their structure. The majority will have a form of government body which sets forth a code of conduct for their church leaders and members. Most religious institutions have a head of the specific institutions. Some organisations have a leader who is the most powerful person within the organisation. The Pope as the head of the Catholic Church is one good example. There are often meetings or conventions where church delegates meet to pass various bylaws as well as look out for church interests. Many churches and religious groups prefer to maintain their non-profit status, which dictates how they can operate and are taxed – this is why they often look to political leaders or their representatives for influence and favour. Sephton gives the last group as government itself as an organisation. The government is political in nature by definition. Members of a society including business organisations, churches and other communities must all interact with the government they find themselves in. All these components make up a society and define our place in the world (2014, p. 1).

3.3 Trade Unions, Government and the Nigerian worker

Crucial to this study is the emergence of trade unions in Nigeria. The first group that had interest in trade unionism was the Mechanics Mutual Aid Provident and Mutual Improvement Association which was formed in 1883. However, the first trade union that was established in Nigeria, in 1912 was the Nigerian Service Union. This was followed by the formation of the Railway Workers Union, the Nigerian Union of Teachers and the Nigerian Medical Association between 1942-1974 - these associations were aimed at promoting worker's welfare (Okolie, 2010, p.138). These unions were formed primarily to protect the interest of workers and safeguard their rights and privileges in the work-place. When these unions took a militant approach against the government, it led to a general strike in 1945. To ensure harmony and synergy, the various unions formed a formidable body called Trade Union Congress of Nigeria (TUCN) with the call on government to ensure more employment, industrialisation and nationalisation of public utilities as well as the establishment of a labour party (Fashoyin cited in Okolie, 2010, p.138). Most times, they demand that government works in the interest of the Nigerian public from the social and economic angles to the angle of security, down to addressing critical issues like power (Wabba cited in Ahiuma-Young, 2017). By 1975, the Nigerian Labour Congress (NLC) was formed to unite various labour unions under a centralised organisation which will also serve as a backbone to other unions. The Academic Staff Union of Universities (ASSU) was an exception to this merger because it was formed as a separate association to fight for the welfare of its members as well as national development. It is essential to note that these trade unions are structured to protect their members in cases of breach of agreement between them and the authorities concerned while keeping national development on the front burner (Okolie, 2010, Pp.139-140).

3.4 Power and its dynamics in an Organisation

According to Maher, (2012, p. 1) the political environment is increasingly strained. This is serious because one of the laid down objectives of an organisation is dispensing justice through the prudent use of power, which directly affects both the fortunes and future of workers. If confidence is lost in that organisation, it exhausts its legitimacy. The delay or lack of payment of workers' salaries in Nigeria has put the integrity of government and many employers into question. Aside from the communication gap it creates between employer and employee, it also leads to breakdown of organisational communication as seen in the negative reaction of workers through boycotts or strike actions. This discussion leads us to distinguishing positive from negative power as power-determinants in the work-place.

3.5 Positive Types of Power

Positive power in an organisation involves encouraging productivity. To know that an institution uses power positive, one must look out for the following:

1. Inclusive Governance: In any organisation where employees are given a sense of belonging and the power to make decisions through consultations, such an organisation flourishes. Where employees are only to be seen and not heard, the transition model of communication is operational in that kind of organisation – the implication is that there is

no feedback mechanism. This means that that organisation will be on the verge of collapse. This is because employers do not know all. They need others to work for and with them – Only an inclusive policy of government can inject positive power into an institution. On the political landscape in Nigeria, for instance, it will be recalled that late President Umaru Yar'Ádua attempted to form a Government of National Unity (GNU) with; the People's Democratic Party (PDP), the Action Congress (AC), the Progressive People's Alliance (PPA), and the All Nigeria People's Party (ANPP). This initiative was: (a) to see how Nigerians can reform and change the political culture in the country, (b) to work out a framework and parameters for the political reform process and then (c) to also discuss the possibility of any political party in opposition that wants to participate and under what circumstances. Governments before him like that of Olusegun Obasanjo had failed woefully in sustaining the GNU concept. Like previous governments, Yar'Adua also could not build consensus (Abati, 2007).

2. Rewarding Employees: The human being works better when appreciated. In this light, strong institutions are those institutions which reward hard work. The banking sector in Nigeria with its style of "best-staff of the month" is a pacesetter in this. For example in 2016, more than 300 employees of Sky Bank cutting across several cadres of staff up to managerial level were promoted by the financial institution following the 2016 annual staff performance review exercise (Olowookere, 2017). Writing on Reward System in Nigeria: Workers Morale and Productivity, Dike (2009) lamented that the nation's reward system is probably the poorest in the globe. The Nigeria's National Team, the Super Eagles have had to contend with the inability of various governments to reward them even when they won trophies. When a staff is motivated, it does not only increase his or her capacity but makes the person see the organisation he or she is working for in good light. Where managers and employers understand the secrets of positive power, they use the "rewarding hard work mechanism" for optimum performance (Dike, 2009).

3. Power-Sharing: Another invaluable element of positive power is power-sharing. Power-sharing takes place when a superior officer appoints the next person in rank to supervise a project. The trust established on account of that delegation increases productivity on the part of the person so delegated. By appointing employees who perform strongly to supervise other employees, employers and entrepreneurs use positive power as a leeway to achieving success.

4. Building Team Spirit: Building team-spirit between workers and their bosses is more than ensuring inclusive government. The person in the office must understand that the man at the gate is a colleague. Team-spirit retains employees to their employers as the thought of missing the nice working relationship they are enjoying with their colleagues would discourage them from the desperate search for another job. Team-spirit gives employees the power to express concerns about their collective welfare and also motivates tolerance in any organisation. Team-spirit akin to that of sports is necessary for building statecraft and other establishments. The Super Eagle's handler, Gernot Rohr recently attributed the new order in the Nigeria's senior national team to the players' team spirit (Rohr cited in Oni,

2016). This is an essential ingredient for ensuring an egalitarian society as well as providing an enabling environment for economic and social development (Oni, 2016).

3.6 Negative Types of Power
Negative power takes place in every society. Where leaders are selfish and use others to achieve unaltruistic ends, negative power takes place. When leaders in an organisation do not have the respect of the employees under them, they are excising negative power. Other possible ways in which negative power is used are:

1. Threats or Sack: Power is negatively used when a boss constantly threatens those working under him with job loss and other punishments (Zeiger, 2014, p.1). Rather than motivating employees to perform better, this ugly development affects staff negatively - this may lead to confrontation or insubordination. A case in point was the run-in between the Academic Staff Union of Universities and the Federal Government in which the government sort to disengage 49 Unilorin lecturers for failure to break a strike over non-implementation of the December 2011 agreement (Okolie, 2010, p.139). Some states also threaten or sack staff because they were fighting for their legitimate rights.

2. Favouritism: Managers who use negative power display favouritism such as nepotism and clanism in either recruiting or retaining employees. This development often leads to tension as other staff who notice such may begin to complain or resign. Not only does the quality of work produced decrease under this type of power, but turnover rates are low in an organisation. Do doubt, favouritism, cronyism, and nepotism also undermine the common good in the public sphere (Nadler & Schulman, 2006). It was in the news that the former Governor of Plateau State, Jonah Jang appointed his son, Yakubu Jang, who was previously his father's Special Adviser on Special Duties, Commissioner for Lands and urban Planning (Sotubo, 2014). These kind of practices are rife in Nigeria.

3. Selfish-gratification: Workplace sexual assaults involving a boss and an employer amounts to the abuse of power on the former. Most times, employers use threats or blackmail to get the attention or cooperation of their victim. For want of sexual satisfaction, those in authority often promise a lower ranking officer a juicy position in the firm or pecuniary gains. From a study by Mirabel Centre, over 90 percent of those who rape are people who are close to the victims (Ruffai cited in Agbani, 2017). The Nigerian Senate recently passed a motion to investigate the increasing cases of rape and sexual assault against women, children and vulnerable people across the country. The law-making body listed employers among the perpetrators noting that the crime is a serious security threat to vulnerable segments of society (Oniranu, 2017).

4. Withholding Employee Wages: In situations where staff work for months without receiving salaries, negative power is at work. It is common place to find workers spend months without receiving their salaries – the payment of backlog of salaries, arrears, pensions and gratuity equally constitute the abuse of power or negative power-play in the workplace. As at April 25, 2017, it was reported that 12 states were owing

salaries despite receiving bailout from the Federal Government (Ahiuma-Young, Akinyemi, Johnson, Ajayi, Obahopo, Nkwopara & Duru, 2017). This can be seen in tables 1 and 2 below.

Table 1: States owing salaries as at April 25, 2017

S/N	State	Months of salaries owed workers
1	Kogi	- Highest indebted with 15 months unpaid salaries - FG owes workers N290bn promotion arrears
2	Osun	12 months
3	Kwara	11 months
4	Bayelsa	7 months
5	Ondo	7 months
6	Ekiti	6 months
7	Oyo	6 months
8	Benue	4 months
9	Nasarawa	2 months
10	Abia	2 months
11	Imo	2 months
12	Ogun	Owes over six months of unremitted deductions from workers' salaries for cooperatives and union dues.

Source of Table: *Author*

Table 2: State of states salary survey as at May 15, 2017
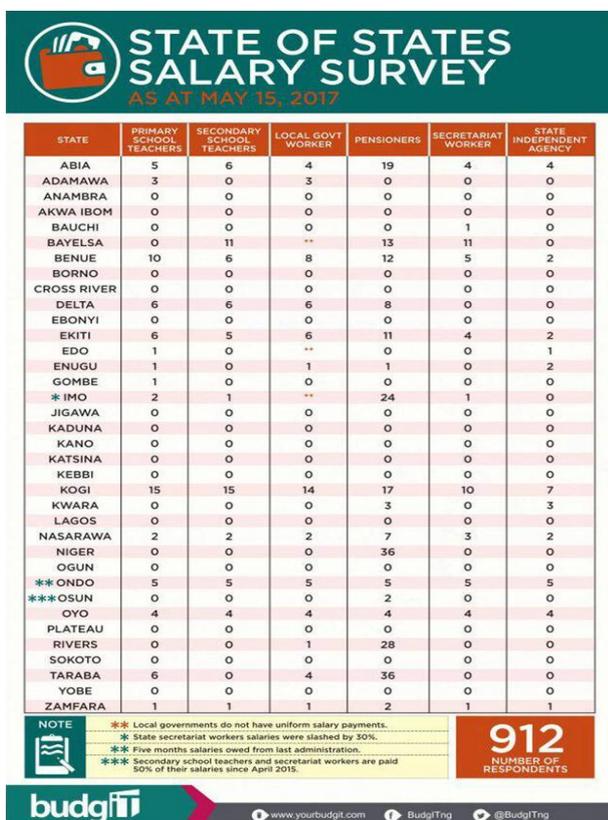
Source: www.youbudgit.com

5. Lack of Inclusive Governance: In many instances, employers are not able to enhance organisational communication in the work-place through establishing parley with their employers; government too often fails to engage trade unions in meaningful consultations. The activities of the Niger Delta Avengers (NDA) in the South and Boko Haram in the North have been blamed on lack of an inclusive government which serves national rather than regional interest. The same reason is given for agitations of cessation by the Indigenous People of Biafra (IPOB). To be sure, lack of inclusive governance affects both the formal and informal sectors as workers suffer the consequences.

3.7 Organisation and Politics

3.7.1 Positive Workplace Politics: Employees who learn to navigate through the politics of an organisation are more productive than those who are left out of the loop. To encourage productivity, organisations must:

1. Create Favourable Political Culture: For sustainability, institutions that develop a political culture make it easy for employees to understand the workings of the organisation. A good political culture entails understanding the command-structure in any group or society.

2. Establish Clear, Sustainable Policies: Building the architecture of governance has to do with establishing sustainable policies in such a way that the chains of command make it easier for employees to have ready answers to relevant questions about their work-environment towards producing greater results. To this end, the recent legislation on rape and sexual assault against women, children and vulnerable people across the country is a welcome development.

3. Create Good Working-Environment: Creating a climate which focuses on collaboration and engenders the equal treatment of employees improves productivity. The workplace ought to be a place where work is done in an atmosphere of trust and friendship.

3.6.2 Negative Workplace Politics: Where naked-power is employed, an organisation loses its soul. Institutions which develop climates of negativity and conflict suffer lack of turnover. Negative workplace politics takes place in an organisation when there is:

1. Unethical Behaviour: If employees are encouraged to engage in dishonest or unethical behaviour to get ahead and favouritism overrides the quality of work; in that instance, the organisation faces decrease in productivity.

2. Lack of Chains of Command: An organisation without clear policies and chains of command makes employees to spend more time searching for answers and attempts at fixing problems than actually completing their work (Zeiger, 2014, p.1).

3. Absenteeism: Where workers stay at home or boycott the work-environment, success is far from being achieved. Absenteeism creates communication gap between employers and employees as work is left undone and the desired end is not achieved. Sometimes, workers absent themselves from work to express grievances or prove a point to their boss.

4: Laziness: A general lackadaisical attitude to work or laziness is another form of negative workplace politics. Where government functionaries or public office holders are not serious with their jobs but are only interested in their

take-home pay, the organisation suffers. It is even more serious concerning a junior officer who pretends to work when his or her employer is around but idles away when no one is watching. This hide-and-seek game amounts to negative workplace politics which affects organisational communication in any institution.

3.8 Work-place Approachability Tips

There are a range of factors that cause employee turnover. These factors include job satisfaction, demographics, organisational structure and culture, work load, pay, and communication (Nwagbara, Oruh, Ugorji & Ennsra, 2013, p.15). Interestingly, effective communication is an important way to retain employees in an institution or organisation (Clifton, Ziskind, Morrow, & Wright, 1980). Communication has been described as one of the antecedents of turnover (Mohamad, 2008). Conrad provides what he refers to as "approachability tips" which enhances effective communication between employers and employees as follows:

1. Set aside some time each day to communicate with your employees -You could possibly set up "open for information office hours."

2. Ask your employees open-ended questions – Ask questions such as, "How can I support you better?" or "What information do you need from me to become more successful at your job?"

3. Show concern about your employee's personal and professional success and well-being - If you truly care about your employee's success, you will find the time to support them and this will be obvious and welcomed.

4. Take time to give positive feedback daily – People love positive recognition. The more positive feedback you give, and the more frequent the feedback, the more motivated your employees will feel.

5. Check your nonverbal communication – Assess your nonverbal actions. Always being in a rush, scowling when people talk to you, or sitting in your office with the door closed, sends out signals that you do not want to communicate with your staff (2014, p.111).

RECOMMENDATIONS AND CONCLUSION

4.1 Recommendations

4.1.2 Creating Good Working Conditions: Provision of hygienic or extrinsic factors like increase in pay and job security, physical working conditions, fringe benefits, status, job security, company policy, inter personal relationship with supervisor and peers (Sanjo & Adeniyi, 2012, p.71) lead to employee satisfaction. Managers and Chief Executive Officers, CEOs ought to create conducive working-environment for workers. When intrinsic factors, such as achievement and recognition, feeling of possibility of growth, advancement and a sense of responsibility are in place, the work itself will improve job satisfaction (Sanjo & Adeniyi, 2012, p.71). Debuting a reward mechanism to boast the morale of workers is also related to creating good working conditions. Perhaps if implemented, the current

administration's new reward system known as "Entrepreneurship Development and Commercial Orientation Strategy" geared towards promoting innovation among the over 90,000 Federal Civil Servants in Nigeria (Channels Television, 2017) may create the enabling environment for workers to maximise their potentials. Above all, creating an enabling environment would mean implementing the N 96,000 minimum wage (Ajaero cited in Ahiuma-Young, 2017) as against the N 18,000 which is yet to be implemented. Since the informal sector plays a major role in creating employment, production and generation of income (Chima, 2016), it is necessary for the government and captains of industry to ensure the welfare of workers.

4.1.3 Ensuring Persuasion: Persuasion as a symbolic process in which communicators try to convince other people to change their attitudes regarding issues through the transmission of a message in an atmosphere of free choice (Conrad, 2014, p.107) is necessary in the work-place. Persuasion involves influence and getting people to accept your points of view in a way that meets their expectations. People could be motivated to accept your position because they understand and agree, without necessarily sensing coercion or intimidation, or feeling they have been fraudulently manipulated (Conrad, 2014, pp.107-108). Rather than develop a domineering attitude, employers must learn ways of persuading their workers towards productivity. Organisational persuasion is a crucial strategy in enhancing work compliance. An erstwhile approach of forcing or coercing people to work is no longer tenable.

4.1.4 Having a Good Work-Ethic: Work-place ethics which reflects power and politics ought to be put in place in various organisations to check despotism. Such work-ethics must have cultural dimensions such as values engraved in them. If cultural values such as respect for self and others and the simple courtesy of greeting others at work are tied to values of the work-place, taking instructions from superiors or respect for everyone in the work-environment would come to everyone naturally. This will also enhance cordiality amongst workers as well as the camaraderie spirit.

4.1.5 Paying Wages Promptly and Motivation: The payment of salaries as at when due increases productivity in any organisation. Since most workers budget their salaries for paying utilities and meeting personal as well as family needs, it is incumbent on employers of labour to pay workers their due. This creates good boss/employer communication as the good of the group is sort. Employee performance is positively related with organisational effectiveness because employees who are motivated tend to be more productive (Sanjo & Adeniyi, 2012, p.71) than those who are not.

4.1.6 Building Employee Confidence: In the dynamics of communication, it is important for employers of labour to build the confidence of those working under them. Appraisals like: "I know you can do it" or "You have made this organisation proud" are capable of transforming a lazy staff to a productive worker. By building the self-esteem of their workers, public and private institutions motivate their employees to excellence. It also affords those in high-level positions to gain positive-power through employee respect and communication, rather than coercive efforts.

4.1.7 Capacity Building & Training: The need for capacity building in any organisation cannot be overemphasized. Opportunity should be given for workers to benefit from capacity building through seminars, workshops, conferences and retreats. Government agencies and captains of industries should be in the fore front of pushing for these.

4.1.8 Inclusive Governance: Management in the workplace must try to adopt inclusive and collaborative strategies (Longe, 2015, p.91) in leadership. An inclusive government is built on the fact that democracy is for everybody and that decisions cannot be taken if and when they are enjoyed with a minimum level of overall support, a minimum consensus coefficient. Only this can create the right atmosphere for cooperation (Gerwin, 2016) between leaders and the led. Inclusive governance is also used as a metaphor for seeking consensus in every facet of life. When employees are involved in vital decisions which affect the workforce (Longe, 2015, p.91), it further engenders synergy between leaders and employees.

4.1.9 Building Synergy, Understanding and Developing an Esoteric Language: It is important for government to allow trade unions like TUCN, NLC and ASSU to pursue their course of protecting workers' interests and nation-building. This allows for checks and balances in mature democracies. In like manner, each organisation needs to create its verbal and non-verbal esoteric language for easy communication. When there are visitors, members of an organisation can give signs to each other and the message taken without necessarily letting other people who are not workers there know what they are saying/doing. If the workings of government or an organisation are clear for every worker to understand, believing in the organisation and defending it becomes easy – this also applies as a principle of nation-building. Where institutional frameworks are not shrouded in mystery, workers appreciate their employer the better. It is also essential for members of each organisation to fully understand the workings of their organisation.

4.2 Conclusion

It is important to note that every organisation has a culture. From the foregoing, it is safe to conclude that organisational culture shapes and directs members in a workplace. While culture in itself is communication, organisational culture helps people in every organisation to communicate effectively. There is a need for further research on how organisational communications not only stabilizes but creates the future of organisations. Conducive environments, good working relationships, mutual respect as well as collaboration between employers and employees are crucial to how organisations thrive in Nigeria. No doubt, domineering leaders reduce productivity in any organisation. This study has established that incorporating the imperatives of conducive working environment and the right application of the dynamics of power and politics can transform organisations into viable centres of excellence where organisational communication is at its best.

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