AKSU Journal of Communication Research (AJCR)
ISSN 2579-0706 2020, Vol.7

LEADERSHIP COMMUNICATION STYLE AND ORGANISATIONAL
HARMONY IN UNIVERSITIES IN NIGERIA
Uduot A Iwok, PhD, Professor Aniefiok Udoudo
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LEADERSHIP COMMUNICATION STYLE AND ORGANISATIONAL HARMONY IN UNIVERSITIES IN NIGERIA

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Abstract

This study sought to determine whether leadership communication in Nigeria Universities relates to organisational harmony. This study was motivated by the fact that there is uncertainty as to whether the leadership of these universities possess leadership communication skills for effective communication that could foster harmony in their institutions. The survey method was adopted for the study and proportionate sampling technique was employed to select 384 respondents from the population. Data were collected using the questionnaire and interview as instruments. The data collected were presented using simple percentages and frequency tables. The study found out that the direction of leadership communication was dominantly top-down though other patterns subsisted with memos and letters predominantly used. Based on the findings, the study recommended that Nigeria Universities should improve and incorporate regular meetings with staff and students.

Keywords: Harmony, Leadership, Communication, Organisational harmony and Organisation.

Introduction

Communication is the life blood of modern business. It is through communication that organisations maintain fruitful relationships with their publics. In all of human affairs communication play a major role for it to succeed. Organisation are made up of people who work together to achieve set goals and objectives. The leadership of organisations are responsible for coordinating the activities of the organization in manners intended for greater productivity. The work of coordination cannot be effectively achieved if the leaders do not have leadership communication skills. Leaders influence people to

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conform to their demands and do things they would not have ordinarily done.

Barrett (2006) defines leadership communication as "the controlled, purposeful transfer of meaning by which leaders influence a single person, a group, an organisation or a community". Leadership communication consists of layered, expanding skills from core strategy development and effective writing and speaking to the use of these skills in more complex situations capabilities. It therefore follows that as the capabilities of the leader expands so should leadership communication skills move from core communication skills, to the managerial communication skills and then further expand to corporate communication skills (Barrett 2006).

Communication in organisation is for control, motivation, information and emotional expression. Leaders need to acquire sufficient communication skills to be effective. Without effective communication, organizations in their complex nature may not function properly because of lack of harmony.

As is natural with every human settlement or organisation, conflicts are inevitable. Following the inevitable nature of conflict among members of interacting groups (Ndimele and Innocent, 2006, Griffin and Moorhead, 2007, Singh, 2008,), it is important that particular effort be made by organisational management or leadership to ensure a harmonious working relationship among organisational membership. This is essentially apt since the growth and complexities in the activities of organisations also result in the corresponding complexities in the management of relationship within the organisation's environment. Effective leadership communication facilitates the establishment and sustenance of mutual understanding in ensuring harmony among membership of an organisation. A responsible management is obligated to provide a mutually beneficial harmonious relationship between it and its employees through effective communication and proper articulation of issues that concern both parties.

According to Asiodu (2008) The politics of university institutional leadership and control directly relates to the politics of state control and its formulation of institutional policies and allocation of natural resources including the human resource.

Another clog in the wheel of progress is running of universities by executive fiat and this create and exacerbate organisational disharmony leading to conflicts. Many leaders are also overwhelmed by trivial issues because of inadequate communication skills, outright incompetence, lack of leadership and managerial communication.

Many times academic and non-teaching staff have embarked on strike actions that paralysed activities in the university. Staff and students have attributed some of these actions to inadequate communication, miscommunication or a complete lack of interest to pass on vital information which is pivotal for the success of organisations. This bothers on communication flow patterns pervasive in the university.

The University of Uyo for example, had student's unrest in June 12, 2013, that led to the razing down of the building housing the Vice Chancellor's, Registrar's and Records offices. A student also lost his life in the violence while many vehicles were burnt. The university was subsequently closed down for months. This caused a great setback in the development of the university. Staff and students attribute the problem to inadequacy in leadership communication.

The University of Calabar for instance had frequently been shut on account of students' unrest. Reasons ranging from poor student welfare, incessant increase of

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school fees and perceived insensitivity of the leaders to the plight of students were advanced. In 2004, the university was shut down due to student violent protest over insecurity after the killing of a 400-level Public Administration student by unknown gunmen. A month after, a 400-level law student was brutally stabbed to death in cold blood from what appeared to be a cult related attack. Other reasons advanced by the protesting students for their unsavoury action include lack of adequate power and water supplies, perceived insensitivity of the university's medical staff and alleged neglect of ailing students at the medical centre, complicity of student union government allegedly bought over by the university management.

The University of Calabar is also known to be having running battles with both the academic and non-teaching staff. The Academic Staff Union of Universities (ASUU) in time past had called their members out on strike or work-to-rule for reasons ranging from non-payment of allowances, delayed promotions and poor infrastructure. Some of the issues have resulted in litigations. The non-teaching staff seems to be perennial in embarking on strikes actions because they claim management have the penchant for dishonouring mutual agreements reached with the unions.

Critical to all of these are leadership style, leadership communication and communication flow patterns in these institutions. These issues would probably not have degenerated into conflicts if communication was effectively utilised to engender harmony in the universities. Observers are of the view that the June 12, 2013 students riot in the University of Uyo could have been averted, if the management addressed the students who were yearning for information concerning the increase in transport fare and school fees. Similarly, observers and stakeholders believe that the numerous crises the University of Calabar have been facing could have been averted if the leadership used communication effectively in addressing the issues.

Leadership communication and communication generally is pivotal to organizational success and harmony. Being the life blood of organization, universities need to skilfully apply leadership communication, allow free flow of communication to avert dire consequences. Every organization including universities attempt to communicate to its internal and external publics in order to remain in business.

However, it has been observed that the universities of Calabar and Uyo have had incessant strikes and students' protests that distort academic calendar, cause damage to property and loss of lives and resources, and by extension inhibits the university's drive to achieve its mission and vision. It has also been observed, that when the universities are in session, there seems to be an uneasy calm and fear that one upheaval or the other may erupt. These situations observers (students and employees), attribute to poor communication and disharmony.

The question then is: How does leadership communication in the universities of Calabar and Uyo relate to organizational harmony in these universities? This is the question that this study seeks to answer.

Objectives of the Study

The study sought to find out whether leadership communication leads to organisational harmony in the universities of Calabar and Uyo.

The specific objectives were to:

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1. find out the leadership communication modes predominantly used in the universities of Calabar and Uyo.
2. find out the outcome of leadership communication used in the universities of Calabar and Uyo in terms of leading to organisational harmony.

LITERATURE REVIEW
Leadership Communication

Leadership communication is an effective transfer of knowledge by which a influences a person, a group, an organisation or a community. Lead communication uses a full range of communication skills and resources to ov interferences, while creating and delivering messages that guide, direct, motiv inspire to embark on an action. Leadership communication consist of several starting from core strategy development, effective writing and speaking to the us in more complex organizational situations. The context in which information the noise that surrounds it, the selection of the medium, the words in the messag the image of the speaker-all influence the meaning as it travels, or as intended (2006.p. 4). In organisations indicators of leadership communication include fr of communication across organisation, mutual respect for all stakeh participatory decision making, belongingness, attention to feedback and opem the leadership. It could also be seen in clear, concise and purpose driven writing of content, choice of medium and style of delivery.

In organisations therefore, leadership communication depends on the a the leadership to project a positive image, or more specifically, a positive etho and organisation and outside (Barrett, 2006, p. 7).

The Concept of Leadership

Leadership connotes either a pattern of behaviour or personal quality of regarded as leaders. Ikpe, (2010) states that "as a pattern of behaviour, leadersh influence exerted by an individual or group over a larger body to organize or d efforts towards the achievement of desired goals"(p.287). The contingenc approach considers leadership to be a function of both personal leader qualitie context or situational demands. Leaders transform organizations through the communication and ability to build commitment (McShane &Glinow, 2003).

(Eisenberg and Goodall, 2001) states that the history of theories on le reveals that much importance is attached to interpersonal relations communication. But current thinking lends credence to integrated su behaviours of human relation era. Early theories of leadership suggest tha people were born with leadership skills or traits; that is, you either possess it o not. Consequently, much research focused on "born leaders". Currently such met with disfavour.

Researchers have shifted their focus from leaders to followers; leader – relationship. This is equated to what is known as "transactional" approach. T out the fact that followers' perception of a leader determines the leader's s failure. Transactional approach though, recognizes the importance of comm in leadership, assumes that the needs and desires of followers play p

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importance.

Conversely, a transformational leader seeks to transcend the bounds of routine follower behaviour to offer the possibility of a new vision for the organization. This theory sees leadership as the management of meaning. That is, in addition to setting goals and focusing on tasks, transformative leaders help followers interpret organizational events and make sense of the world of work in general.

Communication and Leadership

The role of communication in the leadership process can be looked at in different ways (Miller, 2006). It is important to first of all look at what the leader says –the content of communication. The appropriate content of communication depends on the situation. That is to say that, it will vary from situation to situation, but research has provided some ideas about what effective leaders say. Several studies have demonstrated that leaders who employ "visionary" content in their communication are more effective than those who use more pragmatic content (Miller, 2006).

Seeger and Ulmer, 2003) state that in a study of two organizations facing the crisis of fire, it was found out that effective leadership discourse was based on strong commitment to stakeholders, and immediate commitment to rebuild. Perhaps of more importance than what is said, is how the content is communicated. How a message is communicated can also encompass the delivery of a message. Bohn (2002) observes that leadership or how leaders behave has a direct relationship to overall employees' perceptions of organisational effectiveness, or how organisations will perform.

Organisational Harmony

Organisational harmony can be said to mean the absence of disagreement and the presence of peace in the workplace or in an organisation. It is the cultivation and perpetuation of a harmonious work atmosphere within an organization. An atmosphere of mutual harmony is essential since no human effort thrives in an atmosphere of disorganization. It is also crucial since corporate organisations operate with particular goals in mind. Some of such goals are the training of the requisite manpower for some strategic purposes, the security of life and property, service to humanity, maintenance of law and order, profit for shareholders. Organisation can only achieve these goalsunder a harmonious state of affair which follows the strict implementation of some organisational set standards (rules) which are not only constituted but logically implemented to keep work and behaviour within the corporate empire under control (Ratnam, 2006).

Obviously organisational harmony does not occur in isolation. It is rather the outcome of the demonstration of a responsible corporate attitude by the management and membership (employees) of an organisation. The demonstration of a responsible corporate attitude which consequently makes for organisational harmony implies that organisations must cultivate and sustain some fundamental actions before organisational harmony could result. Some of such conditions include:

1. Total (effective) communication within the organisation
2. Development of a viable organisational culture
3. Prudent management of organisational conflicts

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4.   Ability to initiate and manage change (Miller, 2006)

Ratnam, 2006, and Griffin and Moorhead, 2007) says that "Communication in organisations communication involves the process by which two or more persons, parties, groups exchange information and share meaning". In organisations, the communication process embraces the formal organisational communication channels and the informal communication channels. Formal organisational communication channels involve letters, memos, pamphlets, newsletters, circulars, meetings, interactive sessions orientations, conferences, protests, dress code amongst others. The informal channels are the rumour mills and the grapevine. Both formal and informal organisational communication channels are targeted at achieving three purposes. The purposes include information sharing, expression of feelings and emotions, and the achievement of coordinated actions (Griffin and Moorhead, 2007).

Theoretical Framework
This study is based on the Uncertainty reduction and Interactional theories.
Uncertainty Reduction Theory.
Propounded by Charles Berger (1975), the uncertainty reduction theory functions to explain the use of communication to reduce the level of uncertainty that naturally arises among peoples in the cause of their interaction. It focuses on how human communication is used to gain knowledge and understanding of uncertainty. With the knowledge gain people work toward reducing the uncertainty in order to have a smooth and harmonious relationship.
The university as any other organistion is complex and is made up of people of diverse background. The structure, nature and people in the university makes it a harbinger of uncertainties. To achieve set goals and objectives, the uncertainties have to be reduced in the system using communication. Uncertainty reduction theory is therefore relevant to this study to the extent that it provides a framework for easing tension, reducing ambiguity, and allowing for harmony in the organization through effective use of communication and interpersonal, group and organizational interactions.

Interactional Theory
Paul Watzlawick (1967) propounded the interactional theory founded on the philosophy of relationship maintenance. Watzlawick formed the theory of social interaction by looking at the dysfunctional patterns within families in order to gain insight about healthy communication. The theory is based on four axioms: one cannot not communicate, that communication = content + relationship, that the nature of relationship depends on how both parties punctuate the communication sequence, and that, all communication is either symmetrical or complimentary.

This theory is relevant to this study because it aligns with the essence of this research which to find out whether leadership communication in the universities studied lead to harmony necessary for growth, productivity and survival.

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Research Methodology

The survey research design was adopted for this study. Survey as a research instrument focuses on a representative sample that is drawn from the entire population of the study. According to Babbie (2010:9), survey research design is probably the best method available to the social science researcher who is interested in collecting original data for describing population too large to observe directly. Creswell (2012:376), defines survey research designs as procedures in qualitative research in which investigators administer a survey to a sample or to the entire population of people to describe the attitudes, opinions, behaviours, or characteristics of the population.

The population of the study was 85, 575, comprising the leadership, administration, staff and students of the universities of Calabar and Uyo as at 2014. A sample size of 384 was drawn for the study using Krejcie and Morgan(1970) sampling table. Proportionate sampling was used to allocate sample to both universities. This was to give the universities equal opportunity based on the percentage distribution of each university to the overall population. The population was further divided into strata (Students, Teaching, Senior Non-Teaching, and Junior Non-Teaching). Accordingly, systematic stratified sampling was used to draw sample based on the percentage distribution of each stratum to the overall sample. The questionnaire and interview was used as instruments of data collection. The students' questionnaire contained 24 items while that of employees contained 25 items. The respondents were requested to express their opinions on a five point Likert- rating scale of Strongly Agree (SA), Agree (A), Undecided (U), Disagree (D), Strongly Disagree (SD). The researcher purposively interviewed the principal officers of both universities. A total of three hundred and eighty-four (384) copies of questionnaire were distributed. Out of this number, three hundred and sixty-six were retrieved from the respondents out of three hundred and sixty (360) were found useful for the analysis.

Thematic Analysis

Responses to each item of the questionnaire were analysed systematically using frequency table. Shown below is an example of the Likert-scale analysis which was used in this study.

SA	A	UD	D	SA	TOTAL	N	WMS	DECISION
5	4	3	2	1				

The mean is computed thus,

$$\text{Mean} = \frac{5+4+3+2+1}{5} = \frac{15}{5} = 3.0$$

The criteria mean, therefore, is 3.0. This means that any factor or variable with a table mean (x) below 3.0 are regarded as negative and therefore rejected. The criteria mean therefore becomes the benchmark for taking decisions.

Data Presentation and Analysis

Table 1: Modes of Leadership Communication Predominantly used in the Universities of Calabar and Uyo to communicate with Students.

S/N	Questionnaire items	UNIVERSITY OF CALABAR									UNIVERSITY OF UYO								
		SA	A	U	D	SD	TOTAL	N	WM	DECISION	SA	A	U	D	SD	TOTAL	N	WM	DECISION
1	Your university management communicates its programmes and activities to students through memos	220	244	78	24	16	582	159	3.66	Accepted	260	180	57	38	16	551	151	3.64	Accepted
2	Your university management communicates its programmes and activities to students through emails	85	52	54	92	65	348	159	2.18	Rejected	50	32	120	76	65	343	151	2.27	Rejected
3	Your university management communicates its programmes to students through telephone	55	64	45	100	67	331	159	2.08	Rejected	15	52	33	84	82	266	151	1.76	Rejected
4	The leadership of your university communicates its programmes and activities to students through circulars.	330	224	33	18	17	622	159	3.91	Accepted	350	220	33	14	8	625	151	4.13	Accepted
5	Your vice-chancellor communicates with students through email.	30	20	51	108	77	286	159	1.79	Rejected	35	52	45	78	77	287	151	1.90	Rejected
6	Your vice-chancellor communicates with students through meetings	100	112	153	56	32	453	159	2.84	Rejected	150	208	30	58	30	476	151	3.15	Accepted
7	The leadership of your university uses the university website to communicate with students.	40	56	48	108	67	319	159	2.00	Rejected	10	28	51	94	78	261	151	1.72	Rejected
8	The Vice-Chancellor of your university communicates to students face to face	55	104	192	70	23	444	159	2.79	Rejected	70	108	93	88	35	394	151	2.60	Rejected

The data in Table 1 show a total weighted mean score of 2.65(53%) and 2.64 (52%) for the Universities of Calabar and Uyo respectively. This implies that not most of the known modes of leadership communication are used. When the items are individually analysed, items 1 and 4 (memo and curricular) posted individual weighted mean score of 3.66(73%) and 3.64(72%) and 3.91(78%) and 4.13(83%) respectively. This indicates that these two modes are predominately used in both universities. Face-to-face and meeting recorded negative mean score apparently showing that the leadership of both universities seem to underestimate the value of these modes of communication in fostering harmony.

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S/N	Questionnaire Items	UNIVERSITY OF CALABAR									UNIVERSITY OF UYO								
		SA	A	U	D	SD	TOTAL	N	WMS	DECISION	SA	A	U	D	SD	TOTAL	N	WMS	DECISION
1	Your University managements communicate its programmes and activities through memos.	25	8		2		35	8	4.37	Accepted	30	8				38	8	4.75	Accepted
2	Your universities management communicates its programmes and activities through emails.	10	12	3		2	27	8	3.37	Accepted		4	3	6	3	16	8	2.00	Rejected
3	The leadership of your University communicates its programmes through face-to-face interaction with employees.		4	6	8	1	19	8	2.37	Rejected		4		8	3	15	8	1.87	Rejected
4	The leadership of your University communicates its programmes through meetings.	2	3		4	20	29	8	1.72	Rejected	10	8	3	2	2	25	8	3.13	Accepted
5	Your vice-chancellor communicates with you through face-to-face approach.		4	3	6	3	16	8	2.00	Rejected		4	3	6	3	16	8	2.00	Rejected
6	Your vice-chancellor communicates with you through meetings	5	8	3	6	1	23	8	2.87	Rejected		12		4	3	19	8	2.37	Rejected
7	Your vice-chancellor communicates with you through telephone		4	3	8	2	17	8	2.12	Rejected				6	5	11	8	1.37	Rejected
8	The leadership of your University uses communication to direct staff to do their work.	10	20		2		32	8	4.00	Accepted	15	12	3		1	31	8	3.87	Accepted
9	The leadership of your University communicates more with employees through telephone.	5	8	3	8		24	8	3.00	Accepted				10	3	13	8	1.62	Rejected
	Total	-	-	-	-	-	-	-	2.95	Rejected	-	-	-	-	-	-	-	2.55	Rejected

The data in Table 2 supplied information as to the modes of leadership communication predominantly used by the leadership in communication with employees. Total weighted mean scores of 2.96(59%) and 2.55(51%) were generated from the data for both universities. This implies that certain modes are used more frequently than others by the leadership.

Items 1 (memo) recorded a positive weighted mean score of 4.37(84%) and 4.75(95%) university of Calabar and University of Uyo respectively. This indicates that memo is the major made of dissemination of information. Following memo is circular with weighted mean score of 4(8%) 3.87(77%) respectively for both Universities. The other modes are in use as the table shows but not as commonplace as memos and circulars.

Table 3: Modes of Leadership Communication Predominantly used in the Universities of Calabar and Uyo to communicate with employees (JNT)

S/N	Questionnaire items	UNIVERSITY OF CALABAR									UNIVERSITY OF UYO								
		SA	A	U	D	SD	TOTAL	N	WMS	DECISION	SA	A	U	D	SD	TOTAL	N	WMS	DECISION
1	Your University management communicates its programmes and activities to employees through memos.	40	8				48	10	4.80	Accepted	25	8	3	2		38	9	4.22	Accepted

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S/N	Questionnaire items	SA	A	U	D	SD	TOTAL	N	WMS	DECISION	SA	A	U	D	SD	TOTAL	N	WMS	DECISION
2	Your university management communicates its programmes and activities to employees through emails	5	4	3	10	2	24	10	2.40	Rejected	20	6	2	1		29	9	3.22	Accepted
3	The leadership of your University communicates its programmes and activities to employees through face-to-face	5	8	3	8	2	26	10	2.60	Rejected	5	4	6	8	1	24	9	2.66	Rejected
4	The leadership of your University communicates its programmes and activities to employees through meetings	15	20		4		39	10	3.90	Accepted	10	28				38	9	4.22	Accepted
5	Your vice-chancellor communicates with you through face-to-face approach		4		6	6	16	10	1.60	Rejected	15			6	3	24	9	2.66	Rejected
6	Your vice-chancellor communicates with you through meetings		16	6	2	3	27	10	2.70	Rejected		32		2		34	9	3.77	Accepted
7	Your vice-chancellor communicates with you through telephone			6	7		13	10	1.30	Rejected			9	6	3	18	9	2.00	Rejected
8	Your university leadership communicates its programmes and activities to employees through circulars	20	12	6		1	39	10	3.90	Accepted	15	20			1	36	9	4.00	Accepted
9	The leadership of your University communicates more with employees through the telephone	10		9	2	4	25	10	2.50	Rejected			6	6	4	16	9	1.77	Rejected
	Total	-	-	-	-	-	-	-	2.85	Rejected	-	-	-	-	-	-	-	3.16	Accepted

The data presented in Table 3 show total mean scores of 2.85(57%) and 3.16(63%) for Universities of Calabar and Uyo respectively. As could be seen from the table, all modes are used in the Universities but the degree of usage and the impact on the respondents differ. Item 6 in particular recorded a mean score of 2.70(54%) for university of Calabar, in response to whether the VC communicates with employees face-to-face, whereas the University of Uyo recorded 3.77(75%) meaning that 75% of respondents from University of Uyo affirm that their VC uses face-to-face mode of communication.

On the whole the data show means scores of 4.8(96%) and 4.22 (84%), for memo as being predominantly used followed by circular with mean score of 3.90(78%) and 4(80%) respectively for Universities of Calabar and Uyo respectively. Meeting also has mean scores of 3.9(78%) and 4.22 (84%) for Universities of Calabar and Uyo respectively.

Table 4: Modes of Leadership Communication Predominantly used in the Universities of Calabar and Uyo to communicate with employees. (Senior Non-Teaching)

S/N	Questionnaire items	UNIVERSITY OF CALABAR									UNIVERSITY OF UYO								
		SA	A	U	D	SD	TOTAL	N	WMS	DECISION	SA	A	U	D	SD	TOTAL	N	WMS	DECISION
1	Your university management communicates its programmes and activities through memos	30	4		2		36	8	4.5	Accepted	20	12				32	7	4.5	Accepted
2	Your university management communicates its programmes/activities through emails.	10	12		2	2	26	8	3.25	Accepted	5	8	3	8		24	7	3.42	Accepted

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		SA	A	U	D	SD	TOTAL	N	WMS	DECISION	SA	A	U	D	SD	TOTAL	N	WMS	DECISION
12	The leadership of your university listen to students complains and protests.	120	164	87	78	26	475	159	2.98	Rejected	80	256	105	36	18	495	151	3.27	Accepted
13	You enjoy free flow of communication with academic and non-academic staff of your university.	215	212	102	36	11	576	159	3.62	Accepted	120	252	108	24	16	520	151	3.44	Accepted
	Total	-	-	-	-	-	-	-	3.34	Accepted	-	-	-	-	-	-	-	3.41	Accepted

The data presented in Table 5 addressed objective three of the study which has to do with the leadership communication between the leadership and students can lead to organization harmony in the Universities of Calabar and Uyo. Total weighted mean scores of 3.34(67%) and 3.41 (68%) was derived from the data for the two universities. Respectively this indicates that respondents representing 68% in Uncial and (67%) in University of Uyo affirmed that the kind of leadership communications in the two universities is healthy for organizational harmony.

Analysed individually item 10 generated a weighted means score of 3.57 (71%) and 3.81 (76%) indicating that rumour mill thrives in both Universities. Again item 11 generated a weighted mean score of 3.40(68%) and 3.75(75%) indicating inadequate flow of information in the two Universities do cause unrest and protest in the universities. If this shows that there are still concerns about communication and harmony between the universities and students.

Table 6: Leadership Communication between the leadership and employees of the universities of Calabar and Uyo (Teaching Staff)

S/N	Questionnaire Items	UNIVERSITY OF CALABAR									UNIVERSITY OF UYO								
		SA	A	U	D	SD	TOTAL	N	WMS	DECISION	SA	A	U	D	SD	TOTAL	N	WMS	DECISION
10	Face-to-face approach brings you closer to the leadership of your university.	15	20				35	8	4.37	Accepted	15	16	3			34	8	4.25	Accepted
11	Meeting brings you closer to the leadership of your university.	10	20	3			33	8	4.12	Accepted	20	12	3			35	8	4.37	Accepted
12	The use of Emails brings you closer to the leadership of your university		28			1	29	8	3.62	Accepted		8	9	2	1	20	8	2.50	Rejected
13	The use of Memo brings you closer to the leadership of your university.		24		2		24	8	3.25	Accepted	10	16	3	2		31	8	3.87	Accepted
14	The use of Telephones brings you closer to the leadership of your university.	10	16	3	2		31	8	3.87	Accepted	10	12	3	2	1	28	8	3.50	Accepted
15	The leadership of your university carries staff along by making sufficient and right information available to everybody.		8	9	4		22	8	2.75	Rejected	10	16		2	1	25	8	3.62	Accepted
16	The language used in writing Memos is usually friendly.	10	16	6			32	8	4.00	Accepted	25	12				37	8	4.62	Accepted
17	The language used in writing Emails is usually friendly.	10	20	3			33	8	4.12	Accepted		12	6	2	2	22	8	2.75	Rejected
18	The language used in writing circulars is usually friendly.	15	16			1	32	8	4.00	Accepted	15	8	3	2	1	29	8	3.62	Accepted

S/N	Item	SA	A	U	D	SD	TOTAL	N	WMS	DECISION	SA	A	U	D	SD	TOTAL	N	WMS	DECISION
19	The communication style of your university leadership makes interaction between management and staff possible.	5		15	2		22	8	2.75	Rejected	5	8	8	8		24	8	3.00	Accepted
20	Meetings convened by the leadership helps in fostering unity between the leadership and employees	10	12	6	2		30	8	3.75	Accepted		16	2	2	2	23	8	2.87	Rejected
	Total	-	-	-	-	-	-	-	3.69	Accepted	-	-	-	-	-	-	-	3.54	Accepted

The data in Table 6 address the question of whether the leadership communication between the leadership and employees can lead to organizational harmony in the Universities of Calabar and Uyo. To this end weighted mean scores of 3.69(74%) and 3.54(71%) were calculated for University Calabar and University of Uyo respectively. All the items posted positive weighted means scores of varying degrees. This implies that the nature of leadership communication employed in the Universities can lead to organizational harmony.

Table 7: Leadership Communication used between the leadership and employees in the University of Calabar and University of Uyo (Junior non-Teaching)

S/N	Questionnaire Items	UNIVERSITY OF CALABAR									UNIVERSITY OF UYO								
		SA	A	U	D	SD	TOTAL	N	WMS	DECISION	SA	A	U	D	SD	TOTAL	N	WMS	DECISION
10	Face-to-face approach brings you closer to the leadership of your university.	25	16	3			44	10	4.4	Accepted	15	20	3			38	9	4.22	Accepted
11	Meeting brings you closer to the leadership of your university.	15	20		2		37	10	3.70	Accepted	10	28				38	9	4.22	Accepted
12	The use of Emails brings you closer to the leadership of your university.		16	6	6	1	29	10	2.90	Rejected	5	20	3	4		32	9	3.55	Accepted
13	The use of Memo brings you closer to the leadership of your university.		12	9	4	2	27	10	2.7	Rejected	20	20				40	9	4.44	Accepted
14	The use of Telephones brings you closer to the leadership of your university.	15	12	6	2	1	36	10	3.6	Accepted	5	28	3			36	9	4.00	Accepted
15	The leadership of your university carries staff along by making sufficient and right information available to everybody		4	3	10	3	20	10	2.00	Rejected	20	12	3	2		37	9	4.11	Accepted
16	The language used in writing Memos is usually friendly.	10	28		2		40	10	4.00	Accepted		12	9	4	1	26	9	2.88	Rejected
17	The language used in writing Emails is usually friendly.	10	12	12		1	35	10	3.5	Accepted	5	20	6	2		33	9	3.66	Accepted
18	The language used in writing circulars is usually friendly.	30	8	3	2		43	10	4.3	Accepted	10	28				38	9	4.22	Accepted
19	The communication style of your university leadership makes interaction between management and staff possible.	5	20	12			37	10	3.7	Accepted			6	6	4	16	9	1.77	Rejected
20	Meetings convened by the leadership helps in fostering unity between the leadership and employees	35	8	3			46	10	4.6	Accepted	20	12	3	2		37	9	4.11	Accepted
	Total	-	-	-	-	-	-	-	3.58	Accepted	-	-	-	-	-	-	-	3.74	Accepted

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The data presented in Table 7 show positive total mean scores of 3.58(72%) and 3.74(75%), for Universities of Calabar and Uyo respectively that leadership communication in their Universities can lead to organizational harmony. Individually all the items used to draw data from junior non-teaching staff were positive. This means that even though communication flow may not be perfect the patterns are open and free.

Table 8: Leadership Communication between the leadership and employees in the University of Calabar and University of Uyo (SNT)

S/N	Questionnaire items	University of Calabar									University of Uyo								
		SA	A	U	D	SD	TOTAL	N	WMS	DECISION	SA	A	U	D	SD	TOTAL	N	WMS	DECISION
10	Face-to-face approach brings you closer to the leadership of your university	20	16				36	8	4.50	Accepted	10	8	3	2	1	24	7	3.42	Accepted
11	Meeting brings you closer to the leadership of your university	10		15		1	26	8	3.25	Accepted	5	16	3	2		26	7	3.71	Accepted
12	The use of Emails brings you closer to the leadership of your university	20	8		2	1	31	8	3.87	Accepted	5	4	3	6		19	7	2.71	Rejected
13	The use of Memo brings you closer to the leadership of your university	5	8	6	2	2	23	8	2.87	Rejected	15	12			1	28	7	4	Accepted
14	The use of Telephones brings you closer to the leadership of your university		8		2	5	15	8	1.87	Rejected	5	12		4	1	22	7	3.14	Accepted
15	The leadership of your university carries staff along by making sufficient and right information available to everybody	20	12		2		34	8	4.25	Accepted	5	16		4		25	7	3.57	Accepted
16	The language used in writing Memos is usually friendly.	10	12			3	25	8	3.12	Accepted	10	8	3	4		25	7	3.57	Accepted
17	The language used in writing Emails is usually friendly.	20	16				36	8	4.50	Accepted	5			6	8	19	7	2.71	Rejected
18	The language used in writing circulars is usually friendly.	10	12	3	2	1	28	8	3.5	Accepted	15	16				31	7	4.42	Accepted
19	The communication style of your university leadership makes interaction between management and staff possible.	5	16	3		2	26	8	3.25	Accepted		16	3	4		23	7	3.28	Accepted
20	Meetings convened by the leadership helps in fostering unity between the leadership and employees.		8	3	8	1	20	8	2.5	Accepted	15	15			1	31	7	4.42	Accepted
	Total	-	-	-	-	-	-	-	3.53	Accepted	-	-	-	-	-	-	-	3.54	Accepted

The data in Table 8 show total mean scores of 3.53(70%) and 3.54 (71%) for the Universities of Calabar and Uyo respectively. This means that respondents from both Universities affirm that the nature of communication in their universities can lead to organizational harmony.

Discussion of Findings

Findings of this study are discussed in line with the research question.

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Research Question One

What are the leadership communication modes predominantly used in universities of Calabar and Uyo?

The data showed that there were divergences in the modes of leadership communication predominantly used by the leaderships of University of Calabar and University of Uyo in communicating their programmes and activities to their students. In the University of Calabar, the data revealed that the modes of leadership communications predominantly used by the leadership in the institution in communicating its programmes and activities to its students include memos and circulars (Table 1). The modes of leadership communication predominately used by the leadership of the University of Uyo in communicating its programmes and activities to its students were memos, circulars and meetings (Table 1). This difference is evident in the total mean score of 2.84(57%) which rejected the use of meetings by management of University of Calabar and 3.15(63%) which accepted that the leadership of University of Uyo uses meetings as one of the modes of communication through which its programmes and activities are communicated to students of the institution.

Data gathered from employees of University of Calabar and University of Uyo also showed difference in the modes of leadership communication used by the leaderships of these institution in communicating their programmes and activities. The difference follows the identification that the leadership of University of Calabar uses memos and telephone calls in communicating with its employees, while the modes of communication predominantly used by the leadership of the University of Uyo in communicating its programmes to the employees of the institution were memos and meetings.

The leaderships of these two universities utilised the different modes of communication in communicating with their staff and students following their understanding of the importance of information in achieving harmony. This position (importance of communication in advancing harmony in an organisation) was corroborated by the Principal Officers of both Universities during interviews. For University of Calabar, the Deputy Vice-Chancellor (Administration) and Registrar pointed out that the University has a communication policy which stipulates the maintenance of open lines of communication and unrestricted access to information, effective networking and team spirit with a view to ensuring harmony among the membership (staff and students). The Director of Information of University of Calabar observed that these modes of communication were efficient but not perfect, because of their inability to reach a great number of students and employees as they wished. The Registrar, DVCs, bursar and Director of Information unanimously held that staff and students of the University of Calabar were well informed of the activities and programmes of the University. They also stated that activities such as seminars, workshops, sporting events, religious activities, staff promotions and payment of remunerations are some of the avenues through which the leadership of the institution fosters harmonious working relationship between itself and the staff and students of the institution.

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The principal officers that were interviewed at the University of Uyo, were the Deputy Vice-Chancellor (Academic and Administration, respectively), the Bursar, Registrar, Librarian and the Director of information and Public Relations. These officers also maintained that the University of Uyo has an information policy which borders on openness, transparency and the promotion of trust between the leadership, staff and students of the University.

According to these officers, the thrust of the University's communication policy is the promotion of transparency. The Director of Information and Public Relations corroborated the responses of the staff and students that the leadership of the University of Uyo uses modes such as memos, circulars and meetings, in relaying its programmes and activities to its students and staff. He also stated that the Uniuyo FM 100.7 was effectively utilized by the leadership to inform, educate, entertain, and mobilize members of university community and beyond. This mode is lacking in the University of Calabar. The registrar, bursar and DVCs affirmed that the leadership of the University ensures prompt release of information to its staff and students through memos, circulars and meetings with employees.

The identification of the indispensability of leadership communication in ensuring organizational growth and stability by Ukafia (2005) supports the position of the principal offices of University of Calabar and University of Uyo regarding the roles communication plays in an organization.

To accord legitimacy to the use of meetings in relating with the leadership of an organisation, Raman and Singh (2006) emphasize that management should hold regular meetings with its membership to intimate every one of the progress of the organization. Such face-to-face interactions also provide organizational leadership with opportunities to present its challenges for discussion. The importance of this is that rather than spending time and resources on dissensions that occur most times due to inadequacy of information or misinformation, meetings can provide the avenue to discuss such matters and elicit the understanding of organizational members. The memo and letters the study revealed are the predominantly used modes of leadership communication in both universities.

Research Question Two
What are the outcome of leadership communication used in the universities of Calabar and Uyo in terms of enhancing organizational harmony?

Axelord (in Barret, 2006) states that effective leadership is still largely a matter of communication. In other words, for organisational harmony and employee commitment the leadership of organizations needs to rally its employees. An average positive mean score of 3.53 was established for the University of Calabar. This means that the leadership communication patterns and modes used by the leadership of University of Calabar could lead to harmony between the leadership and other membership (staff and students) of the institution. However, the top-down approach is potentially a harbinger of trouble in view of its one-way nature. This top-down communication pattern not only make access to information difficult but also prevents staff and students of the institution from communicating their views and opinion on

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issues to leadership. Also downward pattern has its own barriers which affects flow of messages. The data also show that employees communicate upward though not in the same frequency and allows for generation of relationships and commitment needed in the workplace. The absence of adequate information sometimes constrains the staff and students of the university to patronise unofficial sources such as rumour mill and grapevine, which in itself bonds participants together.

For University of Uyo an average weighted mean score of 3.55 was established, responses to the items developed to elicit the reaction of staff and students on the ability of the leadership communication patterns of management of the institution showed that even though the institution does not release adequate information, its character of responding to complaints by its staff and students could actually engender considerable degree of harmony in the institution. Ukafia (2008) supports this view when he states that effective communication and effective leadership styles engender positive effect on the leadership and results in higher motivation of the employees which ultimately result in higher productivity and organizational harmony. Raman and Singh (2006) state that when communication is made effective, organizational management can create and establish a healthy environment. This, Raman and Singh (2006), reiterate is because effective communication brings about vast changes with strong and positive implication for employees and the management of the organization.

O'Relly and Chatiman (2013) state that the communication climate that exists in an organisation is a crucial factor in determining the extent to which the employees of the organisation will understand, identify and appreciate the goals the organisation sets to accomplish. Business success thrives through the effort of committed organizational members, the understanding of the goals of an organisation by its membership is critical to the realisation of such goals. The implication of this is that a free flow of communication within the organisation is central not only to the realisation of organizational goals but also the sustenance harmonious relationship between leadership and organizational members. The outcome of the leadership communication interaction with employee as the data shows can lead to harmony in the universities but obviously to disharmony with students.

Conclusion

Based on the findings of this investigation, the study concludes that leadership communication leads to organisational harmony in the universities of Calabar and Uyo. However, there is a communication gap between students and managements of Universities of Calabar and Uyo and an atmosphere of mistrust between the staff and managements of the institutions. For the leadership and students, the communication gap is not only due to the modes of communication used in communicating programmes and activities by the leadership of Universities of Calabar and Uyo, but also the distrust of the leadership of the Students Union which is seen as surrogates of the leadership of the institutions. The leadership of the University of Calabar does not use interpersonal approaches (meetings and group meetings) compared the University of Uyo. The implication is that even when opportunities open up for students to make frank expression of their views on issues, they could rather decline interest with the apprehension that such contributions may not after all be supported by the SUG nor

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accepted by the leadership of the institutions.

The communication climate is not very conducive for free flow of information across both universities, leading to communication gap. The implication of the communication gap and atmosphere of distrust between students, staff and managements of Universities of Calabar and Uyo is that even when they trade (study and work) in the same environment, there exists a gulf between them. It is only natural that this gulf could continually serve as a breeding ground for disagreements between these parties as long as it is allowed to widen. The study concludes that the prevailing harmony in the universities occasioned by leadership communication could be improved.

Recommendations

Based on the findings of this study, the following recommendations were considered useful:

1.   There is need to improve and incorporate regular face-to-face interfaces as a major mode of leadership communication of Universities, especially when issues which require close interpersonal and group communication approaches occur. Meetings should be consciously held over issues and both students and staff should be encouraged to freely ventilate their views and opinions on such issues. This communication approach will strengthen the awareness already created with memos and circulars. The leadership of Universities should embrace multi-directional communication approaches in communicating its programmes and activities to the staff and students of the institution.

2.   The leaderships of Universities should look beyond Student Union leadership in eliciting the responses of their students on issues or matters that concerns them. The perceived affinity between the leaderships of these institutions with the leadership of the Students Union Government (SUG) in the institutions has made them (SUG) suspect before students. Since the SUG leaderships in Universities are being perceived as an appendage of leadership of the institutions, face-to-face interactions must be used on matters that require wider consultations.

3.   The Students Union Government (SUG) leaderships in the Universities should work to regain the trust of the students they represent. This is to enable their fellow students to develop faith and loyalty in their representation and position on issues.

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