

**EFFECTIVE METHOD OF COMMUNICATION IN NIGERIA CIVIL SERVICE,
UNIVERSITY OF BENIN AS A CASE STUDY**

BY

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UNIVERSITY OF BENIN
BENIN CITY**

FEBUARY, 2025

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**BEING A RESEARCH PROJECT SUBMITTED TO THE DEPARTMENT OF PUBLIC
ADMINISTRATION, FACULTY OF SOCIAL SCIENCES, UNIVERSITY OF BENIN,
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AWARD OF BACHELOR OF SCIENCE (B.Sc) DEGREE IN PUBLIC
ADMINISTRATION FROM THE UNIVERSITY OF BENIN, BENIN CITY.**

FEBUARY, 2025

CERTIFICATION

We the undersigned certify that this project Effective method of communication in Nigeria Civil service: A case study of University of Benin was carried out and completed by Emmanuel Ekemini Victory, with Matriculation number SSC2008627, in the department of public administration, University of Benin, Benin city.

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DEDICATION

I Dedicate this project to God Almighty for unwavering love and protection throughout my life.I also dedicate this study my parents Mr Harrison Emmanuel and Mrs Emmanuel Ejoywke Justina . Thank you so much.

ACKNOWLEDGEMENT

All gratitude goes to God almighty, the one who has made me it possible for me complete this programme and this project work.

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ABSTRACT

This study examined the Effective method of communication in Nigeria civil service: A case study of university Benin. Effective communication is a vital component of a well-functioning civil service, particularly in a diverse and complex country like Nigeria. This study investigates the communication dynamics within the Nigeria civil service, identifying the strengths, weaknesses, opportunities, and threats of the current communication framework. A mixed-methods approach, combining surveys, interviews, and focus group discussions, was employed to gather data from civil servants across various ministries, departments, and agencies (MDAs). The findings reveal that while there are some positive communication practices in place, significant challenges persist, including inadequate feedback mechanisms, limited access to information, and a prevalent culture of silence. To address these challenges, the study proposes a holistic communication framework that incorporates modern communication technologies, regular feedback mechanisms, and a culture of openness and transparency. The proposed framework has the potential to enhance the efficiency, effectiveness, and accountability of the Nigeria civil service, ultimately contributing to better governance and service delivery.

CHAPTER ONE

INTRODUCTION

1.1. Background to the Study

Communication is a process that involves sending and receiving messages through the verbal and non-verbal methods. Communication is a two-way means of communicating information in the form of thoughts, opinions and ideas between two or more individuals with the purpose of building and understanding. Communication also means the process of imparting or exchanging of information by speaking, writing, or using some other medium. Communication requires a sender, the person who initiates communication, to transfer their thoughts or encode a message. Communication simply means the act of communicating, information, a connecting message or channel, and means of imparting information (Webster's Universal Dictionary, 2007). Communication is defined as the process by which people seek to share meaning via the transmission of symbolic messages. Chester I. Bernard (1938) sees communication as "a means by which people are linked together in an organization to achieve a common goal. it is a process that requires individuals to interact with one another, gather information, ideas, acquires beliefs, teaching, attitudes and other methods understandable to both the communicator and the receiver. Edwin B. Flippo (1980) supported the above when he opines that "communication is the act of inducing others to interpret an idea in the manner intended by the speaker or writer. It is a well-known fact that communication plays a coordinational and integrating role in the management of the affairs of any organization whether in the function of planning, organizing, staffing. Aibieyi (2011),

Communication is the act of passing message from one person to another in verbal or written form. Communication is the share meaning via the transmission of symbolic messages.

Effective communication occurs when there is shared meaning. The message that is sent is the same message that is received. There must be a mutual understanding between the sender and the receiver for the transmission of ideas or information. Effective communication is the process of exchanging ideas, thoughts, opinions, knowledge, and understood with clarity and purpose.

Communication is applied to all phase of managing. It is particularly important in the function of leading. Communication is critical for all level of human behavior man's ability to think and transmit the thought through the communication process, provides the binding element for social interaction. The relation success or failure of human endeavor depend to a great extent upon the effectiveness of communication. Effective communication is a fundamental aspect of job performance and managerial effectiveness for example the civil service commission. Communication is a vital management component to any organization, and different method of communication plays a very vital role in employee effectiveness while carrying out their duties. The purpose of the paper is to recognize and discuss the significance of effective method of communication in civil service there are various methods of effective communication, this includes verbal communication, non-verbal communication, listening, written communication and visual communication. Research has shown that nonverbal cues and body language, facial expressions and tone of voice accounts for almost 55% of all communication. In this paper work we will also discuss the impact of different

methods of communication in civil service, advantages and disadvantages of the use of various methods of communication in civil service.

1.2 Statement of the problem

In most organizations method of communication has been a major issue, and this hinders the effectiveness of organizational workers. Effective method of communication plays a very crucial role in organizational performance.

Non effective method of communication in the Nigeria Civil Service has been an issue of concern in the University of Benin, Edo State, which may affect the effectiveness and performance of the individual staff and the organization as a whole which is the purpose for this research prospect.

1.3 Objectives of The Study

The objectives for researching effective method of communication in Nigeria civil service is as follows:

1. Improved productivity: Clear communication helps employees understand their tasks and responsibilities leading to increased productivity.
2. Transparency and accountability: Clear communication promotes transparency and accountability in government operations.
3. To determine the effect of effective method of communication.
4. Suggest recommendation for enhancing effective method of communication in Nigeria civil service.

1.4 Research Hypothesis

1. There is significant impact of effective method of communication in civil service.

2. There is significant impact of effective method of communication in civil servant performance.

1.5. Scope of the research study

This research work is to study the effective method of communication in Nigeria civil service (case study of university of Benin.). The study covers the significance of effective method of communication in Nigeria civil service, various method communication, Advantages and disadvantages of effective method of communication and possible solutions to improve the performance of Nigeria civil servants through effective communication .

1.6 Significance of the Study

The study will be of great benefit to civil service in Nigeria, especially the civil servants in the university of Benin. The research will throw more insight on various method of communication and the best one to adapt in civil service, to aid effective communication. This study can also be useful to researchers for further studies. This study will be of great value to organizations both public and private firms.

1.7 Conceptual, or operational definitions of terms

Effective:

It means producing a decided, decisive, or desired effect. It also means producing the result that is wanted or intended. To be effective means to achieve a goal irrespective of the resources. Something effective gets the job done.

Method:

It is a particular procedure for accomplishing or approaching something, especially a systematic or established one. It is a procedure or process for attaining an objective. Such as a systematic procedure, technique, or mode of inquiry employed by proper to a particular discipline or art. It is also a systematic plan followed in presenting material for instruction.

Communication:

It means the process of imparting or exchanging of information by speaking, writing, or using some other medium. It refers to the exchange of ideas, emotions and attitudes through verbal or non-verbal means between two or more than two participants. Communication is the sending and receiving of information and can be face to face or through communication devices. Communication is a process by which information is exchanged between individuals through a common system of symbols, signs or behavior.

Civil service:

The civil service is the body of government officials who are employed in civil occupations that are neither political nor judicial. It is the service responsible for the public administration of the government of a country. It excludes the legislative, judicial, and military branches.

Members of the civil service have no official political allegiance and are not generally affected by changes of the government.

1.8. Organization of chapters

Chapter one

Introduction

Chapter two

Literature review and theoretical frame work of analysis.

Chapter three

Methodology.

Chapter four

Data presentation and analysis.

Chapter five

Conclusion.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This section deals with the review of relevant literatures and other related studies of effective method of communication in Nigeria civil service, university of Benin as a case study: The review will be classified into literature, review of literature and theoretical review. Also featured in this chapter are the reviews of related studies done by other researchers.

2.2 Literature Review

The Nigerian Civil Service has many channels through which it communicates with not only its members but also members of the public. Some of these are; written, oral, or non-verbal channels.

2.2.1 Written Channels

In the Nigerian Civil Service, this is the most frequently and intensively used communication strategy. Some of the written channels often used in the civil service are:

Memorandum: A memorandum is a short statement, report or note, used daily in the civil service within and outside departments. It could be formal or informal, but its main characteristics is that it is relatively short by comparison to reports for instance. Often referred to as memo, it is written on pre-printed memo forms showing who the message is from, and to whom it is being addressed. It is a relatively fast and easy way to communicate

in the service. One shortcoming however is that, on account of its shortness, it does not give a full exposition of the matter under consideration (Eboh, 2019).

Minutes: Minutes are views, opinions, advice, information, or directives expressed in writing during the course of day-to-day work in the office. They are usually enclosed in paper jackets known as files. Each file bears a reference number by which it is easily identified. A minute is usually much shorter than a memorandum. While a minute in normal circumstances should not exceed five pages, a memorandum can be much longer. A minute is more informal than a memorandum, both in language and in style. Whereas a minute is addressed to a particular person, a memorandum is usually meant to be studied and considered by as many people as are concerned or interested in the subject. For these reasons, abbreviations are often used in minutes and constitute the normal shorthand in minutes writing; they are considered improper in memo writing (Adebayo, 2021).

Reports: Reports are official written accounts of any matter, which are usually written after analysis or investigations have been concluded on the subject matter. Unlike memoranda, reports are usually very long and detailed. They are meant to provide the reader with a complete analysis of the matter under review. Reports could be written on a daily, weekly, monthly, or annual basis depending on the requirement of the department concerned and the issue at stake. One feature of a report is that which also constitutes its main weakness. And that is that; the bigger the report, the better executives think of it. But the bigger it is, the less chance there is of its being read. Civil service departments are almost like waste paper bins—there are masses of files very few people have knowledge of; reports people don't read. The

correct information is in there, but it is disguised, and people don't have time to dig it out (Shaw, 2018).

Press Releases: This is a method used by government departments to inform the public about what it wants the public to know. The information is usually typed or printed and distributed to the public. However, government officials hope that the press would reprint or broadcast the released information to give it wider publicity (Eboh, 2019).

Press Conference: In a press conference, public officials face the press and give out written statements read to the press by an official, who also fields questions from the press. The President or Governor and many other high officials use this method to release information on important topics. It is an effective communication strategy because it provides immediate feedback in the form of questions asked by reporters. Such questions tend to clear away any misunderstanding of the message communicated (Eboh, 2019).

Executive Orders: There are directives issued by the President or Governor directly, or by others, in their names. They communicated desired actions to those concerned. Executive orders usually have the force of law, and even after they have been announced orally, they are normally printed and distributed (Eboh, 2019).

Gazettes: Gazettes are official government publications aimed at informing the public about government decisions. It includes all kinds of information about various aspects of government activity. Most often, government decisions do not take effect until they are

published in a gazette. The gazette is published weekly and is widely distributed within and outside the civil service (Eboh, 2019).

Letters: Letter writing is a normal feature of bureaucratic activity in the service. It could be to people within or outside the service. If the subject matter concerns many people, it is presented as a circular” letter written and distributed to all concerned (Eboh, 2019).

Pamphlets: Pamphlets are printed publications without covers, concerning any subject or topic, and are usually distributed to everyone who might be interested. They are fast and cheap ways to communicate with interested parties (Eboh, 2019).

Handbooks: These are short reference books that contain information on particular subjects. Any government office can publish handbooks explaining any aspect of its activity. Such publications are very useful to people who have to deal with the particular government agency. They help to reduce the volume of direct enquiries by the public (Eboh, 2019).

Bulletin Boards: There are boards upon which notices are pasted informing people on various matters. They are always conspicuously displayed. It devolves on the public to read such notices and be informed about government policy and activity (Eboh, 2019).

Circulars: There are short written messages intended for wide circulation. They are regularly used within the civil service as a means of communication to civil servants. Circulars always show from whom they emanate and to whom they are addressed (Eboh, 2019).

Petition: This is a special appeal directed formally to an ultimate authority for special consideration on a matter affecting a civil servant. There is usually a definite laid-down procedure for sending petitions. If an officer believes that he has been wronged, he must, in following due process, take the matter up with his immediate superior. If he is not satisfied with the solution proffered by his immediate superior, then he could submit a formal petition to the head of government. Such a petition must be routed through his immediate superior and head of his ministry—the permanent secretary. If the petition deals with appointments, promotion, transfer, or discipline, it should be addressed to the Secretary to the Federal or State Public Service Commission, as the case may be. If it deals with conditions of service, it is addressed to the Permanent Secretary, Ministry of Establishments. Normally a petition should end with a short summary of the redress being sought (Eboh, 2019).

Newsletters: Newsletters usually contain information that is of interest only to a particular group. The newsletter of any government agency is meant principally for the information and entertainment of members of the particular agency. They may contain information on transfers, promotions, meetings, seminars, and so on. Social news is often also included (Eboh, 2019).

On the whole, written channels of communication are often preferred by civil servants because they provide a retrievable record of what has been communicated. This reduces the chances of someone claiming that a particular message did not exist. The problem with written communication strategy, however, is that it creates a lot of paperwork. Civil servants often complain of being weighed down by a mass of paperwork, leaving them little time to

act on it. Written channels can also cause confusion when the message is unclear. Unclear messages lead to more paperwork in an attempt to clarify things (Eboh, 2019).

2.2.2 Oral Channels

The most effective communication is the face-to-face communication between interested persons in which process speech is accompanied by gesture and facial expressions. It can then be perceived immediately whether or not what is being communicated has been understood. It also permits further explanations to be given and the right words chosen to express the desired concept (Shaw, 2018).

Often the quickest and best way to ensure cooperation is to discuss the matter through direct conversation with the persons involved. Most often, oral communication precedes written communication on the subject previously discussed. This could be formal or informal. Instructions given by a boss to a subordinate orally may be considered formal if they are official. But oral conversations may also be unofficial, which makes them informal. (Mills, 2019).

One of the most important problems of oral communication is the absence of a record or evidence of it. It can be easily denied by either party, even when it is tape-recorded. No record of oral communication is normally kept for later reference. In spite of this, it is a very important communication strategy in the Civil Service. In the service, there are various forms of oral communication. They could take the form of meetings, seminars, public lectures, or telephone discussions (Eboh, 2019).

Meeting: Regular meetings are essential for the smooth running of any organisation, including the Civil Service. Meetings could be daily, weekly, or monthly, depending on the requirements of each department. Meetings allow members of staff to contribute to decision-making and give them an opportunity to air their views. Heads of sections or departments often use the opportunity provided by meetings to inform the staff of new policies and procedures or to get their comments on any issue (Adebayo, 2021).

Seminars: Seminars are meetings that are organised around a specific topic. It is usually done to explain particular issues, subjects, or topics. Experts in the relevant areas are invited to present papers on different aspects of the subject to participants. At the end of each paper, discussions are held to clarify any cloudy points (Mills, 2019).

Telephone Discussions: These are very important means of oral communication in the Civil Service. It is relatively cheap and saves time for travelling and movement for face-to-face communication. Now with the coming of the GSM in Nigeria, telephone communication has assumed greater importance and utility in the civil service (Eboh, 2019).

2.2.3 Non-verbal Communication

In order to communicate with each other, civil servants do not always need to depend on the written or spoken word. A look, facial expression, or gesture often communicates more than words could express. In the civil service, like most organizations, a lot of non-verbal communication goes on daily. This can happen in face-to-face conversation or even over the

phone. The tone of the voice during verbal communication often tells more than what was spoken. Hesitation before answering questions often indicates much (Eboh, 2019).

Very often, the non-verbal communication employed by the civil servants is what most exasperates and annoys outsiders. The way one is looked at or even ignored when one enters an office tells much about whether such a person is welcome or not. The manner in which one's question or greeting is answered often tells a story—sometimes more eloquently than words (Mills, 2019).

2.2 THEORETICAL FRAMEWORK

2.2.1 Shannon-Weaver Model of Communication

The Shannon-Weaver Model of Communication, developed by Claude Shannon and Warren Weaver in 1949, is a foundational framework for understanding how communication process's function. This model presents communication as a linear transmission of information from a sender to a receiver, emphasizing the role of various components such as the source, message, channel, receiver, and noise. The sender is the originator of the message, encoding information into a suitable format for transmission. The message is the actual information conveyed, while the channel refers to the medium through which the message travels, such as spoken words, written text, or electronic communication. The receiver, on the other hand, decodes the message to interpret its meaning. One of the critical aspects of the Shannon-Weaver Model is the concept of noise, which refers to any interference that distorts or obstructs the message during its transmission. This can include physical distractions, misunderstandings, or technical issues that may hinder effective communication. The model

also highlights the importance of feedback, which allows the sender to understand how the message was received and make necessary adjustments. Although the Shannon-Weaver Model primarily addresses the technical aspects of communication, it has significant implications for interpersonal and organizational communication as well. By emphasizing clarity and reducing noise, this model provides a valuable framework for improving communication efficiency and effectiveness, making it particularly relevant in various contexts, including business, education, and public administration. Overall, the Shannon-Weaver Model serves as a foundational tool for analyzing and enhancing communication processes in diverse settings.

2.2.2 Transactional Model of Communication

The Transactional Model of Communication presents a dynamic and interactive perspective on the communication process, moving beyond the traditional linear models that depict communication as a one-way transmission. Developed by scholars like Barnlund, this model emphasizes that communication is a continuous, reciprocal process where both the sender and receiver actively participate in creating and interpreting messages. Unlike linear models, where the sender encodes a message and the receiver decodes it in a sequential manner, the transactional model views communication as simultaneous, meaning that both parties are continuously sending and receiving messages, often influencing each other in real-time. This model acknowledges the significance of context, including social, cultural, and environmental factors that shape communication. Additionally, it highlights the role of feedback, which is immediate and integral to the process; feedback allows communicators to

adjust their messages based on the responses they receive, facilitating a more collaborative and effective interaction. This model is particularly relevant in interpersonal and organizational communication settings, where relationships and mutual understanding are crucial. It underscores the importance of active listening, empathy, and adaptability, as communicators must be responsive to the cues and needs of their counterparts. In the context of the Nigerian civil service, for example, the transactional model can promote a culture of open dialogue, fostering collaboration and enhancing overall communication effectiveness. By recognizing communication as an ongoing negotiation of meaning, this model provides a more comprehensive understanding of how individuals and groups convey and interpret messages in various settings.

2.2.3 Berlo's SMCR Model (Source-Message-Channel-Receiver)

Berlo's SMCR Model, introduced by David Berlo in 1960, is a foundational communication theory that dissects the communication process into four key components: Source, Message, Channel, and Receiver. This model emphasizes the importance of each component in facilitating effective communication. The Source refers to the individual or organization that originates the message. In this context, the source's communication skills, knowledge, and credibility play a critical role in how effectively the message is conveyed. Next is the Message, which encompasses the content being communicated, including its structure, language, and complexity. A well-structured message is crucial for ensuring clarity and understanding among the audience. The Channel refers to the medium through which the message is transmitted, such as face-to-face conversations, written documents, or digital

platforms. The choice of channel can significantly influence the effectiveness of the communication, as different channels may have varying degrees of reach and immediacy. Finally, the Receiver is the individual or group for whom the message is intended. The receiver's background, experiences, and perceptions can greatly affect how the message is interpreted. Berlo's model highlights that effective communication is not merely about the transmission of a message but also about ensuring that the receiver accurately understands the intended meaning. By focusing on these four components, the SMCR model provides a comprehensive framework for analyzing communication processes, allowing for better strategies to enhance clarity and understanding in various contexts, including interpersonal communication, organizational settings, and public relations. Overall, this model underscores the interactive nature of communication and the importance of considering all elements involved in the process.

2.2.4 Gatekeeping Theory

Gatekeeping Theory, first articulated by Kurt Lewin in the 1940s, explores the process through which information is filtered and controlled as it moves from the source to the audience. The concept of "gatekeeping" refers to the various individuals or entities that play a role in deciding which information is disseminated and how it is presented to the public. This theory is particularly relevant in the context of media and communication, where journalists, editors, and producers act as gatekeepers, determining which stories are reported and how they are framed. Their choices are influenced by a multitude of factors, including societal norms, organizational policies, audience preferences, and personal biases.

In a world inundated with information, gatekeeping serves to manage the flow of content, helping to prioritize what is deemed important or newsworthy. However, this filtering process also raises questions about bias, representation, and the diversity of perspectives in the media. For instance, underrepresentation of certain groups or issues can occur when gatekeepers' biases influence what stories receive coverage, thus shaping public perception and opinion. In the age of digital communication, the rise of social media has further complicated gatekeeping roles, as traditional media outlets contend with user-generated content and alternative information sources. As individuals increasingly rely on social platforms for news, the dynamics of gatekeeping are evolving, prompting discussions about credibility, misinformation, and the role of audiences in shaping media narratives. Overall, Gatekeeping Theory highlights the complexities of information dissemination and the critical role of gatekeepers in influencing public discourse.

2.3 REVIEW OF THE LITERATURE

The review of literature on effective communication methods within the Nigerian civil service reveals a multifaceted landscape influenced by various factors, including cultural, organizational, and technological dimensions. Studies indicate that communication in the civil service is often characterized by hierarchical structures that can impede the free flow of information. For instance, downward communication is prevalent, where directives flow from senior officials to subordinates, potentially leading to misunderstandings and a lack of engagement among lower-level employees (Iwuanyanwu, 2019). This has implications for decision-making processes and overall organizational effectiveness. Research emphasizes the

importance of upward communication, where feedback from lower-level employees reaches management, fostering a culture of inclusivity and responsiveness (Adeyemo, 2020).

Additionally, horizontal communication among peers is essential for collaboration and teamwork, yet it often faces barriers due to departmental silos and competition for resources (Okafor, 2018). The literature also highlights the growing impact of digital communication tools, such as emails and instant messaging, which can enhance information sharing but may also lead to information overload and miscommunication (Olatunji, 2021). Moreover, the integration of informal communication channels, such as social gatherings and informal meetings, has been recognized as vital for relationship-building and improving morale among civil servants (Ogunyemi, 2020). However, cultural factors, including power distance and the fear of authority, often stifle open communication, indicating a need for a cultural shift towards more transparent practices. Overall, the literature suggests that while various methods exist, a holistic approach that combines formal and informal communication strategies, embraces technology, and encourages feedback at all levels is crucial for enhancing the effectiveness of communication in Nigeria's civil service.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Research Design

The study adopts a descriptive survey design to explore and analyze the methods of communication employed within the Nigerian Civil Service, with a particular focus on the University of Benin. The choice of this design is informed by its effectiveness in gathering detailed and relevant data that can help understand communication practices and challenges in a real-world organizational setting.

3.2 Methods of Data Generation (Sources)

Data for this study will be generated from two key sources:

3.2.1 Primary Source Data

Primary data will be collected through the use of structured questionnaires and interviews administered to key staff within the University of Benin. These respondents include administrative officers, clerical staff, and middle-level management, who are directly involved in communication processes.

3.2.2 Secondary Source Data

Secondary data will be obtained from existing literature, including official documents from the University of Benin, policy documents on civil service communication, and relevant academic journals on organizational communication within public institutions.

3.3 Population of the Study

The population of this study includes all employees of the University of Benin who are actively involved in communication activities within the civil service. This includes both academic and non-academic staff, with a focus on departments where effective communication is crucial for day-to-day operations.

3.4 Sampling Technique

A stratified random sampling technique will be employed. The staff of the University will be grouped into different strata, such as administrative, clerical, and management staff. From each stratum, a random sample will be selected to ensure that the study captures a diverse range of communication experiences and practices.

3.5 Sample Size

The study will include a sample of 100 respondents, selected from different departments across the University of Benin. The sample size is based on the available population and the need to obtain a representative sample that can provide meaningful insights into communication methods.

3.6 Unit of Analysis

The unit of analysis in this study is the individual staff member. Each respondent's experience, perception, and feedback regarding communication methods within the University of Benin will be analyzed to draw conclusions about the overall effectiveness of communication in the civil service context.

3.7 Justification of Variables

The key variables in this study are:

- **Effective Communication:** Measured by clarity, timeliness, feedback mechanism, and communication channels used.
- **Communication Challenges:** Factors that hinder smooth communication such as bureaucracy, delays, and use of inappropriate communication channels. The justification for selecting these variables stems from their direct relevance to the research problem and their ability to help evaluate the effectiveness of communication within a civil service institution.

3.8 Method/Techniques of Data Analysis

Data collected will be analyzed using frequency table, percentage and mean score analysis while the nonparametric statistical test (Chi- square) was used to test the formulated hypothesis using SPSS (statistical package for social sciences). Haven gathered the data through the administration of questionnaire, the collected data will be coded, tabulated and analyzed using SPSS statistical software according to the research question and hypothesis.

In order to effectively analyze the data collected for easy management and accuracy, the chi square method will be used for test of independence. Chi square is given as

$$X^2 = \frac{\sum (o-e)^2}{e}$$

Where X^2 = chi square

o = observed frequency

e = expected frequency

Level of confidence / degree of freedom

When employing the chi – square test, a certain level of confidence or margin of error has to be assumed. More also, the degree of freedom in the table has to be determined in simple variable, row and column distribution, degree of freedom is: $df = (r-1) (c-1)$

Where; df = degree of freedom

r = number of rows

c = number of columns.

In determining the critical chi _ square value, the value of confidence is assumed to be at 95% or 0.95. a margin of 5% or 0.05 is allowed for judgment error.

3.9 Summary of Chapter

This chapter has outlined the research methodology adopted for the study. It detailed the research design, data collection methods, population and sampling techniques, and the methods of data analysis. These methodologies are designed to provide a comprehensive and

accurate analysis of communication methods within the Nigerian civil service, with the University of Benin serving as a case study.

CHAPTER FOUR

DATA ANALYSIS AND INTERPRETATION

4.1 Introduction

This chapter deals with the presentation and analysis of the result obtained from questionnaires. The data gathered were presented according to the order in which they were arranged in the research questions and simple percentage were used to analyze the demographic information of the respondents while the chi square test was adopted to test the research hypothesis.

4.2 Analysis of Demographic Data of Respondents

Table 1: Gender of Respondents

		Frequency	Percent	Cumulative Percent
Valid	Male	65	65.0	65.0

Female	35	35.0	100.0
Total	100	100.0	

Source: Field Survey.

Table 1 above shows the gender distribution of the respondents used for this study. Out of the total number of 100 respondents, 65 respondents which represent 65.0 percent of the population are male. 35 which represent 35.0 percent of the population are female.

Table 2: Age range of Respondents

	Frequency	Percent	Cumulative Percent
Valid 20-30years	15	15.0	15.0
31-40years	10	10.0	25.0
41-50years	25	25.0	50.0
51-60years	20	20.0	70.0
above 60years	30	30.0	100.0
Total	100	100.0	

Source: Field Survey.

Table 2 above shows the age grade of the respondents used for this study. Out of the total number of 100 respondents, 15 respondents which represent 15.0 percent of the population are

between 20-30years. 10respondents which represent 10.0percent of the population are between 31-40years. 25respondents which represent 25.0percent of the population are between 41-50years. 20respondents which represent 20.0percent of the population are between 51-60years. 30respondents which represent 30.0percent of the population are above 60years.

Table 3: Educational Background of Respondents

		Frequency	Percent	Cumulative Percent
Valid	FSLC	20	20.0	20.0
	WASSCE/GCE/NECO	25	25.0	45.0
	OND/HND/BSC	35	35.0	80.0
	MSC/PGD/PHD	15	15.0	95.0
	OTHERS	5	5.0	100.0
	Total	100	100.0	

Source: Field Survey.

Table 3 above shows the educational background of the respondents used for this study. Out of the total number of 100 respondents, 20 respondents which represent 20.0percent of the population are FSLC holders. 25 which represent 25.0percent of the population are SSCE/GCE/WASSCE holders. 35 which represent 35.0percent of the population are OND/HND/BSC holders. 15 which represent 15.0percent of the population are MSC/PGD/PHD holders. 5 which represent 5.0percent of the population had other type of educational qualifications.

Table 4: Marital Status

	Frequency	Percent	Cumulative Percent
Valid Single	30	30.0	30.0
Married	55	55.0	85.0
Divorced	5	5.0	90.0
Widowed	10	10.0	100.0
Total	100	100.0	

Source: Field Survey.

Table 4 above shows the marital status of the respondents used for this study. 30 which represent 30.0percent of the population are single. 55 which represent 55.0percent of the population are married. 5 which represent 5.0percent of the population are divorced. 10 which represent 10.0percent of the population are widowed.

4.3 Analysis of Psychographic Data

Table 5: The use of effective communication strategies directly contributes to increased employee output

		Frequency	Percent	Cumulative Percent
Valid	Strongly agree	30	30.0	30.0
	Agree	42	42.0	72.0
	Undecided	10	10.0	82.0
	Disagree	10	10.0	92.0
	Strongly disagree	8	8.0	100.0
	Total	100	100.0	

Source: Field Survey.

Table 5 shows the responses of respondents if the use of effective communication strategies directly contributes to increased employee output. 30 respondents representing 30.0percent strongly agreed that the use of effective communication strategies directly contributes to increased employee output. 42 respondents representing 42.0percent agreed that the use of effective communication strategies directly contributes to increased employee output. 10 respondents representing 10.0 percent were undecided. 10 respondents representing 10.0percent disagreed that the use of effective communication strategies directly contributes to increased employee output. 8 respondents representing 8.0percent strongly disagreed that the use of effective communication strategies directly contributes to increased employee output.

Table 6: Well-defined communication within teams minimizes misunderstandings and improves workflow

		Frequency	Percent	Cumulative Percent
Valid	Strongly agree	10	10.0	10.0
	Agree	15	15.0	25.0
	Undecided	5	5.0	30.0
	Disagree	40	40.0	70.0
	Strongly disagree	30	30.0	100.0
	Total	100	100.0	

Source: Field Survey.

Table 6 show the responses of respondents if well-defined communication within teams minimizes misunderstandings and improves workflow. 10 of the respondents representing 10.0percent strongly agree that well-defined communication within teams minimizes misunderstandings and improves workflow. 15 of the respondents representing 15.0percent agree that well-defined communication within teams minimizes misunderstandings and improves workflow. 5 of them representing 5.0percent were undecided. 40 of the respondents representing 40.0percent disagree that well-defined communication within teams minimizes misunderstandings and improves workflow. 30 of the respondents representing 30.0percent strongly disagree that well-defined communication within teams minimizes misunderstandings and improves workflow.

Table 7: Clear communication helps prioritize tasks, resulting in better time management and productivity

		Frequency	Percent	Cumulative Percent
Valid	Strongly agree	60	60.0	60.0
	Agree	25	25.0	85.0
	Undecided	10	10.0	95.0
	Disagree	5	5.0	100.0
	Total	100	100.0	

Source: Field Survey.

Table 7 show the responses of respondents if clear communication helps prioritize tasks, resulting in better time management and productivity. 60 of the respondents representing 60.0percent strongly agree that clear communication helps prioritize tasks, resulting in better time management and productivity. 25 of the respondents representing 25.0percent agree that clear communication helps prioritize tasks, resulting in better time management and productivity. 10 of them representing 10.0percent were undecided. 5 of the respondents representing 5.0percent disagree that clear communication helps prioritize tasks, resulting in better time management and productivity.

Table 8: Accountability in government is enhanced by ensuring that information is effectively shared with all stakeholders

		Frequency	Percent	Cumulative Percent
Valid	Strongly agree	25	25.0	25.0
	Agree	32	32.0	57.0
	Undecided	13	13.0	70.0
	Disagree	15	15.0	85.0
	Strongly disagree	15	15.0	100.0
	Total	100	100.0	

Source: Field Survey.

Table 8 shows the responses of respondents if accountability in government is enhanced by ensuring that information is effectively shared with all stakeholders. 25 of the respondents representing 25.0percent strongly agree that accountability in government is enhanced by ensuring that information is effectively shared with all stakeholders. 32 of the respondents representing 32.0percent agree that accountability in government is enhanced by ensuring that information is effectively shared with all stakeholders. 13 of the respondents representing 13.0percent were undecided. 15 of the respondents representing 15.0percent disagree that accountability in government is enhanced by ensuring that information is effectively shared with all stakeholders. 15 of the respondents representing 15.0percent strongly disagree that accountability in government is enhanced by ensuring that information is effectively shared with all stakeholders.

Table 9: Effective communication ensures that government operations are more accountable to the public

	Frequency	Percent	Cumulative Percent
Valid Strongly agree	65	65.0	65.0
Agree	30	30.0	95.0
Disagree	3	3.0	98.0
Strongly disagree	2	2.0	100.0
Total	100	100.0	

Source: Field Survey.

Table 9 show the responses of respondents if effective communication ensures that government operations are more accountable to the public. 65 of the respondents representing 65.0percent strongly agree that effective communication ensures that government operations are more accountable to the public. 30 of the respondents representing 30.0percent agree that effective communication ensures that government operations are more accountable to the public. 3 respondents representing 3.0percent were undecided. 3 of the respondents representing 3.0percent disagree that effective communication ensures that government operations are more accountable to the public. 2 of the respondents representing 2.0percent strongly disagree that effective communication ensures that government operations are more accountable to the public.

Table 10: Transparency in government operations improves when communication is timely and clear

		Frequency	Percent	Cumulative Percent
Valid	Strongly agree	30	30.0	30.0
	Agree	42	42.0	72.0
	Undecided	10	10.0	82.0
	Disagree	10	10.0	92.0
	Strongly disagree	8	8.0	100.0
	Total	100	100.0	

Source: Field Survey.

Table 10 shows the responses of respondents if transparency in government operations improves when communication is timely and clear. 30 respondents representing 30.0percent strongly agreed that transparency in government operations improves when communication is timely and clear. 42 respondents representing 42.0percent agreed that transparency in government operations improves when communication is timely and clear. 10 respondents representing 10.0 percent were undecided. 10 respondents representing 10.0percent disagreed that transparency in government operations improves when communication is timely and clear. 8 respondents representing 8.0percent strongly disagreed that transparency in government operations improves when communication is timely and clear.

Table 11: Using appropriate communication tools enhances the quality of feedback within an organization

		Frequency	Percent	Cumulative Percent
Valid	Strongly agree	10	10.0	10.0
	Agree	15	15.0	25.0
	Undecided	5	5.0	30.0
	Disagree	40	40.0	70.0
	Strongly disagree	30	30.0	100.0
	Total	100	100.0	

Source: Field Survey.

Table 11 show the responses of respondents if using appropriate communication tools enhances the quality of feedback within an organization. 10 of the respondents representing 10.0percent strongly agree that using appropriate communication tools enhances the quality of feedback within an organization. 15 of the respondents representing 15.0percent agree that using appropriate communication tools enhances the quality of feedback within an organization. 5 of them representing 5.0percent were undecided. 40 of the respondents representing 40.0percent disagree that using appropriate communication tools enhances the quality of feedback within an organization. 30 of the respondents representing 30.0percent strongly disagree that using appropriate communication tools enhances the quality of feedback within an organization.

Table 12: Effective communication strategies lead to better understanding and execution of organizational goals

		Frequency	Percent	Cumulative Percent
Valid	Strongly agree	60	60.0	60.0
	Agree	25	25.0	85.0
	Undecided	10	10.0	95.0
	Disagree	5	5.0	100.0
	Total	100	100.0	

Source: Field Survey.

Table 12 show the responses of respondents if effective communication strategies lead to better understanding and execution of organizational goals. 60 of the respondents representing 60.0percent strongly agree that effective communication strategies lead to better understanding and execution of organizational goals. 25 of the respondents representing 25.0percent agree that effective communication strategies lead to better understanding and execution of organizational goals. 10 of them representing 10.0percent were undecided. 5 of the respondents representing 5.0percent disagree that effective communication strategies lead to better understanding and execution of organizational goals.

Table 13: The use of clear and concise communication channels fosters trust among employees

	Frequency	Percent	Cumulative Percent
Valid Strongly agree	25	25.0	25.0
Agree	32	32.0	57.0
Undecided	13	13.0	70.0
Disagree	15	15.0	85.0
Strongly disagree	15	15.0	100.0
Total	100	100.0	

Source: Field Survey.

Table 13 shows the responses of respondents if the use of clear and concise communication channels fosters trust among employees. 25 of the respondents representing 25.0percent strongly agree that the use of clear and concise communication channels fosters trust among employees. 32 of the respondents representing 32.0percent agree that the use of clear and concise communication channels fosters trust among employees. 13 of the respondents representing 13.0percent were undecided. 15 of the respondents representing 15.0percent disagree that the use of clear and concise communication channels fosters trust among employees. 15 of the respondents representing 15.0percent strongly disagree that the use of clear and concise communication channels fosters trust among employees.

Table 14: Encouraging the use of standardized communication protocols can improve clarity and reduce errors in official operations

		Frequency	Percent	Cumulative Percent
Valid	Strongly agree	65	65.0	65.0
	Agree	30	30.0	95.0
	Disagree	3	3.0	98.0
	Strongly disagree	2	2.0	100.0
	Total	100	100.0	

Source: Field Survey.

Table 14 show the responses of respondents if encouraging the use of standardized communication protocols can improve clarity and reduce errors in official operations. 65 of the respondents representing 65.0percent strongly agree that encouraging the use of standardized communication protocols can improve clarity and reduce errors in official operations. 30 of the respondents representing 30.0percent agree that encouraging the use of standardized communication protocols can improve clarity and reduce errors in official operations. 3 respondents representing 3.0percent were undecided. 3 of the respondents representing 3.0percent disagree that encouraging the use of standardized communication protocols can improve clarity and reduce errors in official operations. 2 of the respondents representing 2.0percent strongly disagree that encouraging the use of standardized communication protocols can improve clarity and reduce errors in official operations.

Table 15: The adoption of modern communication tools can significantly improve information dissemination

		Frequency	Percent	Cumulative Percent
Valid	Strongly agree	30	30.0	30.0
	Agree	42	42.0	72.0
	Undecided	10	10.0	82.0
	Disagree	10	10.0	92.0
	Strongly disagree	8	8.0	100.0
	Total	100	100.0	

Source: Field Survey.

Table 15 shows the responses of respondents if the adoption of modern communication tools can significantly improve information dissemination. 30 respondents representing 30.0percent strongly agreed that the adoption of modern communication tools can significantly improve information dissemination. 42 respondents representing 42.0percent agreed that the adoption of modern communication tools can significantly improve information dissemination. 10 respondents representing 10.0 percent were undecided. 10 respondents representing 10.0percent disagreed that the adoption of modern communication tools can significantly improve information dissemination. 8 respondents representing 8.0percent strongly disagreed that the adoption of modern communication tools can significantly improve information dissemination.

4.4 Test of Hypothesis

Hypothesis I

H₀: There is no significant impact of effective method of communication in civil service.

H₁: There is significant impact of effective method of communication in civil service.

Level of significance: 0.05

Decision rule: reject the null hypothesis H₀ if the p value is less than the level of significance.

Accept the null hypothesis if otherwise.

Table 16 Test Statistics

	There is significant impact of effective method of communication in civil service
Chi-Square	105.520 ^a
Df	3
Asymp. Sig.	.000

a. 0 cells (.0%) have expected frequencies less than 5. The minimum expected cell frequency is 25.0.

Conclusions based on decision rule:

Since the p-value= 0.000 is less than the level of significance (0.05), we reject the null hypothesis and conclude that there is significant impact of effective method of communication in civil service.

Hypothesis II

H₀: There is no significant impact of effective method of communication in civil servant performance.

H₁: There is significant impact of effective method of communication in civil servant performance.

Level of significance: 0.05

Decision rule: reject the null hypothesis H₀ if the p value is less than the level of significance.

Accept the null hypothesis if otherwise.

Table 17 Test Statistics

	There is significant impact of effective method of communication in civil servant performance
Chi-Square	74.520 ^a
Df	2
Asymp. Sig.	.000

a. 0 cells (.0%) have expected frequencies less than 5. The minimum expected cell frequency is 25.0.

Conclusions based on decision rule:

Since the p-value= 0.000 is less than the level of significance (0.05), we reject the null hypothesis and conclude that there is significant impact of effective method of communication in civil servant performance.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATION

5.1 Summary of Findings

The study on effective methods of communication in Nigeria's Civil Service aimed to investigate the communication practices, challenges, and strategies that contribute to organizational effectiveness. The findings revealed that communication in the Nigeria Civil Service remains a complex process influenced by various factors such as hierarchical structures, technological advancements, and employee attitudes. Key results showed that traditional communication methods, such as face-to-face interaction, written memos, and official letters, are still dominant, particularly in lower and middle levels of the civil service. These methods, while effective in specific contexts, are often slow and prone to misinterpretation, resulting in delays and inefficiencies.

However, the study also highlighted the growing integration of digital communication tools, such as emails, internal communication platforms, and instant messaging services. These tools have been found to improve response times and foster better coordination among departments. It was observed that most civil servants possess varying levels of digital literacy, which influences their comfort and proficiency in using modern communication tools. While the senior management tends to rely more on formal communication channels, younger employees and mid-level staff have demonstrated a preference for digital tools, highlighting a generational divide in communication preferences.

Challenges identified in the study include bureaucratic bottlenecks, inadequate training on effective communication, lack of clarity in information dissemination, and a tendency for top-down communication with limited feedback mechanisms. These issues hinder transparency and collaboration, ultimately affecting decision-making processes and service delivery.

In addition, the study found that the culture of secrecy and fear of reprisals in some parts of the civil service discourages open communication and the free flow of information. Despite these challenges, the study concluded that improvements in communication methods, coupled with a culture of openness and inclusivity, could significantly enhance the efficiency of the Nigeria Civil Service.

5.2 Conclusion

In conclusion, the study has emphasized the importance of communication as a critical tool for enhancing the effectiveness of the Nigeria Civil Service. Although traditional communication methods remain prevalent, there is a noticeable shift toward digital communication, driven by younger employees' preferences and the advancement of technology. However, several challenges, including poor digital literacy, bureaucratic constraints, and communication bottlenecks, continue to impede the smooth flow of information.

The findings underscore the need for comprehensive communication strategies that cater to the diverse needs of employees, incorporating both traditional and digital communication tools. Additionally, addressing the institutional barriers to effective communication can

significantly improve decision-making, transparency, and overall service delivery in the Nigeria Civil Service.

5.3 Recommendations

Based on the findings of the study, the following recommendations are proposed to improve communication in the Nigeria Civil Service:

1. **Training and Capacity Building:** Implement regular training programs to improve digital literacy among civil servants, particularly at lower and middle levels.
2. **Investment in Technology:** Increase investment in digital communication platforms and tools to facilitate quicker and more efficient information dissemination.
3. **Feedback Mechanisms:** Establish structured feedback channels to encourage two-way communication between management and employees, promoting transparency and addressing concerns promptly.
4. **Decentralization of Communication:** Empower departments and units to handle their internal communication autonomously, reducing bottlenecks caused by excessive reliance on central management.
5. **Promote a Culture of Openness:** Foster a culture of transparency, trust, and inclusivity, encouraging employees to share ideas, concerns, and feedback without fear of reprisals.

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APPENDIX I

QUESTIONNAIRE

INSTRUCTION: Please endeavor to complete the questionnaire by ticking the correct answer (s) from the options or supply the information where necessary.

SECTION A

1. Gender

a. Male

b. Female

2. Age range

a. 20-30

b. 31-40

c. 41-50

d. 51-60

e. Above 60

3. Educational qualification

a. FSLC

b. WASSCE/GCE/NECO

c. OND/HND/BSC

d. MSC/PGD/MBA/PHD

e. Others

4. Marital Status

- a. Single
- b. Married
- c. Divorced
- d. Widowed

SECTION B

QUESTIONS ON EFFECTIVE METHODS OF COMMUNICATION IN NIGERIA CIVIL SERVICE.

SA – Strongly Disagreed

A – Agreed

UD – Undecided

DA – Disagreed

SD – Strongly Disagreed

Objective One: Improved productivity: Clear communication helps employees understand their tasks and responsibilities leading to increased productivity

S/N	QUESTIONS	SA	A	UD	DA	SD
5.	The use of effective communication strategies directly contributes to increased employee output					
6.	Well-defined communication within teams minimizes misunderstandings and improves workflow					

7.	Clear communication helps prioritize tasks, resulting in better time management and productivity					
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Objective Two: Transparency and accountability: Clear communication promotes transparency and accountability in government operations

S/N	QUESTIONS	SA	A	UD	DA	SD
8.	Accountability in government is enhanced by ensuring that information is effectively shared with all stakeholders					
9.	Effective communication ensures that government operations are more accountable to the public					
10.	Transparency in government operations improves when communication is timely and clear					

Objective Three: To determine the effect of effective method of communication

S/N	QUESTIONS	SA	A	UD	DA	SD
11.	Using appropriate communication tools enhances the quality of feedback within an organization					
12.	Effective communication strategies lead to better understanding and execution of organizational goals					
13.	The use of clear and concise communication channels fosters trust among employees					

Objective Four: Suggest recommendation for enhancing effective method of communication in Nigeria civil service

S/N	QUESTIONS	SA	A	UD	DA	SD
14.	Encouraging the use of standardized communication protocols can improve clarity and reduce errors in official operations					
15.	The adoption of modern communication tools can significantly improve information dissemination					

