EMPLOYEE COMMUNICATION PRACTICE AND COMMUNICATION CLIMATE OF TERTIARY INSTITUTIONS IN NIGERIA

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ABSTRACT

The major concern of this study was to assess comparatively the employee communication practice and communication climate of Akwa Ibom State Polytechnic, Ikot Osurua and Heritage Polytechnic, Eket in Akwa Ibom State, Nigeria. The research design used for data collection was an opinion survey, with questionnaires and personal interviews as research instruments. The researcher adopted two sampling procedures for selecting samples for the study, namely; census and purposive. The data collected from the questionnaire were analyzed in simple percentages and the personal interview were analyzed qualitatively using explanation building based on the research questions. The major findings indicate that the functional roles of the policies and objectives of employee communication in the two polytechnics are similar. The policies and objectives, involve the free flow of information on job instructions, maintaining rules and regulations, effective human relations and promotion of innovation. This similar practice has impacted positively on the communication climate of the two polytechnics. It is recommended that periodic communication audits should be carried out, followed by communication training to maintain a cordial and supportive communication climate in the polytechnics.

Keywords: Communication, Employee, Communication Climate, Polytechnic and Employee Communication.

1.0 INTRODUCTION

The success of any organisation depends on the efficiency and the effectiveness of its communication system and the nature of the independent relationships. The importance of effective communication in any business organisation was stressed in early research works by communication management experts. Salu (1994; 203) cited in Umoren (2010) sees communication with employees as "the dissemination of information which is not directly related to the daily performance of an employee's job, but which is nevertheless important if the worker is expected to be an effective member of staff".

Salu says that this concept, from the point of view of management in a profit-oriented environment such as Akwa Ibom State Polytechnic and Heritage Polytechnic, is primarily to reduce costs by improving workers productivity.

According to Akarika, Ekanem and Ukpe(2017) citing Soola (1998) communication plays a critical role in all aspects of organisational activities. This explains why organisation invest huge amounts of resources in improving their organisational communication environment. Similarly, Akarika (2021;67) sees organisational communication as the willingness of employers and employees to make efforts and to take actions towards organisational objectives.

Accordingly, good communication with employees may improve workers morale; make it easier for management to organise products effectively; make the company a better place to work and thereby more attractive to more productive employees; reduce employee's absenteeism; help to reduce the possibility of unionisation, and lessen the possibility of a strike.

Thus, the purpose of communicating messages in an organisation has to do with the essence of sending and receiving messages within an organisation… as well as the function each message is supposed to perform. (Akarika, 2021).

Communication is aimed at making employees empathise with the management. Employee communication is the sharing of information, ideas, and feeling between employees and managers of a company. It can happen verbally, or electronically, on various media such as email, mobile applications, intranets and collaboration tools.

According to Kathryn Minshew, CEO and Co-founder of The Muse "Understanding your employee's perspective can go a long way towards increasing productivity and happiness". Similarly according to Jack Welch, CEO and Chairman of General Electric "There are only three measurements that tell you nearly everything you need to know about your organisation overall performance. Employee engagement, customer satisfaction, and cash flow… it goes without saying that no company, small or large can win over the long run without energized employees who believe in the mission and understand how to achieve it".

Employee communication is often defined as the sharing of information and ideas between the management of an organisation and employees and vice versa (questionpro.com).

Management–employee communication, according to Umanah (1978:28) cited in Umoren (2010) is the communication system beginning with the manager's generation or dissemination and consumption by other members of the organisation in the performance of

their tasks. In other words, managerial communication with the employees is that system of communication that does or is capable of altering, exploiting, creating or maintaining the state of the relationship between or among the various tasks of the function of the various units in relation to the organisation at last, as well as the state of the functioning of individual human agents within such organisational subunits or organisational whole. The sub-units of this institution can be seen in the various departments. Thus communication climate may be the same in all units/departments in the Polytechnic. Sometimes, it may not be the same because of the environment and the individual's management style and philosophy.

Also, it could be assumed that Heritage Polytechnic, which is privately owned in its efforts to compete favourably with Akwa Ibom State Polytechnic which is government-owned may seem to adopt more effective employee communication for better employees satisfaction and productivity. The answers to these assumptions provide justification for this study.

2.0 OBJECTIVES OF THE STUDY

1. To examine the objectives of employee communication in Akwa Ibom State Polytechnic and Heritage Polytechnic.
2. To identify the channels of communicating with employees in the selected Polytechnics.
3. To determine the suitability of the channels in building a good corporate organisational climate.
4. To assess employees perception of employee communication as it affects organisational communication climate in these two polytechnics

2.1 Research Questions

1. What are the basic objectives of employee communication in Akwapoly and Heritage Polytechnic?
2. What channels of communication media do the polytechnics adopt in communicating, policies to employees?
3. How suitable are the channels in building a good corporate communication climate?
4. How do the employees perceive employee communication existing in their institutions as it affects the organisational climate of these polytechnics?

2.2 Theoretical Framework

This study is based on Watzlawick's Interactional view of communication, Herzberg's Motivator-Hygiene theories, to place this research work in proper perspective.

Watzlawwick's Interactional view axiom 3

Communication = content + relationship

Watzlawick's International view of communication considers an organisation as a family system. Griffin (1991:150) cited in Umoren (2010) "believes that in order to understand the movement of any single figure in the system, one has to examine the communication patterns

among all its members". Griffin regards the communication that the family members have among themselves about their relationship as especially important (p.156).

Watzlawick refers to the relational aspect of interaction as "meta-communication" can be expounded further as, "this is how I see myself, this is how I see you, and this is how I see you seeing me". According to Watzlawick, meta-communication usually recedes into the background when relationships are healthy. When the family is in trouble, however, meta-communication dominates the discussion. He concludes that sick family relationships only get better when family members are willing to talk to each other about their patterns of communication.

It is obvious by the implication of this theory that the management of Akwapoly and Heritage Polytechnic must relate well with the employees through the content of their communication to promote a supportive communication climate. Effective communication with employees and a supportive organisational climate will serve as forces that move the employees to work towards achieving the goals of the organisation. This is communication and motivation at work. The resultant impact will be employee job satisfaction.

2.3 Herzberg's Motivator-Hygiene theory

Herzberg's theory of motivation is based on a landmark study in which he interviewed employees to find out the factors responsible for job satisfaction and dissatisfaction. Two separate and distinct clusters of factors with job dissatisfaction were identified. Herzberg found job satisfaction was associated with motivational conditions intrinsic to work such as recognition, responsibility, achievement, work itself, advancement and growth. He called these factors "motivators". He also found that job dissatisfaction was associated with factors in the work environment.

Specifically, such factors as company policy and administration, supervision, relationship with one's supervisor, work conditions, salary, status and security were identified. Herzberg labelled this second cluster of factors "hygiene factors". He contended that the factors were not motivational. At best, according to Herzberg's interpretation, an individual will experience no job dissatisfaction when he has no grievance about hygiene factors.

3.0 RESEARCH METHODOLOGY

The research design for this study is the survey method which is useful in opinion studies. Two research instruments were used, namely; the questionnaire and personal interview. The questionnaire was directed to the management and employees while the personal interview was mainly used on relevant management staff of the two polytechnics selected for the study.

The target population were the staff (management and employee) of Akwa Ibom State Polytechnic, Ikot Osurua and Heritage Polytechnic Eket. The staff population of Akwapoly, Ikot Osurua is 676 (akwapoly.ed.ng). While that of Heritage Polytechnic, Eket is 200 (http://manpower.com.ng). Two sampling procedures were adopted for this study. These were census and purposive. The census was accepted as a sampling approach for the survey, using questionnaire. Hence 400 management and employee of the two tertiary institutions were used in the survey as the sample size, determined using Taro Yammane's sample size

determination formula. Purposive sampling method was used for selecting two management staff of the two institutions for a personal interview, the registrar was chosen in both institutions based on their management position in relation to personnel management. Descriptive statistics which is centred on analysis by simple percentage was employed by the researchers to enhance and articulate the application of the research process. This is in line with the position of Mmaduakonam (2004:194) that "descriptive statistics are used to summarize the data". The data collected from personal interviews were analysed using explanation building based on research questions. This approach was suggested by Yin (1994).

3.1 Brief History of Akwa Ibom State Polytechnic, Ikot Osurua

Akwa Ibom State Polytechnic is a tertiary learning institution in Ikot Osurua, Ikot Ekpene, Akwa Ibom State, Nigeria. The institution was founded in 1991, accredited by the National Board for Technical Education (NBTE) with the mandate to provide access to education in technology and commerce (wikipedia).

Akwa Ibom State Polytechnic was established by Akwa Ibom State Government Edict No. 11 of 1991. The decision to establish the institution was taken after the creation of Akwa Ibom State from Cross River State in 1978. Presently, the total staff strength is 676, made up of 253 academic staff (lecturers) 244 (senior non-academic staff) and 179 junior staff. Presently, the institution has 15 (fifteen) programmes with full accreditation by NBTE at the National Diploma (ND) and 7 (seven) Higher National Diploma (HND) levels (akwaibompoly.edu.ng).

3.2 Brief History of Heritage Polytechnic, Eket

The institution founded by Emmanuel J. Ekott took off in 1996 as Christian Continuing Education Centre. In 2000, the institution became known as Heritage college and it was licensed by the National Board for Technical Education (NBTE) as a polytechnic in 2010 (Wikipedia). It is located in Ikot Udota, Eket Local Government Area of Akwa Ibom State, Nigeria. Between 2010 to date, Heritage Polytechnic has secured accreditation in 28 academic programmes both at the National Diploma (ND) and Higher National Diploma (HND) levels. The staff strength of the institution stands at 200 (https://manower.com.ng).

4.1 LITERATURE REVIEW

This section reviews related literature on organisational communication, employee communication, organisational climate, and communication climate and employee job satisfaction.

4.1 Organisational Communication

Communication is one of the most central processes in organisation. Communication is a form of expression of human behaviour and the basic survival skill of the human race. It is processual in nature and has clearly defined purpose or purposes (Wilson, 2006). Communication is a bond that ties people together in an organisation in business and organisational life. (Akarika, 2021). According to Udoakah (1998:2) cited in Umoren (2010),

organisational communication as the name implies is communication that takes place in complex and structured establishment with clearly defined objectives.

Wiryanto (2005) defines organisational communication as the activity of sending and receiving the vain message of the organisation with the formal and informal group of an organisation. Organisational communication is a broad field that encompases all forms of communication that allow organisations such as companies, government agencies and non-profits to function, grow connect with stakeholders, and contribute to society.

In communication studies, organisational communication is a field of study focusing on the communication and information flow within organisations through different roles of the media. The flow of communication within the members, individuals and organisation could be either formal or informal (Wikipedia).

To confirm the importance of communication in organisations, "management and communication consultants say that more than 10 percent of US business enterprises fail every year primarily because of bad management and ineffective employee communication" (Goldhaber, 1993:8) cited in Umoren, (2010).

Scott and Mitchel (1981) cited in Umoren (2010) and Robbins, (2000), examine organisational communication and identified four general functions of communication to include: information, motivation, control and expression of emotion. Messages are created and exchanged in an organisation in order to respond to organisational goals, policies and specific objectives.

Goldhaber (1993) cited in Akarika (2021) list four functions of messages as a task, maintenance, human and innovative. Communication is essential for the internal function of the organisation because it integrates the management function (Akarika, 2021). Therefore, every interaction in an organisation originates and is enhanced through the process of communication (Udousoro, 2014 p.202).

4.2 Employee Communication

Kilgore (2002) defines employee communication thus: employee/internal communication is the management function which uses professional communication tools and techniques to cause employees to change what harms the organisation, improve neutral behaviours and encourage more exemplary behaviour… the tools and techniques are everything from speeches and presentations through newsletters and bulletin boards, programmes, dinners and reprints of media releases and more.

Employee communication is defined as the sharing of information and ideas between the management of an organisation and employees and vice versa (questionpro.com). Nolte (1974) cited in Umoren (2010) observes that employee communication is the responsibility of personnel, industrial and public relations. He believes that employees should be given prior attention in every establishment, private or public. According to him employees interest varies, therefore the information should be provided on wage and salary, policies, promotion opportunities, job securities and benefits. The trust here is that management of any organisation should provide employee relations in order to improve the attitudes and

performance of its employees because, with communication, goodwill and understanding can be fostered.

Employee communication involves a two-way communication and there must be a machinery with which to communicate and the willingness to use it. As Marton (1963) cited in Umoren (2010) contends that for such communication to be effective, it must be two-way: downward and upward.

Failure to communicate with employees lead to misunderstanding, false rumors and confusion as it is in any organisation. Therefore, a two-way channel of communication is essential to give workers an opportunity to ask questions about the organisation or to make suggestions to the management. The benefit of employee communication includes: increase in employee engagement; maintenance of workplace harmony; helps in managing a diverse workplace, improves employees experience, encourages innovation, and increases inter-departmental co-operation (dynamicsignal.com). According to Kilgore (2003), employees are the most important of all corporate communication audiences…. Without employees, there is no organisation.

4.5 Organisational Communication Climate

Conceptually, organisational communication climate consists of employee perceptions of information flow and the climate in which communication occurs (Papa et al 2008). The communication climate can be viewed in two perspectives either in the open or closed climate. Information flows are free in an open climate but are locked in a closed climate. According to Bucholz (2001), workers feel free to make complaints, express opinions and give advice to their supervisors through an open communication climate.

The determinant factor for the success of the organisation is the quality of relationships that exists among employees and its environments. Emotional atmosphere that prevails in the organisation is influenced by the organisational climate.

Organisational climate has been identified as a critical link between the members of the organisation, their organisational behaviour i.e commitment to duty, job satisfaction and the organisation itself (Welsch & La Van, 2003).

Organisational success depends on the level of trust and honesty that develop through ongoing communicative experience among employees. The attitudes of Heads of Departments/Units in select polytechnics towards their subordinates are of primary importance. It is the responsibility of the management to create a communication environment that will allow the organisation's values to flourish.

4.6 Communication Climate and Job Satisfaction

The boss-subordinate relationship is a positive factor in job satisfaction. According to Redding cited in (Pace and Faules 2001:148), the climate of an organisation is more important than the skills or communication techniques to create an effective organisation. The practice of modern personnel management is directed towards providing conditions under which employees work enthusiastically and effectively, and contribute to the success of

the organisation. This involves concern for effective and adequate two-way communication, employee concern, motivation and job satisfaction.

McShane and Glinow (2000:204) state that "job satisfaction represents a person's appraisal of the perceived job characteristics such as feedback and personal meaning or perceived" quality of one's job and associated with work experience.

Eisenberg and Goodall (2001). Categorise the levels of needs that correlate with the degree of job satisfaction as follows:

i.   Level I needs include safe working condition and sufficient pay, and equipment;
ii. Levels 2 needs include supportive interpersonal relationships with co-workers and supervisors; and
iii. Level 3 needs include opportunities for personal growth. When the three levels of needs are satisfied, according to Eisenberg et al, (2001) "High levels of job satisfaction are likely to result".

5.0 REVIEW OF RELATED STUDIES

This study reviewed a work carried out by Ridder (2004) on organisational communication and supportive employees. According to the study, the importance of the social dimension of the organisation is a strong focus. The study discussed in this article shows that high quality internal communication may be important in encouraging such a supportive attitude what is considered "good" internal communication does not directly engender more support for the organisation's strategic direction. However, evidence from research in five organisations (with 791 respondents distributed across 19 work units) suggests that there are two ways to foster support. One is to create a sense of commitment within the organisation; the other is to establish trust in the management. According to the study, both approaches appear to have a positive relationship with good internal communication. The quality of task-related communication is important in creating commitment. What is vital in creating trust, however, is the quality of non-task related communication.

In another study by Ridder and Hooff (2004) on knowledge sharing in context: the influence of organisational commitment, communication climate and CMC use on knowledge sharing focuses on three influences: "Organisational commitment", "organisational communication", and the use of a specific instrument of communication in computer-mediated communication (CMC). Two processes of knowledge sharing are distinguished: donating and collecting. A number of hypotheses are presented in the study concerning the influence of commitment, climate and CMC on these processes. These hypotheses were tested in six case studies. The results suggest that commitment to the organisation positively influences knowledge donating, and is in turn influenced by CMC use. Communication climate is found to be a key variable: a constructive communication climate was found to passively influence knowledge donating, knowledge collecting.

This study further reviewed a work by Umoren (2010) on employee communication practice and communication climate of Zenith Bank Plc. and United Bank for Africa Plc, Uyo. The study major concern was to comparatively assess the communication practice and climate of Zenith and UBA banks in Uyo. The research technique used for the study was survey. The

major findings indicate that the policies, roles and objectives of the two banks were similar, the employee communication practice in the old generation bank (UBA) and the new generation bank (Zenith) are similar. The study recommends that communication training and audit should be carried out periodically so as to maintain a supportive communication climate. The reviewed studies are related to the present study in the area of organisational communication, communication climate, supportive employee and employee communication practice. Thus these reviewed studies throw an insight into the likely nature of employee communication practice and communication climate of Akwa Ibom State Polytechnic, Ikot Osurua and Heritage Polytechnic, Eket.

5.1 Data Presentation and Analysis

Table 1: Gender Distribution of Respondents

Gender	Akwapoly	Heritage	Total	Percentage %
Male	180	55	235	62
Female	120	25	145	38
Total	300	80	380	100

Table 1 is a summary on gender distribution of respondents from the two institution. The majority of the respondents 235 (62%) were males. This implies that the bulk of the respondents were male.

Table 2: Job Cadre of Respondents

Job cadre	Akwapoly	Heritage	Total	Percentage
Management cadre	45	15	60	16
Middle cadre	110	25	135	36
Lower cadre	145	40	185	48
Total	300	80	380	100

Table 2 clearly shows that majority of respondents 185 (48%) and 135 (36%) were from the lower and middle cadre of the polytechnic. Both have a combined percentage of 84%. This implies that the majority of respondents were from the lower and middle cadre.

Table 3: Employee Communication Objectives in Akwapoly and Heritage Polytechnic.

Variables	Akwapoly	Heritage	Total	Percentage
To promote free flow of information for job instructions, maintaining rules and	65	18	83	22

regulations as well as promote human relations.				
To encourage information sharing in staff grievances suggestions and feedback	40	15	55	15
To promote effective human relations and interactions	125	25	150	39
To provide opportunities for staff to participate in decision making	70	22	92	24
Total	300	80	380	100

Table 3 reveals that the majority of respondents 150(39%) and 92 (24%) agreed that employee communication objectives in the institution were to promote effective human relations and interaction, and to provide opportunities for staff to participate in decision making. Thus giving a combined 63%.

Table 4: Communication media mostly adopted by the Polytechnics in communicating policies within the organisation.

Media Category	Akwapoly	Heritage	Total	Percentage
Social Media, Telephone and Mobile Phone	25	10	35	9
Memoranda	120	30	150	39
Computers	15	5	20	5
Information Leaflets and Photo Displays	20	5	25	7
Newsletter or Bulletin	90	20	110	29
Annual Reports	30	10	40	11
Total	300	80	380	100

Table 4 reveals that the most frequently used medium of communication adopted by the two polytechnic is internal memoranda 150(39%) and newsletters or bulletin 110(29%).

Table 5: Respondents opinion on media suitability with regards to building organisational Climate.

Variables	Akwapoly	Heritage	Total	Percentage
Very Suitable	90	20	110	29
Suitable	160	30	190	50

Unsuitable	30	20	50	13
Very unsuitable	20	10	30	8
Total	300	80	380	100

Table 5 reveals that the majority of respondents agree that the medium most widely used by the polytechnic are deemed to be suitable for building corporate climate represented by 190 (50%) suitable and 110 (29%) very suitable. This implies that the majority of respondents affirmed the suitability of the medium of communication used by their organisations with regard to building organisational climate.

Table 6: Respondents perception of employee communication as it affects the organisational climate in the polytechnics.

Perception	Akwapoly	Heritage	Total	Percentage
Very cordial	100	15	115	30
Cordial	150	35	185	49
Not cordial	30	18	48	13
Not very cordial	20	12	32	8
Total	300	80	380	100

Table 6 indicates that employees perceive communication between employees and management to be cordial 185 (49%) and very cordial 115(30%). The implies that the majority of respondents 300 representing 79% perceive employee communication as it affects organisational climate to be cordial.

Table 7: Impact of employee's perception of the relationship on organisational communication climate

Variables	Akwapoly	Heritage	Total	Percentage
Positive impact	190	50	240	63
Negative impact	90	15	105	28
Neutral	15	10	25	7
Undecided	5	5	10	2
Total	300	80	380	100

Data gathered and presented in table 7 reveals that 240 respondents representing 63% indicated a positive impact perception in organisational climate.

6.0 DISCUSSION OF FINDINGS

6.1 The findings of this study are discussed in line with the research questions.

Research Question 1: What are the basic objectives of employee communication in Akwapoly and Heritage Polytechnic? Data gathered and presented in table 3 clearly provides an answer to the question. Table 3 reveals that the majority of respondents 242 (63%) agreed that employee communication objectives of the two institutions were to promote effective human relations and interaction and to provide opportunities for staff to participate in decision making. The findings of this study agree with Umoren (2010) citing Salu (1994) who sees communication with employees as the dissemination of information which is nevertheless important if the worker is expected to be an effective member of staff. The findings of this study further agree with Akarika (2021) who sees organisational communication as the willingness of employers and employees to make efforts and to take action towards organisational objectives. The major thrust as noted by Nolte is that management of any organisation should provide employee relations in order to improve the attitudes and performance of employees. According to Kilgore (2003) employees are the most important of all corporate communication audiences, without employees, there is no organisation.

Research Question 2: What channels of communication media do the polytechnics adopt in communicating policies to employees? This study reveals that the communication media most frequently used by Akwapoly and Heritage polytechnics in communicating policies within the organisation is internal memoranda 150(39%) and newsletters or bulletin 110(29%). The findings of this study corroborate Kilgore (2002) definition of employee communication as a management function that uses professional communication tools and techniques. Such as …newsletter and bulletin boards, programmes and reprints of media releases and more. Failure to communicate with employees lead to misunderstanding, false rumours and confusion. The findings of this study further lend credence to the study by Ridder (2004) who found out that high-quality internal communication is important in encouraging a supportive attitude between employees and management.

Research Question 3: How suitable are the channels of communication in building a good corporate communication climate? On respondents opinion on media suitability with regards to building a good corporate communication climate, table 5 provides answers thus: table 5 shows that majority of respondents 190 (50%) agree to the suitability of the medium and 110 respondents representing 29% also agree that the medium is very suitable. This implies that the majority of respondents affirmed the suitability of the medium of communication used by Akwapoly and Heritage polytechnics with regard to building organisational climate. This suggests that effective communication through proper channels is likely to breed a better organisational climate and poor communication channels are linked with labour management face-off. According to Buchotz (2011) workers feel free to make complaints, express opinions and give advice to their superiors through an open communication climate. The determinant factor for the success of the organisation is the quality of relationships that exists among employees. The findings of this study further agree with Redding who notes that the climate of an organisation is more important than the skills or communication techniques to create an effective organisation.

Research Question 4: How do employees perceive employee communication existing in Akwapoly and Heritage Polytechnics as it affects the organisational climate of these institutions? Data gathered and presented in Tables 6 and 7 vividly captures employees' perceptions and their impact on organisational communication climate respectively.

Table 6 indicates that employees perceive communication between employees and management to be cordial 185(49%) and very cordial 115(30%) respectively.

This implies that the majority of respondents 300 (79%) perceive employee communication as it affects organisational climate to be cordial. Thus having a possible impact on organisational climate 240 (63%) table 7. The finding of this study agrees with Kilgore (2003) who notes that employees are the most important of all corporate communication audience… without employees, there is no organisation. The determinant factor for the success of the organisation is the quality of relationships that exists among employees and its environments. The emotional atmosphere that prevails in the organisation is influenced by the organisational climate. According to Eisenberg et al. (2001) employees', levels of needs include safe working conditions, sufficient pay, supportive interpersonal relationship with co-workers, opportunities for personal growth and according to them when all these needs are satisfied, "high levels of job satisfaction are likely to result". The findings of this study further give credence to the findings by Ridder et al (2004) who found out that communication climate is a key variable in any organisation. According to the study, a constructive communication climate was found to positively influence knowledge donating and knowledge collecting.

7.0 CONCLUSION

Employee communication is one of the important pillars of public/human relations in an organisation. It is also one of the indications of cooperation in any organisation. This means that the effective practice of employee communication affects all managerial processes namely: planning, organising, motivating, controlling and also the organisational communication climate. Organisational communication climate is an important perceptual element in any organisation. In this research, it has been established that effective employee communication promotes a supportive communication climate. Hence this contributes to the attainment of organisational goals and industrial peace in Akwapoly and Heritage Polytechnics.

8.0 RECOMMENDATIONS

In spite of the appreciable recommendation between employee communication and its positive impact on the communication climate of Akwapoly and Heritage polytechnics, the following recommendation is offered for effective employee communication and communication climate.

1. To maintain effective employee communication and a dynamic communication climate supportive of industrial harmony in the two institutions, communication audits should be carried out on a periodic basis in order to evaluate current employee communication behaviours and practices of employees and management. The results obtained will help in planning toward the improvement of employee communication,

communication systems, information communication technologies (ICTS), and the communication behaviours of the employees.

2. As a direct outcome of the communication audit, effort should be made by the management of Akwapoly and Heritage polytechnics to create and maintain a supportive communication climate in its management through the introduction of communication training for all cadres of staff of the institutions. This specialized service can be offered by specialists in organisational communication in the Department of Mass Communication, Akwa Ibom State University, Obio Akpa.

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