

## **POOR COMMUNICATION AND INFORMATION MANAGERS JOB PERFORMANCE IN STATE OWNED UNIVERSITIES IN NIGER DELTA REGION**

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### **ABSTRACT**

*The study examined the relationship between office demotivational factors such as Poor communication and information managers job performance in State owned universities in Niger Delta Region. Correlational as well as survey research design was adopted for the study. The population of the study consisted of eleven (11) State owned universities in the Niger Delta Region. Thus the researcher adopted a stratified random sampling technique in drawing a total sample of 456 staff. Goggle and structured questionnaire was used as instrument for data collection after face validation. Mean distribution was adopted to assess the strength and extent of the variables as attributes of the universities, while standard deviation was adopted as the statistical tool for the assessment of the data dispersion. The findings revealed that poor communication factors have significant influence on the job performance of information managers in State owned universities in Niger Delta Region. Based on the findings of the study, the researcher concluded that work hazard, lack of promotion and irregular training affects the accuracy of the Information Managers job performance negatively. The study recommended improved security measures in the universities within and outside Niger Delta Region.*

**Keywords: Poor Communication, Office Managers Performance, Productivity**

### **INTRODUCTION**

It is imperative to note that Information Manager's profession can be well described as the life-wire of every organization, making him/her a service provider to his/her boss and colleagues. He/she essentially ensures the smooth running of the office on a day-to-day basis and at times manages team of administrative or support staff. He/she is the chief organizer of meetings, scheduling of appointments for and on behalf of the boss and so on; these attribute put him/her at the center of playing very important role in the efficient management of the organization or university. He/she is an assistant to an executive officer; maintains departmental or organizational records, provide technical/administrative support, and as well handle confidential correspondence, reports, agendas, memos, letters, forms, work schedules, and other administrative correspondences but almost all the time, they were the least valued and least treated in most organizations. Information Manager deserved to be treated with dignity and respect irrespective of their status in the workplace (Sayer, 2007). They were not slaves but free born who use their skills to contribute to the development of State Owned Universities in Niger Delta Region. Over the years, Information Managers were treated most times as second class citizens whose opinion did not count, and that because of the politics that took place in most State Owned Universities, they were marginalized (punished), caught in between the crossfire of the big boss and colleagues that were in favour with the boss and were often victimized at every little fault and relegated to the background. The other demotivational factor that led to Information Managers poor job performance included; job insecurity, office politics, unfair hearing to matters, lack of equity, regular redundancy and dismissal. Information Managers job performance was low as a result of stunted progress, tribalism, favouritism, hypocrisy, poor communication, abusive words, uncontrolled and unusual commands which could also lead to low morale in job performance of Information Managers. It is on this premise that this research proposed to examine office demotivational factors and proffer better

treatment for Information Managers so they can perform their job better in State Owned Universities in Niger Delta Region.

#### Hypotheses

1. There was no significant relationship between poor communication and work quality of Information Managers in State Owned Universities in Niger Delta Region.
2. There was no significant relationship between poor communication and productivity of Information Managers in State Owned Universities in Niger Delta Region.
3. There was no significant relationship between poor communication and effective communication of Information Managers in State Owned Universities in Niger Delta Region.

#### Concept of Communication

Communication is understood to be day-to-day talks and discussions we all engage in. Communication is not as simple as it appears; it is a systematic process with an objective that a piece of communication aims to achieve. It is a process of translating thought into simple and meaningful utterances through an appropriate channel.

Communication needs to be effective and efficient for better and smooth functioning of universities. Effective communication is the process of exchanging ideas, thoughts, opinions, knowledge and data so that the message is received and understood with clarity and purpose. When we communicate effectively, both the sender and receiver feel satisfied. Effective communication is defined as communication between two or more persons in which the intended message is:

1. Properly encoded
2. Delivered through appropriate channel
3. Received
4. Properly decoded and understood by the recipient(s).

In other words, communication is said to be effective when all the parties (sender and receiver) in the communication, assign similar meanings to the message and listen carefully to all that have been said, make the sender feel heard and understood. In the university, communication is said to be effective when the information or data shared among the employees effectively contribute towards the university common success.

In the words of Griffin, 'Effective communication is the process of sending a message in such a way that the message received is as close in meaning as possible to the message intended'. American Management Association (AMA) has defined effective communication based on the following: -

1. Clear idea regarding topics and receiver of information
2. Determination of purpose
3. Understanding the environment of communication
4. Planning for communication with consulting others To make the receiver aware about the value of communication

There must be feedback from the receiver To define properly whether communication messages are of short-run or long-run importance. All actions must be suitable with communication Good listening.

Effective communication is defined as the ability to convey information to another effectively and efficiently. Information Managers with good verbal, nonverbal and written communication skills help facilitate the sharing of information between people within the university for its overall benefit. Effective communication should be the focus in the universities as it becomes largely difficult to properly construct and foster productive relationship without it. Effective communication should be the focus in universities as it becomes largely difficult to properly construct and foster productive relationship without it. Effective communication facilitates innovations in the university by allowing Information Manager and Management to come up with innovative ideas that might further help in

the overall development of the university. A work environment enriched with effective or open communication helps in building a cohesive and effective team. Effective communication always boosts the morale of Information Manager. It brings in the zeal in Information Managers to work towards achieving the common objectives of university. Regular internal communication can also lead to an improved work ethic if they are reminded of achievements and feel that they are working towards a common goal. When there is hassle-free and open communication between the management and the Information Managers, it leads to a steady rise in the pace of progress of university. Effective communication, therefore, yields effective management. Management come to know the attitude and grievances of Information Managers and the latter gets to know the Information Managers attitude towards them and also the policies of the universities. Effective communication builds desired interpersonal, interdepartmental and management-information relationship which in turn are essential preconditions for realizing the vision of the university. In other words, effective communication contributes to the overall growth of the university. It is also essential to know how to deal adequately with peers, make good decisions even in stressful situations. This is one of the reasons why effective communication skills are increasingly valued. Effective communication in the university enables the Information Manager to deepen connection with others and improve solving capacity.

The characteristics or principles of effective communication are pivotal for ensuring a productive communication. The major characteristics are as follows:-

Communication must be complete so as not to baffle the recipient. Better communication helps in better decision-making by the latter. It develops and enhances the reputation of the university.

The message to be conveyed or sent must have clarity and integrity for better understanding. Clarity of thoughts and ideas enhances the meaning of the message. The pith and substance of the message should be based on honesty and accuracy.

The intended message must be free from verbosity and should be so written that it is intelligible at the first sight. Short and intelligible message sent to the receiver is ever appealing and comprehensible. It save time and cost as it is understood at the first instance.

In order to make communication effective, the overall physical setting. i.e., the media of communication and the work environment must be considered. The content of the message must take into account the attitude, knowledge and position of the recipient.

The message should have clarity of thoughts and ideas in order to be understood clearly. Clear message makes use of exact, appropriate and concrete words and symbols.

The sender's message should be so drafted or prepared that it should be polite, reflective and enthusiastic. It must show the sender's respect for the receiver and be positive and focused at the receiver.

The drafting of the message should be done in such a manner that the final message does not have any grammatical errors and repetitions of sentences. The message should be exact, correct and well-timed.

Feedback is a crucial part of communication and is vitally required by all concerned in a communication process. It marks the end of a communication process. The communicator on one side should convey his/her information in such a way that his/her targets can offer feedback or criticism on the information given.

Confidentiality is a powerful quality. Confidentiality, like privacy, is valued because it protects individual preferences and rights. Privileged communications are those confidential communications that the law protects against disclosure in legal settings. Confidential communication involves statements (oral, written or nonverbal) made in confidence between two people who have trust in each other and believe that the communication will be kept in confidence. It has its roots in the human practice of sharing and keeping secrets (Bok).It allows you to fulfill your role to the best of your ability. It helps you to impress and inspire others and it gives you a deep sense of satisfaction and self-worth. The sharing and keeping of secrets among friends and colleagues for instance,

creates a context in which ethical issues concerning promises, trust, loyalty and interests of others may come into conflict.

Confidentiality is closely related to the broad concept of privacy and the narrower concept of privileged communications. All three concepts share the idea of limiting access of others in certain respect (Gavison, 2018). It concerns the communication of private and personal information from one person to another where it is expected that the recipient of the information, such as a health professional, will not ordinarily disclose the confidential information to third persons, unless properly authorized. It is valued because it protects individual preferences and rights.

However, "being true to yourself" is just as important. True professionals don't follow rules mindlessly, and they know when and how to challenge norms. They're also flexible, and they find their own ways to do things – while still maintaining high standards.

Timeliness refers to the appropriateness of when an event happens or when information is disseminated to the required or appropriate quarter. It is the kind of information you can use to make decisions. Timeliness refers to the time expectation for accessibility and availability of information. Timeliness can be measured as the time between when information is expected and when it is readily available for use.

If information is not timely disseminated, i.e., in the absence of accurate, reliable and timely information, people and universities will make bad decisions, they will be unable to help or persuade others to make better decisions and no one will be able to ascertain whether the decisions made by a particular individual or unit in the university were the best.

According to Stewart (2021), an organizational environment involves forces, both internal and external, that affect the operations of the organization. Organizational environments are composed of forces or institutions surrounding an organization that affect performance, operations and resources. It includes all of the elements that exist outside of the organization's boundaries and have the potential to affect a portion or all of the organization. Examples include: government regulatory agencies, competitors, customers, suppliers and pressure from the public.

To manage organization effectively, managers need to properly understand the environment. Scholars have divided environmental factors into two parts; internal and external environment.

An organization's internal environment consists of the entities, conditions, events and factors within the organization that influence choices and activities. It exposes the strengths and weaknesses found within the organization. Factors that are frequently considered part of the internal environment include: the employee behavior, the organizations culture, mission statement and leadership styles.

An organization's external environment consists of the entities, conditions, events and factors surrounding the organization that influence choices and activities and determine its opportunities and threats. It is also called an operating environment. Examples of factors affecting an organization's external environment include customers, public opinion, economic conditions, government regulations and competition.

Organizational environment is important because it provides opportunities and threats and it influence the various strategic decisions that executive must take. It also plays a major role in shaping the behaviour of the management and employees. Leading as viewed in Merriam-Webster Dictionary is having great importance, influence or success. For an Information Manager to be a good leader at his/her workplace, the following must be considered:

It is important for Information Managers to differentiate their strengths from their weaknesses. As Information Manager determines what his/her strengths at work place are, they will be able to play them up to their advantage. For example, if you know you are a good very fast and efficient in typing using various Microsoft word, they will be able to focus on tasks where these skills will be most used. Having some semblance of a vision as to the future of your company is a must for all Information Manager leaders. As the Information Managers look to improve his/her skills, it is important to always look out on both his/her short- and long-term goals for the company, organization or universities. Having a clear vision will not only inspire them to work effectively, but

their boss and colleagues at their place of work too. Having a set goal will also help Information Managers to stay focused on the matters at hand and will give he/she the strength to see their vision through to fruition.

### **Concept of Information Managers**

An Information Manager is responsible for maintaining the safety and security of the company's network systems, preventing unauthorized access and malicious attempts at stealing information and confidential data. Information Managers identify the organization's business needs to develop and design technology solutions with the help of system analysts and computer engineers. They schedule the configuration and upgrades of network infrastructure to avoid system downtimes and ensure efficient navigations and transitions. An Information Manager must have excellent critical-thinking and technical skills, especially in resolving network issues and monitoring technology projects.

Information Manager is also a person who is responsible for the systems that provide information to the people in a company or organization, and for protecting information that must be kept private: Whether it's email, Web searching, managing an intranet, or designing a website, internet technologies are the primary tools for information managers, (Cambridge Dictionary). Information Manager regulates the flow of information either electronically or procedurally, within and among offices. For many organizations, the rate at which work can be done is limited by the rate at which information can be transmitted to the people who need it, so the Information Manager fills a critical role. On a general note, office and Information Managers maintain departmental or organizational records, provide administrative and technical support as well as handle confidential correspondence, reports, agendas, memos, letters, forms, work schedules, and other administrative correspondences. The Information Manager is a service provider to her boss and colleagues and optimum performance is required to meet agreed service delivery, the role of motivation in this case will boost the performance output of the manager. It is therefore imperative that motivation which may come by way of commendation, incentives, training, promotion, additional responsibility and more should not be overlooked in the overall score for the manager.

### **Dimensions of Information Managers' Job Performance**

#### **1. Job Performance**

Job performance assesses whether a person performs a job well. John P. Campbell describes job performance as an individual-level variable, or something a single person does. This differentiates it from more encompassing constructs such as organizational performance or national performance, which are higher-level variables. Campbell defines performance as behavior, which is something done by an Information Manager. This concept differentiates performance from outcomes. Outcomes result partially from an individual's performance, but they are also the result of other influences. In other words, there are more factors that determine outcome than just an Information Managers behavior and action. For instance, he clarifies that performance does not have to be directly observable actions of an individual. It can consist of mental productions such as answers or decisions. However, performance needs to be under the individual's control, regardless of whether the performance of interest is mental or behavioral.

#### **Productivity**

When workplace productivity is discussed, it is referred largely to how much work is accomplished in a particular work environment, over a particular period of time and business's workforce is a considerable contributing factor into its ability to be productive. This means that workplace productivity is one of the main determining factors in a business's ability to turn a profit so it makes total sense that poorly motivated and uninspired people can have a direct effect on the overall job performance of any university. Productivity needs to be a visible business issue and every

Information Manager within the institution should have an understanding of how productivity is measured.

There are many ways to measure productivity, the 'two statistics usually quoted (referenced by CIPD) are output per hour worked and output per worker.'

### **Effective Communication**

Communication is understood to be day-to-day talks and discussions we all engage in. Communication is not as simple as it appears; it is a systematic process with an objective that a piece of communication aims to achieve. It is a process of translating thought into simple and meaningful utterances through an appropriate channel. Communication needs to be effective and efficient for better and smooth functioning of universities. Effective communication is the process of exchanging ideas, thoughts, opinions, knowledge and data so that the message is received and understood with clarity and purpose. When we communicate effectively, both the sender and receiver feel satisfied.

### **Information Manager and Poor Communication**

Neely & Mosley (2018) did a research on communication problems in management, the study identified If they remain focused on any assignment assigned to them, it will help them get things done more efficiently and in so doing, help the company, organization or universities overall success. One great way Information Manager needs to improve their leadership skill is to receive information, give and get feedback from their boss and colleague often. Consider asking their boss and colleagues information on their everyday activities. Doing this will not only show Information Managers boss and colleagues that they care what they think, but it will give them a good insight as to how they perceive and what actions they should take as to becoming a better Information Managers (leaders) in the company, organization or universities.

Tolerance as defined by Random House Dictionary is a fair, objective, and permissive attitude of one toward those whose opinions, beliefs, practices, racial or ethnic origins, etc., differ from one's own". Also, Merriam-Webster Dictionary viewed tolerance The implication of this study on the current study is that lack of effective communication between Information Managers and their direct boss causes a communication breakdown and equally disconnects the flow of information leading to Information Managers demotivation in universities.

Nwambule (2013) carried out a research on If they remain focused on any assignment assigned to them, it will help them get things done more efficiently and in so doing, help the company, organization or universities overall success. One great way Information Manager needs to improve their leadership skill is to receive information, give and get feedback from their boss and colleague often. Consider asking their boss and colleagues information on their everyday activities. Doing this will not only show Information Managers boss and colleagues that they care what they think, but it will give them a good insight as to how they perceive and what actions they should take as to becoming a better Information Managers (leaders) in the company, organization or universities.

Tolerance as defined by Random House Dictionary is a fair, objective, and permissive attitude of one toward those whose opinions, beliefs, practices, racial or ethnic origins, etc., differ from one's own". Also, Merriam-Webster Dictionary viewed tolerance

Implication of this present study is that without effective communication at workplace, the inflow of work between Information Managers and their direct boss will be affected.

### **Research Design**

The study adopted correlational as well as survey design which is a method that seeks to establish the relationship that exists between variables.

**Research Population**

The population of the study comprised the entire registry staff in the eleven State Owned Universities in the Niger Delta Region given a total population of 930 respondents (researchers field work, 2022). However, the researcher considered the useful population, that is, the faculty/admin officers, secretaries and few registry staff, (Researcher Filed Study, 2022). This study therefore considered the eleven (11) State Owned Universities in Niger Delta Region as its target population.

**Sample and Sampling Techniques**

Maduabum, (2007) Faculty/Admin Officers and 243 Secretaries of the eleven Universities in Niger Delta Region, which represented 49% of the entire population of the study.

**Instrumentation**

The instrument that was used for this study was structured questionnaire.

**Method of Data Analysis**

The univariate was answered and analyzed using mean and standard deviation statistics. A mean value of 2.49 and below on any item on the instrument was regarded as low extent. While a mean value of 2.50 and above on any item on the instrument was considered as high extent. Therefore, the criterion mean of this study was 2.50. While the bivariate analysis was tested using independent z-test. Independent z-test was used when the researcher compared two groups on their performance on variables. In the thirteen hypotheses, the researcher compared the responses of Information Managers in the various Faculties, Schools/Institutes/ Colleges/Centres and Departments in the eleven State Owned Universities in Niger Delta Region.

**Hypothesis 9:** There is no significant relationship between Office Politics and Effective Communication of Information Managers in State Owned Universities in Niger Delta Region.

**Table 4.28: The z-test Analysis on the extent to which Office Politics Demotivate the Effective Communication of Information Managers in State Owned Universities in Niger Delta Region**

Respondents	N	X	SD	df	Z-Cal	Z-Crit	LS	Decision
Faculty/Admin Officers	213	2.51	0.97	454	1.8058	1.96	0.05	Accepted
Secretary	243	2.53	0.93					

**Source:**(Data result, 2022) \*See details of analyses in appendices

Table 4.28 shows the bivariate analysis on the relationship between Information Managers that are Faculty/Admin Officers had a mean and standard deviation score of 2.51 and 0.97 respectively, while Information Managers that.

**Hypothesis 10:** There is no significant relationship between Poor Communication and Work Quality of Information Managers in State Owned Universities in Niger Delta Region.

**Table 4.29: The z-test Analysis on the extent to which Poor Communication Demotivate the Work Quality of Information Managers in State Owned Universities in Niger Delta Region**

Respondents	N	X	SD	df	Z-Cal	Z-Crit	LS	Decision
Faculty/Admin Officers	213	2.64	0.97	454	1.921	1.96	0.05	Accepted
Secretary	243	2.57	0.99					

**Source:**(Data result, 2022) \*See details of analyses in appendices

Table 4.29 shows the bivariate analysis on the relationship between Information Managers that are Faculty/Admin Officers had a mean and standard deviation score of 2.64 and 0.97 respectively, while Information Managers.

**Hypothesis 11:** There is no significant relationship between Poor Communication and Productivity of Information Managers in State Owned Universities in Niger Delta Region.

**Table 4.30: The z-test Analysis on the extent to which Poor Communication Demotivate the Productivity of Information Managers in State Owned Universities in Niger Delta Region**

Respondents	N	X	SD	df	Z-Cal	Z-Crit	LS	Decision
Faculty/Admin Officers	213	2.71	0.94	454	1.7485	1.96	0.05	Accepted
Secretary	243	2.56	0.93					

**Source:**(Data result, 2022) \*See details of analyses in appendices

Table 4.30 shows the bivariate analysis on the relationship between Information Managers that are Faculty/Admin Officers had a mean and standard deviation score of 2.71 and 0.94 respectively, while Information Managers

## CONCLUSION

Based on the findings of the study, the researcher therefore concludes that; Work hazard affects the accuracy of the Information Manager's job performance, lack of equity and detachment affects the job performance of Information Manager, Lack of Good Judgment affects Information Manager's job performance negatively, high reception affect Information Manager's job performance negatively, lack of innovation for timely dissemination of information affects Information Manager's job performance negatively, lack of online work improvement affect Information Manager's job performance, lack of confidentiality on the side of Information Manager affects job performance, tribalism at workplace reduces Information Manager workplace progress negatively. Also, hypocrisy leads to continuous workplace inferiority of Information Manager, timely dissemination of information affects Information Manager's job performance, bad attitude towards colleagues negatively affect the effective communication of Information Manager's Job Performance in State Owned Universities in Niger Delta Region.

## RECOMMENDATIONS

The following recommendations are premised on the noted challenges which necessitated this study, and the facts generated in line with the observed role of office demotivational factors and Information Managers job performance in State Owned Universities in Niger Delta Region. The recommendations of this study were therefore stated as follow:

## CONCLUSION

Based on the findings of the study, the researcher therefore concludes that; Work hazard affects the accuracy of the Information Manager's job performance, lack of equity and detachment affects the job performance of Information Manager, regular redundancy and sudden dismissal affects Information Manager's job performance, lack of promotion affects and reduces the performance of Information Manager, lack of

improvement and accuracy affects Information Manager's job performance negatively, irregular training affects Information Manager's job performance, tribalism at workplace affects Information Manager's job performance negatively. Hypocrisy at workplace affect Information Manager's job performance negatively, hypocrisy leading to favoritism at workplace affect Information Manager's job performance, abusive words and emotional cruelty does not affect Information Manager's job performance, unusual command affects timely result of Information Manager's job performance. If the above is not properly handled, the work quality of Information Managers in State Owned Universities in the Niger Delta Region will constantly be poor.

Lack of efficiency affects Information Manager's job performance, lack of effectiveness formative constructivism also affects Information Manager's job performance, lack of training for effective improvement affects Information Manager's job performance, lack of regular seminar for effective work production affects Information Manager's job performance negatively. More so, outdated work style affects Information Manager's job performance negatively, lack of constant power supply affects Information Manager's job performance, favoritisms leading to workplace inefficiency affects Information Manager's job performance negatively. Tribalism and hypocrisy reduce and also leads to low workplace productivity of Information Manager's, workplace effectiveness of Information Manager's negatively, tribalism instills fear in an Information Manager's negatively. One sided communication brings poor productivity of Information Manager; unusual workplace command leads to low productivity efficiency of Information Managers in State Owned Universities in Niger Delta Region.

Lack of Good Judgment affects Information Manager's job performance negatively, high reception affect Information Manager's job performance negatively, lack of innovation for timely dissemination of information affects Information Manager's job performance negatively, lack of online work improvement affect Information Manager's job performance, lack of confidentiality on the side of Information Manager affects job performance, tribalism at workplace reduces Information Manager workplace progress negatively. Also, hypocrisy leads to continuous workplace inferiority of Information Manager, timely dissemination of information affects Information Manager's job performance, bad attitude towards colleagues negatively affect the effective communication of Information Manager's Job Performance in State Owned Universities in Niger Delta Region.

## **RECOMMENDATIONS**

The following recommendations are premised on the noted challenges which necessitated this study, and the facts generated in line with the observed role of office demotivational factors and Information Managers job performance in State Owned Universities in Niger Delta Region. The recommendations of this study were therefore stated as follow:

- There should be an improved security measures in the universities within and outside Niger Delta Region, adoption or introduction of a conducive work environment for it staff especially the Information Managers should be visited, issues of unfair hearing to matters, lack of equity. Regular redundancy and dismissal should be properly taken care of and to improve the work quality of Information Manager in terms of completeness and accuracy.
- In other to avoid stunted progress on the side of Information Managers in State Owned Universities in Niger Delta Region, there should be room for constant training, promotion of staff due for promotion, seminars and workshop training should be

organized for improvement of Information Manager for efficiency and effective job performance.

- Politics should be far from office environment especially in state owned universities as tribalism, favoritism and hypocrisy are seen as office politics that affects the effective communication, confidentiality, and timely dissemination of information of Information Managers in State Owned Universities.
- The issue of poor communication in state owned universities should be looked into and handled with care as poor communication leads to constant abusive words. uncontrolled command and unusual command of Information Managers in State Owned Universities in Niger Delta.
- The issue of poor communication in state owned universities should be looked into and handled with care as poor communication leads to constant abusive words. uncontrolled command and unusual command of Information Managers in State Owned Universities in Niger Delta.

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