

## Management of Communication Crisis in a Library and Its Influence on Productivity

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### Abstract

Communication, written or oral is a critical aspect in the existence of an individual, a group or an entity that strives towards relevance to self or corporate development in a given society. Communication is a way of achieving productivity in academic libraries. Communication is the means by which people are linked together; it helps people to know how they function to achieve a common goal. It is therefore expected that communication at any level must be effective to meet the attendant result, which is the attainment of set goals and objectives. This study however, attempts to look at the ineffectiveness or crisis of communication in an organization, particularly a library. What impact would management of communication crisis have on the productivity of the organization? This is a question this study also attempted to analytically address.

**Keywords:** Communication, Management, Crisis, Library

### Introduction

Communication is life. Neither human nor society functions properly without it. Communication is an integral part of human interaction, which manifest in symbols and verbal forms. In fact, all living things communicate but man's communication is peculiar because of his capability to create symbols, assign meanings and interpret messages. There are various ways by which people communicate. These include language, signals, facial expressions, music, body movements, and gesture. In libraries, language both oral and written is the most frequent and important way people communicate. Nonverbal communication, such as facial expressions, body language, is also important in any organization; including library. Hence, communication maintains and animates life, serving as motor and expression of social activity and civilization (Obasi, 2008:135). It is in agreement with this that McBride, (1980:3) says, "Communication integrates knowledge, organization and power and runs as a thread linking the earliest memory of man to his noblest aspirations through constant striving for a better life". Hence, communication in a corporate organization such as a library could be seen as the essence of managerial procedure, the focal point of executive action and central to control to the survival of the organization as it is a requisite to effective management. Expatiating on this, Lewis, (1975:5) says, "if there were one activity which describes the function of a manager, it would be communication. This organizational activity is so vital, yet so complex a process, that a manager's effectiveness cannot be improved without an examination of communication knowledge and skill". He explains further that one of management's basic tools for accomplishment of the goals of an organization is communication. According to him, "management's paramount concern should be to learn how managerial communication is ineffective in some organizations and how it can be improved". This is the focus of this work as it looks at management of communication crisis in a library and its impact on productivity.

### Communication, definitions, Types and Functions:

Communication has no universal definition as different scholars look at it from different perspective but yet; they interrelate in meaning as they defined it in relation to source, channel, receiver, code and effect. The Encyclopedia Americana (Int'l. Ed.) says communication is a chain of events in which the significant link is a message and that the chain connects a source that originates and a destination that interprets the message. This process involves the production, transmission, and reception of messages. It adds that communication in its broadest humanizing sense is a source and extension of imagination in forms that can be learned and shared. It is in the light of this that Craig in Littlejohn and Foss, (2005:11), says "communication is the primary process by which human life is experienced and that it constitutes reality. How we communicate about our experience itself forms or makes our experience. The many forms of experience are made in many forms of communication. Communication itself is dynamic across situations. "Hybels and Weaver (2001) see communication as "any process in which people share information, ideas and feelings, and that it involves not only the spoken and written words but also body language, personal mannerism and style", which is anything that adds meaning to a

message.

Katz and Kahn (1978:177) on their part say that communication is the exchange of information and the transmission of meaning. They believe that generally in communication, both sender and receiver are involved in an interplay that has to do with swapping of roles in sending and receiving messages. In sending messages, symbols that are not only meaningful but also acceptable to both the source and the receiver are employed. Symbol is a form of language understandable to the source (sender) and receiver. Messages are meaningful symbols about people, object and events generated during interaction. Communication scholars generally believe that the study of communication is the study of human behaviour. This is because human activities involve giving meaning to objects. Nwosu, (2004) adds that the power of communication in any society should never be underestimated as communication can make or mar the existence of any society. Not surprisingly, many have subscribed to the notion of 'no communication, no society'. This means the acceptance of co-living and co-existence is primarily the product of communication.

Communication as defined by Udall and Udall (1979:5) refers to "a process by which a person or a group shares and imparts information to another person or group so that both people and groups clearly understand one another. Similarly, Eyre (1983:1) says, "Communication is not just giving information, it is the giving of understandable information and receiving and understanding the message." He further states that communication is the transferring of a message to another party so that it can be understood and acted upon. Hoffman (2007:67) opines that communication is a transaction involving the meaningful exchange of information between a sender and a receiver. It entails a process by which messages are encoded, transmitted and decoded.

### **Types of Communication**

Communication is of different types and some of these include interpersonal, intrapersonal, group, mass and organizational communication. We explore briefly each of these types of communication, but would lay greater emphasis on organizational communication, which is the main focus of this work.

**Intrapersonal communication:** This is a communication that takes place within an individual involving the exchange of messages between the brain and the sense organs of the body. These messages are electro-chemical impulses, and the channels are the neurons or sensory nerves, which connects the brain with the sense organs in different parts of the body (Bittner, 1989:8). Contributing to what this type of communication is (Okunna, 1994:23) says that through intrapersonal communication, the individual is able to make decisions based on information received through the senses. Intrapersonal communication also involves mediating to oneself and dreaming (Okpoko, 2005:15).

**Interpersonal communication:** This type of communication according to (Bittner, op. cit: 10), takes place between two or more individuals and goes on between persons mostly in a face-to-face situation which allows for immediate feedback.

**Group Communication:** This is a type of communication that takes place between group of individuals that share common interest. Okpoko, (op. cit.) explains that interpersonal communication can be considered as a micro group (small group) of people, citing board or departmental meeting as an example. (Okunna, op. cit. 25), add that when interpersonal communication occurs in a large group such as in religious crusade or political rally, a macro communication takes place.

**Mass Communication:** This type of communication is the dissemination of information simultaneously to a variegated audience scattered apart through a channel. The channels referred to in this communication include radio, television, newspaper, posters etc., to reach out to a large, faceless, heterogeneous and anonymous group of people who are scattered all over the world. The advent of satellite has made it possible to transmit information to the whole world at the same time making the world a global village (MacBride, op.cit).

**Organizational Communication:** Organizational communication is transactional, involving two or more people interacting within a defined environment. Without effective communication; the pattern of relationships that we call organization will not serve the desired needs. Koontz (2001) defines organizational communication as the transfer of information from the sender to the receiver with the information being understood by the receiver, adding that it is "the process of transmitting meanings, ideas and information from a sender to a receiver".

Communication is one of the basic tools available to management for accomplishing organizational objectives; in fact it is the essence of managerial procedure. Communication may take the form of written or spoken words, gestures, or visual symbols; it can convey messages by action, touch, or sound. These different methods of transferring information make communication a dynamic, continual, and complex process – a process underlying the existence, growth, change, and behaviour of all living systems from the individual to the organization. Thayer, in Lewis, (op. cit). Managers of today's modern organizations need a definition, which encompasses the interpersonal relationships of people, their attitudes and feelings within an organizational structure. Based on this (Lewis, op cit) see communication as "the sharing of messages, ideas, or attitudes resulting in a degree of

understanding between a sender (manager) and receiver (employee)". He explains that sharing is a two-way process, a give-and-take between a sender and a receiver, so that interpersonal relations of individuals, their attitudes and feelings, enhance or stifle understanding. This explains that the place of effective communication in the workings of any organization is critical towards achieving set goals. It is in the light of this that Hersey and Blanchard (1996:327) observe that "the best business plan is meaningless unless everyone is aware of it and pulling together to achieve its objectives. Good communications are the lifeblood of any enterprise, large or small. Communications are essential to keep our entire organization functioning at maximum level and to make the most of our greatest management resources-our people".

This, therefore, means that communication processes ought to be guided in avoidance of breakdown at any point. When such eventually happens it becomes a crisis that must be identified and addressed to resume optimal performance for productivity.

In an organization, communication takes place between the manager and employees. This communication is the essence of effective management which applies to all levels and types of managers and supervisors who are responsible for improving personal, interpersonal, and organizational operations. Organizational communication focuses largely on the role of communication in improving organization life and organizational output. Organizational communication is the process of exchanging messages through words, actions and symbols on a corporate level. Organizational communication focuses on social science to improve a company's productivity, efficiency and employee satisfaction. Hence (Lewis op. cit:36) says that for organizational communication to fulfill its vital role, effective information must flow not only from management to employees but also from employees to management. It is in respect of this that he explains the organizational communication structure to include formal and informal.

**Formal Communication:** This is a communication process that allows information flow through officially designated channels of message between the organization's positions. This type of communication flows through an acceptable pattern of hierarchical structure. It entails downward, upward and horizontal communications:

**Downward Communication:** This is an integral part of traditional organization. In this type, communication flow from top to bottom such as from managers to employees or superior to subordinate. (Katz & Kahn, 1978). In this mode of communication, management sends orders, directives, goals, policies, memorandums, etc, to employees at the lower levels of the organization (Lewis op. cit).

**Upward Communication:** This is the opposite of downward communication. It allows for the transmission of messages from lower to higher levels in the organization, which mostly provides feedback for the management. Employees utilizing this channel as opined by Lewis (ibid) have an opportunity to make their ideas known and any organization that allows such outlet of communication improves morale and attitudes of its employees. He observes further that management should encourage upward communication as it indicates receptivity of the environment for downward communication, facilitates acceptance of decisions, provide feedback as to understanding of downward communication, and encourages the submission of valuable ideas.

**Horizontal Communication:** This is the flow of messages across functional areas at a given level of an organization. This occurs between people on the same organizational level of authority, mostly on problem solving, information sharing and conflict resolution. This communication mode could be classified as either formal or informal, depending on whether it is allowed for or shown on the organizational chart (Hearsey, et al op. cit).

**Informal Communication:** In this communication mode information flows through the organizational structure but not charted on the hierarchical map of communication. Messages of sort come from the social interaction of employees with no official sanction and mostly contain high proportion of scuttlebutt. Lewis (ibid) adds that grapevine is the name associated with the system for transmitting this kind of information, stressing that such channel of communication is inevitable in an organization.

### **Functions of Organizational Communication:**

Effective communication is significant in an organization because it enables the manager to perform basic management functions, which include planning, organizing, leading and controlling. Managers must devote a great part of their time to communication so as to build block of successful organization. The importance or functions of communication in an organization could be seen in the following areas as outlined in <http://www.managementstudyguide.com/publierelation.htm>

Communication promotes motivation by informing and clarifying the employees about the task to be done, the manner they are performing the task to be done, and how to improve their performance if it is not up to the mark. Communication is a source of information to the organizational members for decision-making process as it helps to identify and assess alternative course of action.

Communication plays a crucial role in altering individual's attitude, because a well informed individual will

have better attitude than a less-informed individual.

Communication assists in controlling process. It helps in controlling organizational member's behaviour in various ways. There are various levels of hierarchy and certain principles and guidelines that employees must follow in an organization, thus communication helps in achieving such goal.

**Crisis:** The World Book Encyclopedia (2004) sees crisis as "a turning point in the course of anything, uncertain time or state of affairs, moment of great danger or difficulty". Harks, (2000) gives synonyms of crisis as "catastrophe, calamity, and emergency disaster". Crisis is an unexpected and detrimental situation or event.

**Library:** The word library coined from French "libraries" and Latin "liber" words means book. It is an organized collection of resources made assessable to a defined community for reference or borrowing. It provides physical or digital access to material, and may be a physical building or room, or a virtual space, or both (Allen, 1984:21). A library's collection can include books, periodicals, newspapers, manuscripts, films, maps, prints, documents, microform, CDs, cassettes, videotapes, DVDs, e-books, audio books, databases, and other formats. Libraries range in size from a few shelves of books to several million items.

A library according to Ndagana (2000) is an organized entity used and maintained by a public body, an institution, a corporation, or a private individual. Public and institutional collections and services may be intended for use by people who choose not to or cannot afford to purchase an extensive collection themselves, but who need materials that no individual can reasonably be expected to have, or who require professional assistance in their research. Modern libraries are increasingly being redefined as places to get unrestricted access to information in many formats and from many sources. They are extending services beyond the physical walls of a building, by providing material accessible by electronic means, and by providing the assistance to librarians in navigating and analyzing very large amounts of information using a variety of digital tools. Speaking on the objectives of a library, (Ndagana, 2000:17), says a library ought to ensure that its users' needs are met within the shortest possible time. This means that the usefulness of any library collection depends upon ease and speed with which books and other library materials can be located and used when required.

### **Types of libraries**

Libraries are of different types according to the purposes they serve in society. Among the under listed libraries, the academic libraries would be given more attention in explanation as it was the main focus of this paper:

- National libraries
- Research libraries
- Reference libraries
- Public libraries
- Academic libraries
- Children's libraries
- Special libraries.

**A National or State Library** serves as a national repository of information, and has the right of legal deposit, which is a legal requirement that publishers in the country need to deposit a copy of each publication with the library. Unlike a public library. They rarely allow citizens to borrow books. Often, they include numerous rare, valuable, or significant works. (Line and Lien 1979:317-8).

**A research library** contains an in-depth collection of materials on one or more subjects. A research library supports scholarly or scientific research and will generally include primary as well as secondary sources and maintains permanent collections and attempt to provide access to all necessary materials. A research library is most often an academic or national library but a large special library may have a research library within its special field and a very few of the largest public libraries also serve as research libraries. A university library may be considered a research library (Young, 1983:188).

**A reference library** does not lend books and other items as they must be read within the library. Typically such libraries are used for research purposes, for example at a university. Some items at reference libraries may be historical and even unique. Many libraries contain a "reference section", with books such as dictionaries, which are common reference books, and are therefore not lent out. Such reference sections may be referred to as "reading rooms", which may also include newspapers and periodicals. (Champneys, 2007:93).

**A Public Library** provides services to the general public and usually make at least some of its books available for borrowing. Public libraries issue library cards to community members wishing to borrow books. Many public libraries also serve as community organizations that provide free services to the public, such as reading groups and toddler story time.

**An academic Library** is generally located on the campuses of colleges, and universities and serves primarily the students and faculty of that and other academic institutions. Some academic libraries, especially those at public institutions, are accessible to members of the general public. For the purpose of this work which focus on



University library, requires more details.

Academic libraries are libraries that are hosted in post-secondary educational institutions, such as colleges and universities. The main functions of an academic library are to provide resources and research support for students and faculty of the educational institution. Specific course-related resources are usually provided by the library, such as copies of textbooks and articles readings held on reserve, which can be loaned out only on short-term basis.

Academic libraries offer workshops and courses outside of formal, graded course work, which are meant to provide students with the tools necessary to succeed in their programs. These workshops may include help with citations, effective research techniques, journal databases, and electronic citation software. These workshops provide students with skills that can help them achieve success in their academic careers and often, in their future occupations which they may learn inside the classroom.

The academic library provides a quiet study space for students on campus as well as group study space, such as meeting rooms. The library provides a gateway for students and researchers to access various resources, both print/physical and digital. Academic institutions are subscribing to electronic journals databases, providing research and scholarly writing software, and usually provide computer workstations or computer labs for students to access journals, library search databases and portals, institutional electronic resources, Internet access, and course-or task-related software such as word processing and spreadsheet software. They are increasingly acting as an electronic repository for institutional scholarly research and academic knowledge, by preserving and providing digital copies of students' theses and dissertations (<https://tspace.library.utoronto.ca/>).

**Children's libraries** are special collections of books intended for juvenile readers and usually kept in separate rooms of general public libraries. They are educational agencies seeking to acquaint the youth with the world's literature and to cultivate a love for reading in children. Their work supplements that of the public schools. Services commonly provided by public libraries may include storytelling sessions for infants, toddlers, preschool children, or after-school programs, all with an intention of developing early library skill and a love of books in users. One of the most popular programs offered in public libraries are summer reading programs for children, families, and adults (Encyclopedia Americana).

All other libraries fall into the "special library" category. Many private businesses and public organizations, including hospitals, museums, research laboratories, law firms, and many government departments and agencies, maintain their own libraries for the use of their employees in doing specialized research related to their work. Special libraries may or may not be accessible to some identified part of the general public. Branches of a large academic or research libraries dealing with particular subjects are also usually called "special libraries", they are generally associated with one or more academic departments. Special libraries are distinguished from special collections, which are branches or parts of a library intended for rare books, manuscripts, and other special materials.

In spite of their types, libraries perform similar functions and these functions are:

- Collection of materials,
- Preservation of materials,
- Organization of materials for use, and
- Disseminating materials to users.

Libraries are managed by librarians, record managers, archivists, media specialists and information specialists (Encyclopedia Americana). The library as explicitly described above is the custodian of all materials that contain information about everything that concerns the universe. This simply means that, a scientist who has discovered or invented something must write some record through which someone who comes after him will get to know about the discovery and invention. Such information is documented and preserved in the library. Hence the library is a key player in scientific development. Supporting this position, Ben White, Head of intellectual Property, British Library believes that as gateways to knowledge and culture, libraries play a fundamental role in society. The resources and services they offer create opportunities for learning, support literacy and education, and help shape the new ideas and perspectives that are central to a creative and innovative society. They also help ensure an authentic record of knowledge created and accumulated by past generations. In a world without libraries, it would be difficult to advance research and human knowledge or preserve the world's cumulative knowledge and heritage for future generations" (White, 2012:1).

**Communication crisis in a library:** Communication as stated earlier involves processes that include sender, message, channel and receiver. Communication becomes effective when the message is interpreted as expected. Any kind of disturbance in the process of communication destroys the message and becomes a crisis. Communication is part of a process whereby rules, regulations, and responsibilities are designed and presented to members of the organization. Communication should not be overlooked when considering ways to improve services and productivity. Kreps (1990) states that, "communication in an organization serves to establish managerial control, provide workers with job instruction, and enable managers (librarians) gather information for

planning". Similarly, Champoux (1996) observes that the functions of organizational communication include: information sharing, feedback and integration to coordinate diverse functions such as; persuasion, emotion and innovation.

Failure of these functions lead to communication crisis in a library in much the same way as it could be in other organizations. Some of the causes of communication crisis in a library, according to Hahn (2013) are discussed below for the benefit of managers of libraries and information centers.

**Information Overload:** Too much information is as bad as too or no information employee's ability to concentrate effectively on the most important messages. People facing information overload sometimes try to cope either by ignoring some of the messages. People facing information overload sometimes try to cope either by ignoring some of the messages or by delaying responses to messages they deem unimportant even by answering only parts of some messages. Sometime messages may be responded to inaccurately, through taking less time with each message, worse of all employees may react only superficially to all messages.

To overcome information overload managers should realize that some information are not necessary, therefore making necessary information easily available becomes imperative in managing communication crisis. Give information meaning rather than just passing it on, and at the same time set priorities for dealing with the information flow.

**Message Complexity:** According to Hahn (2013) managers should know that when formulating business messages, they are communicating both as an individual and as a representative of an organization. They must adjust their own ideas and styles so that they would agree with those of their employers even if they are asked occasionally to write or say something that they disagree with personally.

Complex messages must be kept clear and easy to understand. A manager must evoke his writing skills and word power and provide a good guide to readers by telling them what to expect. He must use concrete and specific language, and stick to the point, so as to expect feedback, which can be used for clarification and improvement in future communication.

iii) As a manager, no matter which establishment you may be working you will surely be confronted with message overload. This message overload creates interruptions that may results in distractions.

In dealing with this type of barrier in communication managers must make sure that the target of the message is fully prepared and ready to take in the information provided without a divided attention. Written messages must conform with professional ethics of writing devoid of all forms of communication noise and made visually appealing and easy to understand by the receiver, in this case the employee.

One of the factors that usually creates communication crisis in an establishment particularly in a library according to Hahn (2013) is status differentiation. In this case employees of low status are extremely careful when sending or responding to any message from the superior. In doing this, the main concerns of such employee is to tell the boss the kind of information he would like to hear. This situation encourages the development and striving of "grapevine" communication as a source of information from lower employees to their superiors, used as a strategy to gain favour from the boss. In much the same way some managers can and used to distort messages by refusing to share or discuss anything that could undermine their authority in their establishments. While this may be so it should be noted that belonging to a specific establishment or being in charge of a specialized duty according to Hahn could narrow the manager's view and would lead to differences in attitude, values and expectation of employees either in the same department or in other departments of the same organization. Such communication crisis can be handled by a skillful manager through keeping employees and colleagues properly informed. Effective and skillful managers encourage lower-cadre employees to proffer information through being fare-minded and respectful to their own opinions.

Discussing one of the major causes of communication crisis in an establishment, Hahn (2013) says that lack of trust among employees of any organization or establishment can create a communication crisis capable of pulling the company or organization out of business. Building trust, he says, is a difficult problem, more especially in today's establishment where every calculation of employees is how to get to the top regardless of the method used, even if it means pulling others down by all means. Free and open communication is usually blocked by lack of trust resulting in some managers resorting to "shadow-boxing" of employees with all form of intimidating measures in self defend.

In Hahn (2013) opinion, managers can overcome this impediment by making themselves visible and accessible to all, particularly those he is supervising. He must not insulate himself behind assistants or secretaries. He must share information with all, communicate honestly and learn to include employees in decision-making. Keeping the department or establishment free of communication induced crisis is the responsibility of the manager, no matter the level he is operating. For the establishment and department to experience growth the manager must create an atmosphere of fairness and trust.

In today's complex business world many workplaces are governed and ruled by formal restrictions which in Hahn's words, put restrictions on who may communicate with whom and who is authorized to make decisions.

This, according to Hahn (2013) reduces communication capacity and decreases the tendency to communicate horizontally. This effectively limits good management of departmental activities and decisions.

Dealing with this problem is paramount if an organization must make progress. This problem tasks the intelligence uniqueness and capability of the manager. This is where, a manager lacking in all that it takes to command the department rightly and astutely for productivity and growth resorts to “grapevine” as the only source of dependable data for major decision making. Here, Hahn (2013) advises that matured managers should offer opportunities for upward, downward and horizontal communication using the techniques of employee surveys, open-door policies, newsletters, memos and task group to generate useful information and a two-way communication process.

Many managers, due to certain factors within the work environment select the medium of communication by intuition. Inappropriate means selected to communicate information distorts the message and render the subordinate incapacitated. A good and experienced manager selects his communicative medium through comparing and matching the choice of the medium with the kind of information intended for consumption by his employees and other members of the public. However, Hahn (2013) believes that face-to-face communication in most circumstances in the most appropriate because it provides an opportunity for both verbal and non-verbal cues that can convey emotion behind the message. This, he says, can provide immediate feedback useful for future communication tasks.

Using telephones or other interactive electronic media, for communication particularly in departmental establishments, scholars believe, may not be as effective as face-to-face communication because in the process of interactive media communication, vital nonverbal cues are virtually absent. In Hahn’s opinion, written media can be personalized through address memos, letters and reports although they may lack immediate feedback and visual and vocal cues that can contribute to the meaning of the message. Other means of communication, more often used by managers such as bulletins, fliers and reports lack the function of providing nonverbal cues and feedback which at the end leads to confusion and lack of personal focus for the manager.

To remedy this barrier, it is necessary, in Hahn’s words for a manager to use his depth of knowledge, experience and know-how to select appropriate method and strategy for a more routine, complex messages. Rich media should be employed if need be to communicate caring and matters of interest to the organization to employees so as to gain employee’s commitment to organizational goals. Little media such as memos, letters, and written report can be used to send information such as statistics, facts, figures and conclusion on issues to final recipients. Communication scholars for decades have noted that communication climate in any organization is the life-blood of that organization and therefore must be effectively handled. A crisis free communication climate in an organization or establishment or even in the departmental levels induces harmony, progress and productivity, motivating employees to put in their best for the benefits of the organization. Many managers more often than not, create a closed communication climate occasioned by their armature management styles and authoritarian directives, which ultimately blocks free and open exchange of information that characterise good communication. Managers in this category resort to closed communication climate because of their egoistic nature, personal selfish interest, lusts and fears of real and imagined enemies.

For a manager to be able to handle this problem effectively and promote harmony in his department or establishment such a manager must know the arts of handling people. He must learn that many people go to the workplace with different perceptions, hopes and expectations, therefore, he must be humane and treat everybody fairly. He must spend more time listening than issuing orders.

Many managers, particularly in the developing nations do not believe that the physical environment can create communication barriers that can affect an organization negatively. Managers in developing nations are of the mistaken notion that due to the crisis induced poverty of developing states an employee forced into any working condition is likely to whole heartedly accept the condition if he must make ends meet for his family. While in some cases, this may be so, it should be clearly noted by the manager that this may be detrimental to the aims, objectives and policies of the organization. A good and dedicated employee can be distracted by an uncomfortable chair, poor lighting, lack of proper ventilation, poor acoustics, an illegible copy or other irritating conditions (Hahn 2013).

Physical barriers to effective communication in our workplaces can be handled effectively by ensuring that before taking up a managerial position in an organization, the would-be manager must be made to undergo an in-depth, effective training on Personnel Management and Industrial Relations where all the rudiments of personnel management and facility requirements to be provided in the organizational environment are effectively and comprehensively taught. The work environment must present a setting, which permits workers to perform their duties with maximum attention and concentration.

## **Conclusion**

Communication crisis is a common site in many organizations in developing states occasioned by a total or near

total disregard of factors that induce it by many managers in their own establishments, departments or organizations. Factors that cause communication crisis are widespread in knowledge producing centers such as libraries and documentation centers. These factors include information overload, message complexity, message competition, lack of trust, inadequate communication structures, use of wrong medium in communication, close climate in communication, inefficient communication and physical distractions as in pin pointed by Hahn.

These factors, in the hand of a bad manager reduce libraries and documentation centers to a mere consulting centers without the necessary and needed services required of them to propel effective research that can lead to meaningful development. Communication, it is said, is the cement that makes an organization what it is and should be because it enables a group to think together, see together and act together.

For any information and documentation center, be it a library or an archive or a center created for information gathering, storage and retrieval, it must properly harness all its human, material and financial resources to yield the desired output. It must keep surveillance and checkmate any form of communication crisis and avert its occurrence. In any event, such crisis occur management must do everything possible to address it promptly to avoid its escalation which could have the potential to ruin the services for which the library or documentation centre was established.

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