

## **INTRODUCTION**

### **1.1 Background to the Study**

In the ever-growing and changing global economy, organizations try to do everything to remain relevant. One area of concern is Leader effectiveness. In a global environment, good and effective leadership is crucial in the survival of any organization. In other words, the success or failure of the organization depends on the kind of leaders it has.

To lead successfully, managers or leaders need to have credibility and be trusted by other employees or staff under them. It is through communication that leaders develop, generate, cultivate, shape and reshape ideas in an organization. Effective organizational communication becomes paramount to ensure effective leadership since leaders must communicate to accomplish organizational goals. This means that communication is the single most important tool a leader has at his or her disposal to influence employees' job performance in an organization. Effectiveness in communication is also predicated on a positive communication climate. Adler and Towne(2003,p.369) have argued that "whether it is in the workplace, classroom, or the home, people thrive in communication climates that affirm and support them" and "the climate of a relationship is shaped by the degree to which people believe themselves to be valued by one another"

Wilson, Goodhall, and Waagen as cited in Martin (2005,p.670), see communication from an organizational context as "an evolutionary culturally dependent process of sharing information and creating relationships in environments designed for manageable, goal oriented behaviour. Hence the role of communication in the leadership process can be examined in several ways namely: what is said (the content of communication), how the content is communicated and the way leaders frame their language. All these three roles affect and impact on job satisfaction and performance and other indicators of co-operation in an organization. Communication is a complex process and in order to survive in an organization, a leader must know what the process is and how it works.

Throughout life, the personal, professional and social lives of individuals as well as the culture in which they live is shaped by communication (Wood, 2006). People communicate to "develop identities, establish connections, co-ordinate efforts with others, deepen ties over time and work out problems and possibilities" (Wood, 2007, p.10). The importance of communication in everyday interactions as individuals, families and organizations demands that feelings, needs and ideas must be expressed in ways that are clear, unambiguous and easily understood.

Leadership which is the capacity to influence, inspire, rally, direct, encourage, motivate, induce, move, mobilize and activate others to pursue a common goal or purpose, while maintaining commitment, momentum, confidence and courage is a

determinant principle of organizational success. It is the organizing and coordinating of resources, energies and relationships in a productive context for an intended result. In other words, leadership is the managing of managers towards a common goal. It then means that leadership, by its nature, incorporates a clear purpose and vision which inspires, motivates and mobilizes.

Leadership is impossible without a guiding vision and a purpose that generates passion for accomplishment. The vision or guiding purpose is the source from which leadership derives its magnetic field to activate the commitment, co-operation and confidence of others. It derives its power from values, deep convictions and correct principles and is the highest prospect of management.

The Nigerian Television Authority, the largest TV Network in Africa, was set up in May 1977 through Decree 24. It effectively began operation in April 1978. It has been effectively used for shaping, re-shaping and consolidating our national consciousness and unity. Just like Archeologists, the NTA digs up historical information, stored knowledge, expressed in words, sound and visual footages. For effectiveness and good service delivery, the NTA has been decentralized into Nine Network Zones in addition to the Abuja National Headquarters. The aim is to showcase the divergent cultures of the various ethnic groups across Nigeria. This is rooted in the Authority's vision "to be a world class Television Network in the new world order". The Zonal Network Centres include: Enugu, Port-harcourt, Benin, Ibadan, Makurdi, Maiduguri, Sokoto, Jos, Kaduna and Abuja. Some of the community stations include those in Benin Network Centre (Irukep, Uzairue/Jatu, Okitipupa, Sapele, Ado Ekiti), Enugu Network Centre (Onitsha, Okigwe) Port-harcourt Network Centre (Brass, Eket). This is also in line with the Authority's mission "to provide excellent television service worldwide and project the true African perspective to the rest of the world through good and effective leadership". In all, the NTA's overall goal is to inform, educate and entertain viewers worldwide.

## **COMMUNICATION IN LEADERSHIP AND STAFF JOB PERFORMANCE A STUDY OF NIGERIAN TELEVISION AUTHORITY STATIONS**

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