

Media Choice and Use in the National Open University Of Nigeria

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Abstract: Contemporary organisations can no longer function effectively without the use of some type of communication technology. In addition to enhancing effective communication, communication technologies serve to bring additional knowledge to the organisation and to permit more and better connections among employees. The advancement of information and communication technologies has broadened the options for choice and use of communication media in their operations. ICTs enhance effective communication which is achieved when information transmitted is received and processed in a manner that results in shared understanding. The NOUN is an open and distance learning university. It makes use of distance mode of learning where materials are sent to learners supplemented with a fewer contact sessions through study s. Its multi-campus structure makes its communication needs special. With this special organisational structure, it is not yet known the influence it exerts on its communication patterns and the media options at its disposal. Therefore, this paper examines the various media used for organisational communication in the NOUN and x-rays the factors that drive management's choice of media as well as the effectiveness of such usage in the realization of NOUN's communication goals. The study is anchored on Richard Daft's and Robert Lengel's Media Richness Theory as well as the Dual-Capacity Model.

Keywords: Media use, media choice, communication, organisational communication.

Date of Submission: 04-11-2019

Date of Acceptance: 20-11-2019

I. INTRODUCTION

Communication keeps organisation members well informed about the organisation's vision and strategies and helps members to work together with a common purpose. In short, an organisation cannot exist without communication,(Lee,2011). Information in organisations can be communicated through face-to-face channels, written channels or through a variety of mediated channels such as telephones or computer, (Miller,2006).The channel or media used to communicate a message affects how accurately a message will be received. Channels vary in the information 'richness'. Information rich channels convey more non-information. Research shows that effective managers tend to use more information rich communication channels than less effective managers (Petinger 1996).

The key to effective communication is to match the communication channels with the goal of the message. For example, written media may be a better choice when the sender wants a record of content, has less urgency for a purpose, is physically separated from receiver and does not require a lot of feedback from the receiver or when the message is complicated and may take time to understand. Oral communication on the other hand, makes more sense when the sender is conveying a sensitive or emotional message, needs feedback immediately and does not need a permanent record of the conversation.

Advances in communication technology have dramatically changed the way in which communication is done in organisations. The expanded use of electronic mail and of the internet generally have enabled businesses to easily move work from one location to another, establish remote and /or mobile offices or even create virtual offices. New communication technologies have also speeded up the turn-around time for decision making and blurred the line between work hours and personal hours. Worthy of note is the fact that these new communication technologies serve as enhancements to traditional communicational communication technologies, (Inc.com,2018).

Statement of the Problem

The channel or medium used to communicate a message affects how accurately the message will be received. The workplace has witnessed an influx of technologies in recent time. Owing to the fast development

of Information and Communication Technology (ICT), media choice/use has become a complex problem (Gu, Higa and Moodie, 2011), keeping communication managers at wit ends in deciding which medium to use and in what situation. It therefore takes skill for organisations to choose and use communication media aptly to achieve desired result. At the National Open University of Nigeria (NOUN), a first of its kind university in West Africa, with multiple campuses and massive mobilization of information and communication technologies for instructional delivery and operations, communication becomes the driving force. In the face of the present day proliferation of communication media, which media channels are employed or should be employed for communication at NOUN for optimal results? Moreover, this study seeks to determine what factors inform the choice/use of certain media over and above others by communication managers in their bid to achieve effectiveness in organisational communication at the National Open University of Nigeria. The knowledge and insights gained from reasons behind communication managers choice/use of media in the university in particular and other organisations in general, can significantly spur reflections and improvement in the way organisations communicate and achieve results.

Research Questions

The following questions were central in this investigation:

1. Which communication media are available in NOUN?
2. How are these communication media used in NOUN?
3. Which of the media are most effective in management-employee communication in NOUN?
4. What factors inform communication managers' choice/use of media in the National Open University of Nigeria?

II. REVIEW OF CONCEPTS

Communication Channels in Organisations

In communication, a channel is the means of passing information from a sender to a receiver. Determining the most appropriate channel or medium is critical to the effectiveness of communication. Channels include oral means such as telephone calls and presentations, and written modes such as reports, memos and e-mails (Lumen learning Module). Communication channels differ along a scale from rich to lean. Rich channels are more interactive, provide opportunities for two-way communication, and allow both the sender and receiver to read the non verbal messages. The leanest channels on the other hand, present information without allowing for immediate interaction and they often convey just the facts.

Muhammed and Ariffin, (2017) identifies communication channels used in organisations to include face to face channels, addressed documents, telephones (mobile and fixed lines) SMS, Electronic mails and Facebook .

Face-to-face Channels: This is a medium of communication where two or more people interact face-to-face in a given assembly or gathering. This channel allows an individual to listen to and realize the non-verbal cues sent by the source and answer back immediately. Although it has the disadvantage of cost inefficiency, scholars' believe that it is a medium best suited for addressing issues such as conflict, emotion, priority, title and money. It is rapid, easier and suitable more accurate and enables better understanding of the managers' instruction (Lee, 2011). The value of face to face channels is further emphasized by Quain (2018), when he opines that although technology has transformed how customers interact with businesses, many people prefer dealing with companies face to face because it can provide instant feedback and satisfaction.

Written channels: These are used when a message does not require interaction, (Williams, undated). These channels are considered to be the third richest media after face to face channels and telephones. Miller (2006) while postulating on channels of communication in the classical organisation, highlights on the fact that classical theorist such as Taylor, Weber and Fayol favour written communication. Written communication emphasizes permanence of rules and procedures for efficient organisational functioning. Written communication is an effective channel when context, supporting data and details explanations are necessary to inform and persuade others. However, written communication has certain draw backs one of which is that they can be misunderstood or misinterpreted by an audience that does not have subsequent opportunities to ask clarifying questions. Written documents come in form of employee's handbooks, instructions, mission statements, rules and performance evaluations. Addressed documents include E-mail, letters, Memo, and SMS.

Telephone Communication Channel: Telephones cut across distance and are used in customer service, negotiation and sales. Although in Quain's view, telephones are not as personal as face to face interactions, they still provide a platform for nonverbal cues such as varying tone of voice as well as instant feedback. Pertinger

opines that telephone conversations have high information richness, because receivers and senders can...hear beyond the words that are used, they can hear the tone of their voice.

Computer-Mediated Channels (CMC): This is a form of human communication using computer and internet networks that utilized the Transmission Control Protocol (TCP) suit for data exchange. It allows people to combine numerous media in a single message when conversing. Users engage in two-way communication using CMC. CMC according to Lee (2011) allows greater manipulation and a more careful construction of personal information. The CMC is a form of asynchronous communication which has the advantages of eliminating problems created by barriers of time and space, being cost effective and fairly easy to use as well as having the potential of being more personal and customizable. The technologies here include computer conferencing, email, online chats, instant messaging, data base utilities, multimedia and web-based environments. Lee (2011) adds that CMC increases the speed of interaction, acts as a fine tool for communicating in remote areas or in different time zones etc.

Traditional Versus Digital Channels

Four channels according to Quain (2018) constitute what is termed traditional communication channels. They include: face- to- face, telephone, print and broadcast channels. Although changes in electronic communication technology are occurring at a phenomenal pace, they are not radical changes in these basic forms of communication. They are rather enhancements to traditional communication technologies. These technologies have made two basic enhancements in how communication is done. The changes are in the area of mobility and reach as well as speed and power.

Mobility and Reach: Wireless and cellular technology have greatly expanded the places from which we can communicate and the distance over which we communicate easily. Moreover communication technologies enhance speed and power of sending messages.

Speed and Power: High speed fiber optic phone lines and reasonably high speed satellite transmissions have created a situation in which it is easy to transfer large data from one department to another in a single building as well as transfer files to and fro from any location in the world. Communication technologies apart from enhancing dissemination of information can help to establish and maintain a sense of community in an organisation that is geographically dispersed. This is the case when intranets and organisational computer networks are used. The internet also helps organisations have online presence. Here, an organisation's website can provide customers, clients, employees and other investors with contact information and picture of the organisation.

Effects of Communication technology

Communication technologies are not without impacts on organisations and members. For instance, electronic media filter out the vocal and nonverbal cues available in channels such as face to face channels. Electronic media inhibit the communication of social and emotional content because many of the cues associated with such content are unavailable. Electronic or digital media lead to less inhibition occasioned by distance and anonymity and have also led to what scholars refer to as *flaming* which has to do with name-calling, sarcasm, obscene language and emotional outbursts ,(Miller,2006).In terms of communication patterns, communication technologies complement existing channels rather than replace them. And also increase the amount of information available in organisations. Rice and Case (1983) cited in (Miller,2006) found that an electronic message system increased the prevalence of upward communication in an organisation and another study found that communication contacts were more diverse with communication technology. Advancements in communication technologies also changes the way we structure work and design organisations. This is because technologies allow communication at great distances and at asynchronous times, (Miller,2006).

The National Open University of Nigeria (NOUN)

The National Open University of Nigeria (NOUN) is the first and only single mode Open and Distance Learning (ODL) University in West Africa. It was established in July 1983 by the Federal Government of Nigeria during the reign of President Shehu Aliyu Shagari, but suspended the following year, 1984, by the military junta of General Muhammadu Buhari. The university was, however, resuscitated in 2003 by the administration of President Olusegun Obasanjo (Sheme, 2017). The institution had its operational headquarters at the former Federal Ministry of Education (FME) premises, 14/16, Ahmadu Bello Way, Victoria Island, Lagos. The pioneer vice-chancellor was Professor Afolabi Ojo, who, however, did not have opportunity to operate as the operation of the institution was truncated by the military administration of Gen. Buhari. The first vice-chancellor, who kicked-started the operation of the university was Professor Olugbemiro Jegede, who was

recalled by the Federal Government of Nigeria, from Hong Kong Open University, to wean the newly resuscitated university.

In April 2016, the headquarters of the university was relocated from Lagos to its present location at University Village, Plot 91, Jabi Cadastral Zone, Jabi, Federal Capital Territory, Abuja, by the administration of Professor Vincent Ado Tenebe. This was just before Professor Tenebe handed over to the present vice-chancellor, Professor Abdalla Uba Adamu.

NOUN was conceived and established by the federal government to solve the problem of access and to create room for working adults, who could not afford residency education because of their careers and official engagements, to further their education. The university offers full time academic programmes through the Open and Distance Learning (ODL) mode of instructional delivery. As of the first quarter of 2018, the university has student enrolment of 476, 047 (NOUN, 2018). Study centers provide the contact points between learners (students) and the university. At present, there are 79 study centers of the university in the 36 states of the federation, and the Federal Capital Territory.

III. Theoretical Framework

Two theories of communication media use have been adopted for this study. There are, the Media Richness Theory and Social information Processing Model

Media Richness Theory: Daft R. and Lengel R. (1984 and 1986). The Media Richness Theory is a framework for understanding the choices that organisational members make about communication media and use. The theorists posit that managers' choice and use of media depend on two criteria. First, is the level of ambiguity of task; second is the richness of the medium. Ambiguity refers to the existence of conflicting and multiple interpretation of an issue. Rich Media on the other hand, has to do with the information carrying capacity and is determined by a media's ability to provide instance feedback, the use of multiple cues, the use of natural language and the personal focus of the medium. Channels or media that have many of these characteristics are rich media, example face-to-face communication; while those that have few or none of these characteristics are lean media, example flyers. Therefore, highly ambiguous task such as firing an employee or settling conflicts will require rich media such as face-to-face interacting while unambiguous task such as sending a reminder for a meeting will require lean media such as memos or flyers.

Media richness is a function of (1) the medium's capacity for immediate feedback, (2) the number of cues and channels available, (3) language variety; and (4) the degree to which intent is focused on the recipient (campus-adr.net, 2018). In selecting media, managers take into consideration channels that can fulfill above functions.

Dual - Capacity Model: The Dual-capacity model of media choice posits that communication media in organisations are not simply rich or lean but that they have the capacity to carry two kinds of messages. The first is the mediums data carrying capacity, defined as the degree to which a medium is able to effectively and efficiently convey task- relevant data. Data carrying capacity of media are the same across organisations.

The second is the symbol-carrying capacity of the medium which has to do with the ability of the medium to convey the core values and assumptions that constitute the organisation's culture. Miller (2006), exemplifies the situation by saying that an organisation that values personal touch will not use a formal letter because it will not personalize the message in line with the company's culture. Also, choosing video conferencing as a medium could show the technological sophistication of the participants and that of the organisation.

Methodology

This study employed survey design. The population studied was top and middle management, and bottom level staff of the National Open University of Nigeria (NOUN),

Consequently, 54 staff were purposively chosen from management, senior and junior staff of the National Open University of Nigeria (NOUN) from the various faculties, directorates and units of the university who are directly involved in organisational communication in their daily work schedule. The data collection instrument used in this study was questionnaire and interview schedule. The ten items contained in the questionnaire were open format questions. The questions were deliberately constructed to elicit objective responses from participants, to enhance quantitative analysis while the structure interview schedule contained

A senior academic in the department of Communication Arts, University of Uyo as well three other academics of PhD cadre from the departments of Education, Mass Communication and Political Science of the National Open University of Nigeria, Jabi, Abuja, vetted and established the validity of the instruments.

The following media channels were listed:

1. Face-to-face communication
2. Written (addressed) documents (Letters, Memos, Email, SMS)

3. Written (unaddressed) documents (Bulk mails, Posters)
4. Video conferencing
5. Telephone
6. 2-Way radio

The questionnaire contained items on choice/use of media in the National Open University of Nigeria (NOUN). The responses to the questions raised in the research questionnaire are presented in tabular form. Moreover, two hypotheses were tested using the chi-square test statistics at 5% level of significance. The formula for the chi- square is:

$$X^2 = \sum_{i=1}^{nr} \sum_{j=1}^{nc} \frac{O_{ij} - E_{ij}}{E_{ij}}$$

Where

X^2 = chi- square

nr= number of rows

nc = number of columns

O_{ij} = Observed frequencies

E_{ij} = Expected frequencies

Expected frequencies (E_{ij}) = $\frac{n_i \times n_j}{n}$

Decision Rule

If X^2 calculated is greater than X^2 tabulated at 5% level of significance and (r-1) (c-1) degree of freedom reject the null hypothesis and accept the alternative hypothesis.

IV. PRESENTATION OF DATA AND DISCUSSION OF FINDINGS

Table I : Responses on Availability of Media channels for Communication at NOUN

<i>Available Media Channels</i>	Frequency	Percentage
Face-to-face communication	54	100
Written (addressed) documents (Letters, Memos, Email, SMS)	54	100
Written (unaddressed) documents (Bulk mails, Posters)	30	55.6
Video conferencing	21	38.9
Telephone	54	100
2-Way Radio	15	27.8

From Table I above, 54 respondents representing 100% affirm that face-to-face communication, written (addressed) documents, and telephone are available for communication at the NOUN. 30, representing 55.6% affirm that written (unaddressed) documents are available; 21, representing 38.9% affirm that video conferencing is available, while only 15, representing 27.8% affirm that 2-Way radio is available for communication at the NOUN.

Table II: Frequency of Use of Listed Media

Response Level	Frequency	Percentage
Face-to-face communication	54	100
Written (addressed) documents (Letters, Memos, Email, SMS)	54	100
Written (unaddressed) documents (Bulk mails, Posters)	36	66.7
Video conferencing	30	55
Telephone	54	100
2-Way Radio	3	5.6

Table II above reveals that of the 54 respondents who affirmed being familiar with the listed six media channels, all 54, representing 100% agree to using face-to-face communication most frequently in their workplace communication at the NOUN, all 54, representing 100% also affirm using written (addressed) documents and telephone most frequently in their day-to-day communication at work. 36 respondents, representing 66.7% use written (unaddressed) documents occasionally; 30, representing 55.6% use video conferencing occasionally, and 3 respondents, representing 5.6% use 2-Way radio very frequently in their workplace communication.

Table III: Effectiveness of the Listed Media in Workplace Communication at NOUN

Response Level	Frequency of Response	Percentage %
Face-to-face communication	54	100
Written (addressed) documents (Letters, Memos, Email, SMS)	48	88.9
Written (unaddressed) documents (Bulk mails, Posters)	30	55.6
Video conferencing	50	92.6
Telephone	50	92.6
2-Way Radio	3	5.6

The result on Table III above shows that of the 54 respondents who affirm being familiar with the six listed media channels, all 54, representing 100% were of the opinion that the use of face-to-face communication is most effective; 48, representing 88.9% said the use of written (addressed) documents is very effective. 30 respondents, representing 55.6% were of the opinion that the use of written (unaddressed documents) is effective; 50, representing 92.6% held that the use of both telephone and video conferencing is very effective, while 3 respondents, representing 5.6% were of the opinion that the use of 2-Way radio is effective in day-to-day workplace communication.

Hypothesis One

1. **Null (Ho) Hypothesis:** There is no significant relationship between media choice and effectiveness of communication in the National Open University of Nigeria.

To test the above hypothesis, (Hypothesis One) using the contingency table below:

Table IV: Chi-Square Contingency Table for Hypothesis One

Variables	O	E	O – E	(O –E)2	$\frac{(O - E)^2}{E}$
Most effective	210	102.5	107.5	11556.25	112.74390244
Very effective	111	102.5	8.5	72.25	0.7048780487
Effective	44	102.5	-58.5	3422.25	33.387804878
Not effective	45	102.5	-57.5	3306.25	32.256097561
Total	410				179.09268293

$$\text{Expected frequency (E) } = \frac{\sum X}{n}$$

$$\frac{410}{4} = 102.5$$

X² calculated = 179.093

X² tabulated = X² at 0.05 and (r-1) (c-1) degree of freedom. (r-1)(c-1) = (4-1)(4-1) = 3x3 =9

X² tabulated =16.919

Decision: Since X² calculated 179.093 is greater than X² tabulated 16.919, we reject the null hypothesis and accept the alternative. We therefore, uphold the alternative hypothesis which states that there is significant relationship between media choice and effectiveness of communication in the National Open University of Nigeria.

Hypothesis Two

Null (Ho) Hypothesis: No factor significantly influences the choice of media by communication managers in the National Open University of Nigeria.

To test the above hypothesis, (Hypothesis Two) using the contingency table below:

Table V: Chi- Square Contingency Table for hypothesis Two

Variable	O	E	O – E	(O-E)2	$\frac{(O - E)^2}{E}$
Most effective	167	106.25	60.75	3690.5625	34.73470588
Very Effective	123	106.25	16.75	280.5625	2.6405882353
Effective	72	106.25	-34.25	1173.0625	11.040588235
Not effective	63	106.25	-43.25	1870.5625	17.605294118
Total	425				66.02117647

$$\text{Expected frequency (E)} = \frac{\sum X}{n}$$
$$\frac{45}{4} = 106.25$$

$$X^2 \text{ calculated} = 66.021$$

$$X^2 \text{ tabulated} = X^2 \text{ at } 0.05 \text{ and } (r-1)(c-1) \text{ degree of freedom. } (r-1)(c-1) = (4-1)(4-1) = 3 \times 3 = 9$$

$$X^2 \text{ tabulated} = 16.919$$

Decision: Since X^2 calculated 66.021 is greater than X^2 tabulated 16.919, we reject the null hypothesis and accept the alternative. We therefore, uphold the alternative hypothesis which states that certain factors significantly influence the choice of media by communication managers in the National Open University of Nigeria.

Discussion of Findings

Which media are available and used for Organisational Communication in National Open University of Nigeria (NOUN)?

Responses from the questionnaire as well as interview with top level management officers confirmed the responses from the questionnaire regarding the availability and use of face-to-face media, addressed letters, unaddressed letters, video conferencing, telephones and two-way radio as well as internet platforms for internal communication at NOUN. These corroborate Miller (2006) submission that the range of technologies introduced to the work place in recent years is mind boggling.

Moreover, as shown in table ii, face-to-face channels and addressed documents and telephone were the most used media for communication at NOUN, followed by video conferencing (63%). Written unaddressed documents as well as two-way radio were not in frequent use as the data revealed. Moreover, all six respondents affirmed that they were familiar with all the media listed above and often make use of all the media in review, few claimed they have never made use of videoconferencing, though they have attended conferences in which the medium was used. Further, the interviewees asserted that Face-to-face channels such as meetings, telephone, written media and email were deployed for official communication.

How are these media used in NOUN

To answer this question, responses from the interview were used. The uses to which these media and channels were put are summarized thus:

- For announcement of meetings or important official issues, memoranda are issued. Such documents are circulated by clerical officers, who ensure that each recipient of such communication understands the message and signs for it in the dispatch diary.
- For meetings, F2F medium is used and is properly enhanced with high fidelity public address systems. Minutes are manually written and archived. Those minutes are usually circulated among committee members before the next meeting via email, to enable them to read and make observations before the meeting.
- For official interpersonal communication, telephone is the preferred medium of interaction. Email is also used.
- There is also a dedicated WhatsApp platform for information exchanges among senior personnel of the university, including the principal officers. The platform is meant to deliver urgent information and notifications on events and occurrences from the headquarters and the 79 study centers across the country. High interactivity of and free flow of communication on the platform are the key features of interest on the NOUN News WhatsApp platform.
- Whenever the university needs to bring staff and students from the 79 study centers and headquarters of the university together for an urgent meeting, teleconferencing is used.

This buttresses Inc (2018) position that communication technologies apart from enhancing dissemination of information, can help to establish and maintain a sense of community in an organisation that is geographically dispersed.

Which of the media are most effective in Management-Employee communication at NOUN?

This question is answered by findings on Table IV which showed that Face-to-face communication, video conferencing, telephones as well as written (addressed) documents proved to be most effective in communication at NOUN. Written (unaddressed) documents were perceived as effective in communication at NOUN. This finding aligns with Miller's (2006) assertion that information can be communicated through a variety of channels such as Face-to-face channels, telephone or computer. Moreover, as the findings reveal, both traditional channels and new media channels are adopted in NOUN buttressing Lee (2011) findings in a study

on Malaysian organisations where traditional communication channels such as face to face and print media were found to complement digital media in the organisations.

What factors inform choice and use of media in NOUN

On factors that inform their use of media at any given time, responses from the interview provided answers to this question. Three key ideas were identified namely: realism, effectiveness, efficiency and cost effectiveness. The factors highlighted below summarises the responses from the interviewees on various media and their reasons behind their choices.

- telephones provided urgent synchronous interpersonal interaction,
- email proved effective for fast , urgent, non-meeting transactions
- Written communication such as letters and memos were used to provide concrete documented evidences of transactions for future references.
- F2F communication was chosen because it is so versatile in reproducing multiple communication cues. Respondents claimed that F2F affords opportunity for immediate correction, asking and answering questions; and captures different communication cues, making it possible to know whether one's transaction partner is angry, happy, frowning, smiling, etc. while communicating, thus providing immediate feedback.

On cost effectiveness, the response of the director of Media and Publicity of the university who is one of the people interviewed captured the motive for choice of media thus: "Achieving effective communication cost money. Any organisation that makes cost effectiveness {sic} a primary consideration cannot fulfill its communication goals. This is not to encourage wasteful spending, but unnecessary frugality can hinder performance."

Another top manager in the institution, Mr. John Ubaji, director, Human Resources also corroborated his opinion but added that cost effectiveness is not allowed to subjugate the goals of the organisation:

While we do our best in this university to cut cost, we cannot allow that to be to the detriment of the goals we target to achieve. For instance, if we at the Human Resources release information say on employment vacancies, for publication by the Directorate of Media, we expect them to furnish the Bursary with the budget. If the advertisement were to take seven pages of the newspaper, Bursary may request the Directorate of Media and Publicity to see how the advertisement could be reduced to, say four pages to cut cost. If at the end of the day, Media is able to achieve that, well and good. If, however, reducing the advertisement would distort the information in the template, the university would prefer the advertisement to go full seven pages provided the information is relayed the way management wants it" (Ubaji, 2018).

The above responses confirm Rice and Gattiker's (2001) cited in Miller, (2006) observation that all media may be perceived, constrained, adopted, used and evaluated in different ways within social and technological constraints. It also buttresses the postulations of the Dual - Capacity model which has it that organisations choose media that conveys the core values and assumptions of their culture. Further, the findings also agree with Eisenberg and Goodall (2001) position that people are strategic about choosing how rich a medium is depending on their goal. Moreover, the hypothesis on whether the choice of media and use in NOUN is significantly influenced by certain factors was upheld (see table vi)

V. CONCLUSION

Communication channels are very important in organisational management and certain communication channels are more preferred than others. This study discovered factors that inform the choice/use of certain media over and above others by communication managers at NOUN in their bid to achieve effectiveness in organisational communication. It was found that communication managers at NOUN choose media consciously to enable them achieve their communication tasks. Their choice of media has been found to be based on the richness of such media in a given situation, the extent to which the channels were realistic, efficient and cost effective. Further, the study revealed that new communication technologies have not replaced traditional communication channels such as face-to-face and print media which were perceived by the users as effective.

VI. RECOMMENDATIONS

On the basis of above findings, it is recommended that

- Management of the university should train many communication managers on the use of video conferencing and leverage on its advantage of cutting travel cost and resolving the fear and risk of travel as well as provide more funding to alleviate the burden of the cost of running the equipment.
- More managers should also be exposed to the use of the two - way radio to increase the array of communication channels in the university.
- Communication managers at the NOUN should continue the use of face to face channels for versatility as well as their ability to enhance social interactions in organisations.

- Communication managers at NOUN should continue their use of both computer mediated channels as well as traditional channels as these have proved effective.

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IOSR Journal Of Humanities And Social Science (IOSR-JHSS) is UGC approved Journal with Sl. No. 5070, Journal no. 49323.

Nevelyn William Batta. " Media Choice and Use in the National Open University Of Nigeria." IOSR Journal of Humanities and Social Science (IOSR-JHSS). vol. 24 no. 11, 2019, pp. 04-12.