

## **Human Relations Skills and Office Efficiency in Tertiary Institutions in Rivers State**

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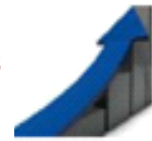
### **Abstract**

*The study investigated human relations skill and office efficiency in tertiary institutions in Rivers State. This study adopted correlational design. The target population of the was 835 which composed of secretaries in tertiary institutions in River State from Captain Elechi Amadi Polytechnic, Port Harcourt, Rivers State University (Nkpolu-Oroworokwo), Ignatius Ajuru University of Education (Rumuolumini) and Ken Saro Wiwa Polytechnic, Bori. Stratified sampling technique was used to arrive at 120 in which 30 secretaries were chosen from each of the institutions. The instrument used for data collection was questionnaire. Out of the 120 copies of questionnaires distributed, 100 copies representing 83% which were duly completed and returned was used for the analysis. The reliability of the instrument was ascertained by using Cronbach Alpha and a coefficient of .98 and .71 which showed that the instrument was highly reliable. Mean and standard deviation was used in answering the research questions at mean benchmark of 2.5 criterion while Pearson Product Correlation Coefficient (PPMC) was used to test the hypotheses at .05 significance level using the SPSS version 23. The study found that there is significant relationship among the variables of understanding human behavior, effective communication, motivating people to achieve objectives and office efficiency in tertiary institutions in Rivers State. The study concluded that understanding human behavior, effective communication and motivating people to attain objectives are necessary for office efficiency. The study recommended among others that office staff should be trained and retrained from time to time by management of tertiary institutions in Rivers State, to improve office efficiency.*

**Keywords:** Human Relations Skills, Tertiary institutions in Rivers State, Office efficiency

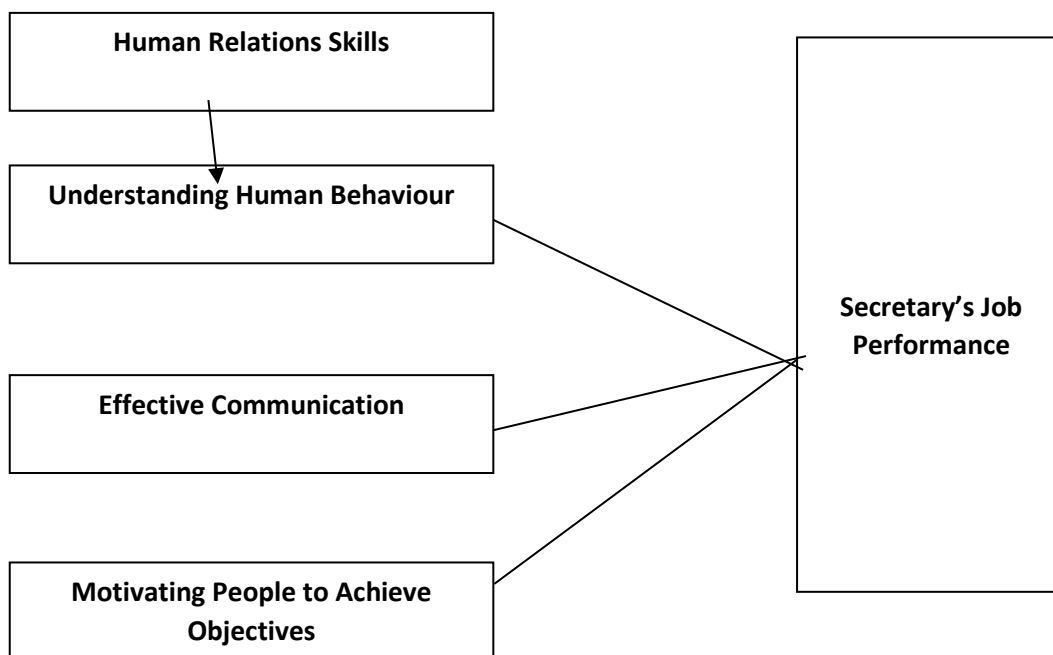
### **Introduction**

Man has been described as a social animal, when individuals spend a large part of their time at work or play in association with others. The hermit prefers to live alone while people live in varying degrees among others and must adjust their individual behaviors to those of other some unlike around, they prefer to work on their own, they associate with only a few chosen companion and they enjoy best, a location in the remoteness of the high lands. Others may like to be with other people. Such people “getting together” seem to be essential for their enjoyment. This range of individual’s attitude towards social relations must keep continuously in the mind of researchers



who deal with problems of human organizations. In essence, the work place could be regarded as a family, a tribe of workers, colleagues, visitors, vendors, business stakeholders. According to Adles, (2018) there is need for the principals to understand the behavioural differences of these persons, communicate effectively with them and motivate the workers among them to achieve organizational set objective. Human relations are as old as organization and being inherent in organizations, it always remains as a feature of organizational life. A worker spends about eight hours a day for forty to fifty years in his workplace for about three hundred days in a year. This represents a large part of his life and these are the part during which he is active and vigorous. If the lives of workers are to be generally accessible, it is essential that working conditions should be healthy, convenient and attractive, so that the work itself should be as interesting workers and themselves, as well as between workers and management should be cordial and cooperative.

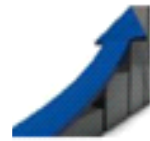
### **The Concept of Human Relations Skills**



**Figure 1:** Onuekwa (2021)

### **Human Relations Skill**

There is no one adequate definition of term “Human Relations” but different schools of thought, using different forms have more or less carried out the same conclusion. According to Carevel (2015) stated that “human relations is the integration of people into work situations that



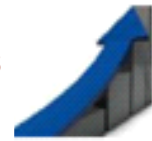
motivates them to work together productivity, co-operatively and with economic, psychological and social satisfaction”. Also, Boone and Kurtz (2019) defines human relations “as a process, which establishes and maintain cordial work climate, promotes harmony and enthusiasm, display sincere interest in assisting other employee”. Furthermore, Onah (2018) is of the opinion that “Human relations are both an art and science, which can be learnt and if properly applied, should produce fruitful results”. Going by the thrust of the definitions above we can therefore say that: human relations is all about the cordial relations of people in the place of work and at play. These people include the workers, members of the public and the employee. It is the friend lines and warmth of relations in the organization that ensure the efficiency if workers and thus, thus, the attainment of the objectives and goals of the organization.

### **Human Behavioural Skills and Office Efficiency**

The abilities one has when it comes to working with individuals are known as human skills. Understanding behavior, group dynamics, motives, attitudes, and feelings of individuals, are the main characteristics of good human skills. To achieve goals in an organization, one must know how to adapt to their peers, supervisors, as well as subordinates (Guerrer & Rowe, 2013). These skills give a leader the understanding of how to influence a team and/or group member to work effectively to accomplish goals and objectives within the organization. Human skills proficiency enables a leader to know how to monitor thoughts and feelings within an organization to co-relate with others in productivity. “Interpersonal” skills are another term used for human skills.

A leader that has a higher level of this skill is said to be better at adapting to their own ideas as well as to others ideas in an organization. Hardeing (2017) asserted that through the achievement of goals and objectives, interpersonal leaders are subject to be a little more sensitive and empathetic to what truly motivates others. It is the leader’s obligation to have followers who trust one to achieve what needs to be met in an organization. Interpersonal skills require all three levels of management in an organization such as supervisory, middle management, and senior management. As a leader, one has to be able to provide the best accommodations to ones’ peers, supervisors, and subordinates, and by doing so a leader must take on the task of learning how to obtain each set of skills to work effectively in an organization.

According to Katz (1955) in Guerrer and Rowe, (2013) Managerial skills are learned competences that leaders are able to demonstrates in performance and these skills give people in managerial positions the capacity to influence others. According to Northouse (2010) managerial skills are the ability to use one’s knowledge and competency to accomplish set goals. Yukl (2010) also, explain that managerial skills are the abilities to do something in an effective manner. Knap (2010) defined managerial skills as the learned ability to bring about predetermined outcomes with maximum certainty often with minimum use of time, energy or both. Therefore, managerial skills could be defined as the hands-on capabilities and the know-how of the individuals to influence,



motivate and enable others to contribute toward the achievement of individual and group goal effectively and efficiently.

Onah, (2019) noted that “human beings are important assess to any organization and so, deserve to be treated very fairly in order to contribute positively to the achievement of organizational goals”. He believes that for a good human relations practice, employee participation and motivation must be brought into consideration.

According to Dibua, (2015) the following are the methods of making human relations to work in an organization.

1. The manager and the supervisor should make each other feel useful, important and wanted.
2. The sub-ordinates should be constantly informed of the changes in rules, schedules and polices.
3. The management should believe in people’s ability and allow sub-ordinates, to exercise control over routine affair.
4. The organization should be structured to enable each management of staff to his own role in the job and in the group in harmony with the norms and dictated by the environment.

Human management relations have been accepted by the International Labour Organization (ILO) in July 1956, as “all relations between workers and management or employers and between worker’s organizations or representatives of the employers of their association”.

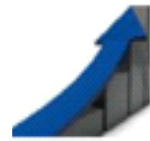
### **Motivation and Secretary’s Job Performance**

Motivation is one of the concepts in social science that is complex, to define. Thus, there is no generally accepted, definition of the term. However, history has it that the word “movere” means to move. According to Herzgerg, cited in Nweke (2013) stated that motivation refers to “those factors that stimulate employees to action so as a perform optimally in their designed task”.

Looking at the above definition, it could be deduced that workers need certain incentives or factors that will encourage them to work. One might pause to ask if motivation is an essential in the management of an organization. Is motivation an important management tool? Koontz, et al (2001) gave possible answers to this questions by saying that: “all those who are responsible for the management of any organization must build the system and introduce factors that would induce people to contribute is effectively and efficiently as possible from Koontz answer, it could be deduced that motivation and its application is an important and useful tool to the management of any organization”.

### **Effective Communication and Office Efficiency**

Communication may occur in varieties of situations or workplace. These may be grouped in the following types: The essence of communication in the office is to engender good human relations. When people do not receive effective communication, there is bound to be issues of misunderstanding.



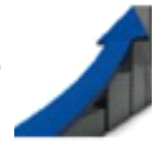
- a. **One on One Communication:** This form of communication takes place between two individuals. Most of our day-to-day informal or formal communication occurs in this form. Communication between husband and wife, shopkeeper and customer, relations, friends, strangers, colleagues, lovers, are examples.
- b. **Small Group Communication:** This involves communication among more than two people: examples include family members, classmates, and passengers in a commuter bus or railway coach. It may also take place between groups such as elders and the representatives of youths in a locality.
- c. **Large Group or Public Communication:** This is the type of communication that takes place within the premises of factories, government offices, police and army barracks, hospitals, etc. The style of this type of communication is formal, systematic, planned and organized.
- d. **Mass Communication:** This is carried out through different types of mechanical, electronic means. Examples are the mass media, radio, television, video, cinema, films, books, e-mail, internet, teleconferencing, satellite communication and transmission, etc. There may not be face to face interaction between the communicators. It remains the most effective way of disseminating information in contemporary times (Nweke, 2018).

### **Theoretical Framework**

This study was anchored on the Managerial Skills Base theory by Katz (1955). Managerial skills are an essential component in positioning executives to make thoughtful decision about their organizations mission and goals, and properly allocate resources to achieve those directives.

Katz theory of managerial is an approach to examining what leaders do based on the type of skills required to perform the job. It is truly about the skills approach that gives an individual the potential to become a leader from their experience through skills, test, and developmental skills acquired. Katz (1955) explained that effective managerial skills (are technical, human and conceptual skills and that these are quite different from traits of leaders. Managerial skills require content and contextual knowledge, practice and to reach high level of skills a considerable period of time is required. As provided by Katz the detailed description of the three basic components of the managerial skills approach are as follows:

Skills theory is similar to the behavioral theories of managerial, it focuses on skills rather than behavior, this theory sees managerial in terms of skills. Managerial is a skill that can be learnt, leaders have specific skills that they use to lead their followers (Pinto, 2018). It implies that the leaders lead through skills to motivate their employees and make them perform. Skill theory had grown from the flaws of the trait theory. The theory remained fixed on specific traits due to which it proved to be of no use when it comes to developing leaders from the non-leaders. This theory



highlights five important skills that are important characteristics of managerial. They include – competencies, individual attributes, managerial outcomes, career experiences, environmental influences. Skills theory thus showed managerial is not meant only for the gifted. It showed that any person could learn and adapt this specific set of skills to become a leader. The focus of the skills theories are the skills that make leaders effective. The most important aspect of the skill theory is that it emphasizes leaders at the Centre.

This theory is important to the study as it takes cognizance of the importance of managerial skills in the making of a good leader. The principal, as used in the study, is the leader of the secondary school. The Principal is tasked with ensuring that the school runs smoothly and is also tasked with bringing out the best in his teachers to ensure effective classroom instruction. Thus, using the Skills-Based Theory, this study draws the linkage between the necessary managerial skills to be possessed by the principals as posited by the theory, and teachers' effective classroom instructions.

### **Statement of the Problem**

Many office managers see that task of management human relations as the simplistic process of just providing workers with more of the good things of life and by so doing, productivity will skyrocket. Most offices in tertiary institutions have been observed lacking in skills such as effective communication, motivation of subordinates or colleagues and understanding human behavior for effective human relations in the workplace. They rationalize that attempt to ensure that the work is kept in routine is not as important as noticing who frowns at the rendered services. As a result of the foregoing, this study is therefore aimed to investigate the importance of human relations and to determine whether or not, human relations within the office and the office worker is sufficient to cause office efficiency in tertiary institutions in Rivers State.

### **Objective of the Study**

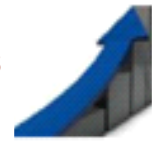
The aim of the study was to investigate human relations skills and office efficiency in tertiary institutions in Rivers State; with the following specific objectives:

1. To find how human behavioural skill relates to office efficiency in tertiary institutions in Rivers State.
2. To examine how effective communication skill relates to office efficiency in tertiary institutions in Rivers State.
3. To determine how motivation of staff skill to accomplish objectives relates to job office efficiency in tertiary institutions in Rivers State.

### **Research Questions:**

The following research questions guided the study:

1. How does human behaviour skills relate to office efficiency in tertiary institutions in Rivers State?



2. How does effective communication relate to office efficiency in tertiary institutions in Rivers State?
3. How does motivation of staff to accomplish objectives relate to office efficiency in tertiary institutions in Rivers State?

**Null Hypotheses**

The following null hypotheses guided the study:

1. There is no significant relationship between human behaviour skill and office efficiency in tertiary institutions in Rivers State.
2. There is no significant relationship between effective communication and office efficiency in tertiary institutions in Rivers State.
3. There is no significant relationship between motivation of staff to accomplish objectives relationships office efficiency in tertiary institutions in Rivers State.

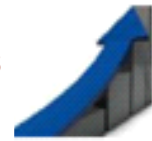
**Methodology**

This study adopted correlational design. This is because the researcher attempted to establish the influence of technology in higher education in Rivers State. The target population of the was 835 which comprised of secretaries in tertiary institutions in River State which are Captain Elechi Amadi Polytechnic, Port Harcourt, Rivers State University (Nkpolu-Oroworokwo), Ignatius Ajuru University of Education (Rumuolumini) and Ken Saro Wiwa Polytechnic, Bori.

<b>Capt. Elechi Poly:</b>	Staff (Secretaries)	-	30
	<b>Total</b>	-	30
	<b>(Source: Staff.uph.ed.ng)</b>		
<b>RSU:</b>	Staff (Secretaries)	-	250
	<b>Total</b>	-	250
	<b>(Source: Wikipedia, 2019)</b>		
<b>IGAUE:</b>	Staff (Secretaries)	-	310
	<b>Total</b>	-	310
	<b>(Source: <a href="http://www.edu.resourcecentre.com">www.edu.resourcecentre.com</a>)</b>		
<b>KEN POLY:</b>	Staff (Secretaries)	-	245
	<b>Total</b>	-	245
	<b>(Source: <a href="http://www.edu.resourcecentre.com">www.edu.resourcecentre.com</a>)</b>		

Therefore, total population is **835**

A sample is defined as a portion or subject of the population, the size of which is determined by the type and objectives of the study (Sekaran, 2003). Stratified Sampling



technique was used to arrive at 120 in which 30 secretaries were chosen from each of the institutions. The instrument used for data collection was questionnaire, Titled: “Influence of Human Relations Skills in Tertiary Institutions in Rivers State (IHRS) seeking to elicit answers from the respondents on the research area. Out of the 120 copies of questionnaires distributed, 100 copies representing 83% which were duly completed and returned was used for the analysis. The reliability of the instrument was ascertained by using Cronbach Alpha and a reliability coefficient of .98 and .71 was realized which showed that the instrument was highly reliable. Mean and standard deviation was used in answering the research questions at mean benchmark of 2.5 criterion while Pearson Product Correlation Coefficient (PPMC) was used to test the hypotheses at .05 significance level using the SPSS version 23.

Results

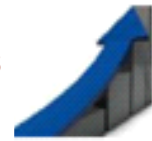
Research Question 1: How does human behavioural skills relate to office efficiency in tertiary institutions in Rivers State?

Table 1: Human behavioural skills and office efficiency in tertiary institutions in Rivers State

Table with 5 columns: S/N/Items, N=100, Mean, SD, Remark. It lists 4 items related to human behavioural skills and their corresponding mean scores and standard deviations, along with a Grand Mean of 2.52.

Table 1 showed in item 1 mean score of 2.60 and SD 1.58 which implied that respondents agreed that they allow their colleagues to air their view when in meetings. In item 2 mean score of 1.88 and SD 1.70 showed that respondents disagreed that they tolerate visitors who show arrogance. In item 3 mean score of 2.66 and SD 1.01 which showed that respondents agreed that they do not respond to staff when they speak to me angrily. In item 4 showed in item 4 2.78 and SD 1.49 which showed that respondents agreed that they manage their boss who when he is angry at me. Thus, aggregate mean score of 2.52>2.5 which showed that respondents agreed that have human behavioural skills relates to office efficiency in tertiary institutions in Rivers State





Research Question 2: How does effective communication relate to office efficiency in tertiary institutions in Rivers State?

Table 2: How effective communication relates to office efficiency in tertiary institutions in Rivers State

S/N ITEMS	N=100	Mean	Std. Deviation	Remark
5. I communicate to staff as soon as decisions are reached by mgt		1.28	.45	Disagreed
6. I follow up for feedback before the task timeline elapses.		1.54	.50	Disagreed
7. I make requisition before consumables are exhausted.		2.76	1.45	Agreed
<b>Grand Mean</b>		<b>1.86</b>	<b>.832</b>	<b>Disagreed</b>

Table 2 showed in item 5 that respondents disagreed that they communicate to staff as soon as decisions are reached by mgt with mean score of 1.28 and SD .45. In item 6 mean score of 1.54 and SD .50 showed that respondents disagreed that they follow up for feedback before the task timeline elapses. In item 7 mean score of 2.76 and SD 1.45 showed that respondents agreed that they make requisition before consumables are exhausted. Thus, aggregate mean score of 1.86<2.5 showed that respondent disagreed that effective communication relates to office efficiency in tertiary institutions in Rivers State.

Research Question 3: How does motivation of staff to accomplish objectives influence office efficiency in tertiary institutions in Rivers State

Table 3: How motivation of staff to accomplish objectives relate to office efficiency in tertiary institutions in Rivers State

S/N ITEM	Mean	SD	Remark
8. I allow staff perform at their pace	2.12	1.14	Disagreed
9. I call or visit staff who are not at work because of ill health	2.56	1.55	Agreed
10. I encourage staff to accomplish difficult tasks	2.86	1.04	Agreed
<b>Grand Mean</b>	<b>2.51</b>	<b>1.18</b>	<b>Agreed</b>

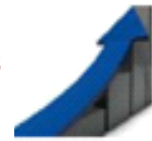


Table 3 showed in item 8 mean score of 2.12 and SD 1.14 which showed that respondents disagreed that they allow staff perform at their pace. In item 9 mean score of 2.56 and SD 1.55 showed that staff agreed that they call or visit staff who are not at work because of ill health. In item 10 mean score of 2.86 and SD 1.04 showed that staff agreed that they encourage staff to accomplish difficult tasks. Thus, aggregate mean score of 2.51>2.50 showed that respondents agreed that motivate of staff to accomplish objectives relates to office efficiency in tertiary institutions in Rivers State.

Test of Hypotheses

Null hypothesis 1: There is no significant relationship between human behavioural skill and office efficiency in tertiary institutions in Rivers State.

Table 4: PPMC on relationship between human behavioural skill and office efficiency in tertiary institutions in Rivers State

Table with 5 columns: Variables, Pearson Correlation, Sig. (2-tailed), N, Office Efficiency. Rows include Human Behavioural skills and Office Efficiency.

\*\* . Correlation is significant at the 0.01 level (2-tailed).

Table 4 above showed N-value of 100, correlation coefficient (Spearman rho) value of .039, p-value of .002<.05 which showed that there is significant relationship between human behavioural skill and office efficiency in tertiary institutions in Rivers State. The null hypothesis is therefore rejected.

Null Hypothesis 2: There is no significant relationship between effective communication and office efficiency in tertiary institutions in Rivers State.

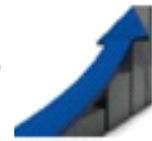


Table 5: PPMC Test of the relationship between effective communication and office efficiency in tertiary institutions in Rivers State

Variables	Office Efficiency				
Effective Communication	Correlation Coefficient	1.000	.048	.613**	.805**
	Sig. (2-tailed)	.	.001	.000	.000
	N	100	100	100	100
	Correlation Coefficient	.048	1.000	.576**	.113**
	Sig. (2-tailed)	.001	.	.000	.000
	N	100	100	100	100
	Correlation Coefficient	.613**	.576**	1.000	.540**
	Sig. (2-tailed)	.000	.000	.	.000
	N	100	100	100	100
	Correlation Coefficient	.805**	.113**	.540**	1.000
	Sig. (2-tailed)	.000	.000	.000	.
	N	100	100	100	100

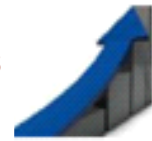
\*\* Correlation is significant at the 0.01 level (2-tailed).

Table 5 showed N-value of 100, coefficient value of .805, p-value of .001<.05 which showed that there is a significant relationship between effective communication and office efficiency in tertiary institutions in Rivers State. The null hypothesis is therefore rejected.

Null Hypothesis 3: There is no significant relationship between motivation of staff to accomplish objectives relationships office efficiency in tertiary institutions in Rivers State

Table 6: PPMC test of relationship between motivation of staff to accomplish objectives relationships office efficiency in tertiary institutions in Rivers State

Variables	Office Efficiency				
Motivation of Staff to Accomplish Objectives	Correlation Coefficient	1.000	-.056*	.127**	.652**
	Sig. (2-tailed)	.	.040	.000	.000
	N	100	100	100	100
	Correlation Coefficient	.056*	1.000	.780**	.026
	Sig. (2-tailed)	.000	.	.000	.000
	N	100	100	100	100



Correlation Coefficient	.127**	.780**	1.000	.233**
Sig. (2-tailed)	.000	.000	.	.000
N	100	100	100	100
Correlation Coefficient	.652**	.026	.233**	1.000
Sig. (2-tailed)	.000	.003	.000	.
N	100	100	100	100

\*. Correlation is significant at the 0.05 level (2-tailed).

Table 6 showed n-value of 100, coefficient value of .65, p-value of .003<.05 which showed that there is a relationship between motivation of staff to accomplish objectives relationships office efficiency in tertiary institutions in Rivers State. The null hypothesis is therefore rejected.

Summary of Finding

The findings of the study are hereunder itemized:

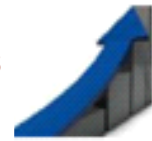
1. Research question one showed that respondents agreed that human behavioural skill relates to office efficiency in tertiary institutions in Rivers State
2. Research question two showed that respondents agreed that effective communication does not relate to office efficiency in tertiary institutions in Rivers State
3. Research question three answers showed that respondents agreed that motivation of staff to accomplish objectives relates to office efficiency in tertiary institutions in Rivers State.
4. Null hypothesis one showed that there is a significant relationship between human behavioural skill and office efficiency in tertiary institutions in Rivers State.
5. Null hypothesis two showed that there is a significant relationship between effective communication and office efficiency in tertiary institutions in Rivers State.
6. Null hypothesis three showed that there is a significant relationship between motivation of staff to accomplish objectives relationships office efficiency in tertiary institutions in Rivers State.

Discussion of Findings

The findings of the study are hereunder discussed:

Human Behavioural Skill and Office Efficiency

The findings showed that there is a significant relationship between human behavioural skill and office efficiency in tertiary institutions in Rivers State. Thus, Guerrer & Rowe, (2013) aligned with the respondents stating that human relations skills of human behavior gives a leader the understanding of how to influence a team and/or group member to work effectively to accomplish goals and objectives within the organization. Human skills proficiency enables a leader



to know how to monitor thoughts and feelings within an organization to co-relate with others in productivity. “Interpersonal” skills are another term used for human skills.

The finding is in line with the works of Heuner (2009) who noted that a leader that has a higher level of this skill is said to be better at adapting to their own ideas as well as to others ideas in an organization. Through the achievement of goals and objectives. Interpersonal leaders are subject to be a little more sensitive and empathetic to what truly motivates others. It is the leader’s obligation to have followers who trust one to achieve what needs to be met in an organization. Interpersonal skills require all three levels of management in an organization such as supervisory, middle management, and senior management. As a leader, one has to be able to provide the best accommodations to ones’ peers, supervisors, and subordinates, and by doing so a leader must take on the task of learning how to obtain each set of skills to work effectively in an organization

### **Effective Communication and Office Efficiency**

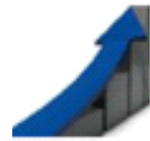
The finding showed that there is a significant relationship between effective communication and office efficiency in tertiary institutions in Rivers State. Effective communication as revealed by Nweke, (2018) occurs in the absence of: a. Lack of proper planning: inadequate preparation affects effectiveness of presenting and transmitting information. Lack of planning, arises from inadequate thinking, lack of sound objectives, vague words, selecting inappropriate media, etc. Organization Barriers: Faulty organization structure such as lack of clarity of responsibilities and authority delegated, too wide spans of control and too long chains of command cause communication breakdown. c. Semantic Barriers: These occur when words are understood and interpreted differently by sender and receiver.

This affects the achievement of commonness of thought in communication. Technical Jargon: Using words or symbols that are peculiar to new fields such as ICT with recipients who have different educational and social background may cause misunderstanding of message. e. Environmental Barriers: Symbols and innocent remarks may be given different meanings in abnormal environment. f. Information overload: This happens when a person receives too much information within a limited time.

### **Motivation of Staff to Accomplish Objectives Relationships Office Efficiency**

The finding showed that there is a significant relationship between motivation of staff to accomplish objectives relationships office efficiency in tertiary institutions in Rivers State. Motivation is one of the concepts in social science that is complex, to define. Thus, there is no generally accepted, definition of the term. However, history has it that the word “movere” means to move. According to Herzgerg, cited in Nweke (2013) stated that motivation refers to “those factors that stimulate employees to action so as a perform optimally in their designed task”.

Looking at the above definition, it can be deduced that workers need certain incentives or factors that will encourage them to work. One may pause to ask if motivation is an essential in



the management of an organization. Is motivation an important management tool? Koontz, et al (2001) gave possible answers to this question by saying that: “all those who are responsible for the management of any organization must build the system and introduce factors that will induce people to contribute is effectively and efficiently as possible from Koontz answer above, it can be deduced that motivation concept and its application is an important and useful tool to the management of any organization”.

### **Conclusion**

The study has reached that understanding human behavior is a needed skill that imparts on office efficiency. Effective communication and motivation of staff or colleagues to attain stated goals are required for effective office efficiency in tertiary institutions in Rivers State.

### **Recommendations**

Based on the findings, the following recommendations were made:

1. Office staff, including secretaries should learn to communicate more with colleagues and other internal members of the institution.
2. There should be intermittent training by management on the need for effective communication amongst office staff in tertiary institutions in Rivers State.
3. The motivation of staff towards human relations should be encouraged by management in tertiary institutions in Rivers State.

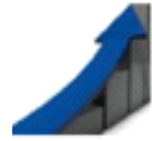
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