COMMUNICATION AND ORGANIZATIONAL PERFOMANCE
CASE STUDY OF NAKAPIRIPIRIT DISTRICT
LOCAL GOVERNMENT.

BY

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MAY, 2015.

DECLARATION

I, declare that this information is truly my own effort. However I give due respect and acknowledgement to the authors and presenters whose work I referred to, as identified in the report and references.

SIGNATURE............................   DATE...........................

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APPROVAL

This research report has been submitted for examination with my approval

Supervisor:

Signed:..   Date:.....................................

Ms. ABIRIA PATRICIA

ACKNOWLEDGEMENT

I want to thank the almighty GOD for the gift of life and for enabling me to reach this level of education.

I wish to acknowledge my supportive parents for their spiritual and moral support during my education. my Dad Mr Elia Chilanyang and my mother Ilukol Rosa, my brothers and sisters, friends and relatives and all those whom through their prayers have made me achieve this goal.

I also take this opportunity to acknowledge my supervisor Ms. Abiria Patricia for the technical guidance and support on this research report without her I would not have achieved it .

On a special note I would love to appreciate the entire Kampala international university for the services rendered to me in my three year course.

To my classmates who have been on my side throughout my education may GOD reward you abundantly.

DEDICATION

This report is dedicated to my parents most especially to my Dad Mr Elia Chilanyang and my mother Ilukol Rosa, my brothers and sisters, friends and relatives and all those whom through their prayers have made me achieve this goal.

To Gorettti, Palma, Patricia, Angel and Sergius. I also take this opportunity to dedicate this report to my supervisor Ms. Abiria Patricia for the technical guidance and support on this research report without her I would not have achieved it .

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ABSTRACT

The study "Communication and organizational performance" was carried out in Nakapiripirit District local government with specific aims of establishing the relationship between communication and Organizational Performance. The objectives of the study were; to examine the role of communication and employee performances; to investigate the barriers to effective communication; to investigate the barriers to efficient Organization Performance; and to determine the relationship between communication and Organization Performance.

Literature was reviewed on existing facts on the major variables to comprehend the study in order to enrich the study findings. The study relied on a qualitative and quantitative research design where questionnaires and interview guide were administered on a sample of 62 respondents of which all 62 responded. It was established that the forms of communication included downward communication, upward communication, verbal communication,. The roles of communication were; increased financial performance, customer service, social responsibility, employee stewardship, sale growth, revenue growth, employment growth, improving efficiency and promoting spirit of oneness for employees and clients. However it was noted that in trying to communicate, they encountered barriers for effective communication which include language barrier; cultural barriers; individual barrier; stereotyping; organization barriers; interpersonal barrier; attitudinal barrier and many others. The study however, concluded that, for Nakapiripirit District local government to ensure effective communication it required them to improve on the way it transmits information and manage the barriers to effective communication in the organization. The study recommended the following; Use a project management/social collaboration platform, Creating an online forum where employees can easily share information and respond , Providing employees (especially younger ones) with regular feedback , When emailing, leverage the subject line, Use video conferencing, improving the communication channels and Picking up the phone calls.

CHAPTER ONE

INTRODUCTION

1.0 Introduction

This chapter covered the background of the study, statement of the problem, the purpose of the study, research questions, and scope of the study and significance of the study.

1.1 Background of the study

Communication has been the livelihood of organizations since the "dark ages". Without effective communication an organization can drift without direction like a ship without a source. Kenyan airways has consistently been at or near the top of the list of the 100 best companies in Africa, in a recent interview with the president and chief operations officer of this company he said you have to talk, talk, and talk to your people all the time "(Gittell, 2001).

Most African organizations accept the reality that communication is a vital component of organizational effectiveness. Due to increasing global marketplace pressure, to accomplish more with few resources, and the need to exceed customer expectations, managers recognize the merits of effective communication. In Uganda organizations understand the truth that effective communication is essential for the survival and growth of any organization. Communication is one of the most dominant activities occurring in their work settings.

The word communication is derived from Latin word communist. Meaning "common", the communicator seeks to establish "commonness" with a receiver Ivancevich (1999). The dictionary defines communication as a process by which information is exchanged between individuals through a common system of symbols, sign or behaviors, (Birungi, 2005). Effective communication is a vital tool of management because without it all attempts to carry on the activities of an organization can fail: No instructions can be given, no order taken no contact made with superiors or subordinates and no information provided or received. Only by communicating effectively can planned activity be organized and carried out. The only exception to this is the individual working entirely alone with no contact at all with any other person. Further, the communication carried must be understandable and acceptable to both parties. (Birungi, 2005).

Abraham Maslow's theory of motivation cuts across all needs, including effective communication to get acceptance and belongingness, ego needs to be heard , recognized and appreciated and so on, (Lehman & Dufrene,2002).

The definition of communication in this study is adapted from Ivancevich 1999), "communication is the transmission of information and understanding through the use of common symbols."

1.2 Statement of Problem

Despite management consultants arguing that the importance of effective communication as far as goal attainment in organizations is concern, Nakapiripirit district local government has had challenges in effective communication, such problems exist in the local government as a result of luck of mediums for communication, luck of resources to facilitate the flow of information from lower level to higher managers of the district, ignorance of the subordinates about the communication merits, poor coordination to enable communication to flow in the local government. such problems have affected service delivery, delayed implementation of policies of the government, corruption , low development of the local government, and many other challenges caused by poor communication. Gareth R. et al, (2000), argues that in order for an organization to achieve its goals, district leaders must strive to increase monitoring, supervision, evaluation and innovation so as to achieve government priorities. This therefore formulates my research topic of the study in order to assess the impact of communication on organizational performance of Nakapiripirit District local government.

1.3 Purpose of the study

The purpose of this study was to establish the relationship between effective communication and Organizational Performance of Nakapiripirit District Local Government

1.4 Specific Objectives of the study

  i.   To examine the role of communication on employee performances at Nakapiripirit District Local Government.

  ii. To investigate the barriers to effective communication at Nakapiripirit District Local Government.

  iii. To investigate the barriers to efficient Organization Performance of Nakapiripirit District Local Government.

  iv. To determine the relationship between communication and Organization Performance at Nakapiripirit District Local Government.

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1.5 Research Questions

1. What is the role of communication on Organization Performance of Nakapiripirit District Local Government?

2. What is the relationship between communication and Organization Performance of Nakapiripirit District Local Government?

3. What are the barriers to effective communication at Nakapiripirit District Local Government?

4. What are the barriers to efficient Organization Performance of Nakapiripirit District Local Government?

1.6 Scope of the study

1.6.1 Content scope

The study focused on: the role of communication in Organization Performance of Nakapiripirit District Local Government ; the barriers to efficient Organization Performance of Nakapiripirit District Local Government , barriers to effective communication at Nakapiripirit District Local Government , and finally the relationship between communication and Organization Performance of Nakapiripirit District Local Government .

1.6.2 Geographical scope

The study was carried out in Karamoja region Nakapiripirit District Local Government Uganda.

1.6.3 Time Scope

The Study lasted for the period of four month that is to say from February to May 2015.

1.7 Significance of the study

This research was undertaken as an academic requirement by Kampala international University before the Bachelors degree in Human Resource management can be awarded.

This research was to generate information to be used as basis for further research in the field of communication and organization performance.

The study would help Nakapiripirit District Local Government to appreciate and improve the performance of their employees through proper management of the barriers to effective communication at the district.

The study may benefit both policy makers and management of Nakapiripirit District Local Government to understand the relevance and magnitude of communication at all managerial levels.

1.8 Conceptual Framework

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┌─────────────────────────┐                                    ┌──────────────────┐
│   Communication         │      ┌──────────────────┐          │ Level of Performance
│ • Down ward             │      │ Effects on employees         │ ▪ Financial performance
│   communication         │      │ • Coordination  of│          │ ▪ Customer service
│ • Upward communication  │  →   │   activities      │   →      │ ▪ Social responsibility
│ • Verbal communication  │      │ • Improved quality│          │ ▪ Employee stewardship
│ • Written communication │      │ • Innovation      │          │ ▪ Sales growth
│ • Electronic            │      │ •  customer       │          │ ▪ Capital growth
│   communication         │      │   satisfaction    │          │ ▪ Employment growth
│                         │      │ • Conflict        │          │
│                         │      │ • Lack of trust   │          │
└─────────────────────────┘      └──────────────────┘          └──────────────────┘
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Figure: 1

Source; source primary data 2015

This conceptual framework explains the relationship between communication and performance. Where independent variable like down ward, upward, verbal, written, electronic communication when managed efficiently and effectively leads to coordination of activities which thens affects the dependent variable by the Increasing performance and increasing efficiency, by helping the organization to take advantage of new and more efficient technologies and by training workers in how to use them. Improve in quality; organizations need to communicate the meaning and importance of high quality and the routines to attaining it to all members. Subordinates need to communicate quality problems and suggestions for increasing quality to their superiors, and members of self-managed work teams need to share their ideas for improving quality with each other. In contrast poor communication affects organizational performance by creating conflict as people blame each other, lack of trust as result of rumors; reduce the ability to innovate as cross-functional teams fail to share ideas

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CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

This chapter presented views of other researchers' and scholars' views about the topic under study; it will consist of theoretical framework of the study, the conceptual framework, the forms of communication, the effects of communications on Organization Performance and guidelines to effective communication.

2.1 Forms of communication

There are different forms of communication used by organizations and they may include: downward communication, upward communication, horizontal communication, diagonal communication, verbal communication and non-verbal communication.

2.1.1 Downward communication; downward communication refers to a message sent from a high position in the organization to an individual or group lower in the hierarchy. Downward communication frequently occurs between managers and subordinates when the manager providers direction, feedback, and critical information to help subordinate perform at expected levels. Examples include Organization Performance evaluations, job descriptions, and orientation of new employees, appraise and recognition, company business strategies and goals, and company policies and procedures. (Comez Mejia et al, 2002).

2.1.2 Upward communication: communication travels from subordinates to superiors and continues up to the organization hierarchy unfortunately managers in the communication chain who filter the messages do not transmit all the information especially unfavorable news to their bosses often hinders this flow. Upper management needs to know especially production performance facts, marketing information, and financial data, what lower level employees are thinking.

Upward communication primarily is nondirective and is usually found in participative and democratic organizational environments. Typically examples, for upward communication besides the chain of command are suggestion system, appeal and grievance procedures, complaints, group members, the morale questionnaires , exit interviews(Birungi, 2005).

Effective upward communication requires an environment in which subordinates feel free to communicate since the organization climate is greatly influenced by upper management, the

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responsibility for creating free flow upward communication rests to a great extent although not exclusion with superior. Birungi (2005, P.114).

Crosswise (horizontal) communication, Mejia et al (2002), horizontal communication occurs between a sender and a receiver at a similar level in the organization. It is likely to take place between team members, between different teams, and between employees in different units, such as when safety specialist and a quality control inspector discuss proposed changes in manufacturing process. Horizontal communication is becoming increasingly important in organizations because it involves collaboration between employees with different skills and competences.

Birungi (2005), this kind of communication is used to speed information flow, to improve understanding and to coordinate efforts for achievement for organizational objectives, much of the organizational communication does not flow through the organization hierarchy but cuts across the chain of command.

Birungi (2005), horizontal communication should be done on the understanding that:
- Crosswise relationships will be encouraged whether they are appropriate.
- Subordinates will refrain from making commitments beyond their authority.
- Subordinate will keep superior informed of important inter-departmental activities.

2.1.3 Verbal communication; Birungi Mabel (2005), oral communication is known as face to face communication and may be in the form of direct talk or conversation or the public address, it includes telephone calls talking in the intercom system.

According to Macibi (2007), this is the easiest and most commonly used means of organizational communication; communication both internal and external takes place between persons orally through face to face conversation, telephone conversation, emails and others for example the manager can converse with accountant about the financial situation of organization on telephone, face to face or email.

2.1.4 Written communication

Gareth R.jones et al (2000) written communication includes memos, policy manuals, employee handbook, bulletin boarding, and letters. The advantage of written communication is that they can be revised, stored, and made available when needed and disseminated in identical copies so that the same message is received by all.

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The popular forms of written communication include:

Memos; these are communications that provide information to employees. They can inform employees about the agenda, time and place of meeting, the work schedule or a change in an employment policy.

Newsletters; this is a short monthly or quarterly publication designed to keep employees informed of the important events, meetings and transactions and provide inspirational stories about employees and teams contribution to the organization. Newsletters help to foster community spirit of keeping everybody informed about what others are doing.

Electronic communication; this makes interactive communication possible between sender and receiver who are separated by physical distance and by schedule, electronic communication channels include text, voice, graphics or videos. The two commonly used forms of electronic communication include, voice mail and email. Richard L. et al (2000).

i.   **Voice mail**; lets a sender to transmit a detailed audio message that is recorded electronically and can be played back when convenient. Voice mail also allows the sender to set up menu of responses to commonly asked questions, which save additional time.

ii.   **Electronic mail**; emails allow employees to communicate via written messages through personal computer terminals linked to networks. Email is the fast way to distribute important information to a large number of employees, it allows employees to work simultaneously in documents even though they are separated geographically or busy schedule.

iii. **Nonverbal communication**; nonverbal communication is the transmission of messages without use of words that is to say gestures, the use of space, then non-verbal communication such as smile and glances are important sources of information influencing our impressions of people. Some of the important non-verbal communication in organizations is the dress code, use of time and space. Gerald Greenberg et al (1997).

2.2   Level of Performance

Whether you consider your employees treasured members of the family or just an extra pair of hands, their performance likely has a bigger impact on your business than you may realize. A research by the Aberdeen Group found that companies that focused on engaging employees

reported improvements in Customer satisfaction/loyalty, Turnover/retention and a higher percentage of key vacancies were filled internally. It may be easy – especially in a down economy to operate on the premise your employees should be happy, engaged and productive because you provide gainful employment. And they may be happy, but are they engaged? Competent employees have the ability to aid your business and assist with operational duties. Engaged employees grow your business and improve your bottom-line Ivancevich and John (2001).

2.2.1 Financial Performance analysis

Financial performance analysis, according to Bashi, (2007) is the process of identifying the financial strengths and weaknesses of the firm by properly establishing the relationship between the items of balance sheet and profit and loss account. It also helps in short-term and long term forecasting and growth can be identified with the help of financial performance analysis. The dictionary meaning of 'analysis' is to resolve or separate a thing in to its element or components parts for tracing their relation to the things as whole and to each other. The analysis of financial statement is a process of evaluating the relationship between the component parts of financial statement to obtain a better understanding of the firm's position and performance. This analysis can be undertaken by management of the firm or by parties outside the namely, owners, creditors, investors.

The first step involves the re-organization of the entire financial data contained in the financial statements. Therefore the financial statements are broken down into individual components and re-grouped into few principle elements according to their resemblances and affinities. Thus the balance sheet and profit and loss accounts are completely re-casted and presented in the condensed form entirely different from their original shape. The second step is the establishment of significant relationships between the individual components of balance sheet and profit and loss account. This is done through the application tools of financial analysis like Ratio analysis, Trend analysis, Common size balance sheet and comparative Balance sheet.

Finally, the result obtained by means of application of financial tools is evaluated.

In brief financial analysis is the process of selection, relation and evaluation of financial statements. The tools of analysis are used for determining the investment value of the business, credit rating and for testing efficiency of operation.

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2.2.2. Customer service

Customer service is the provision of service to customers before, during and after a purchase. According to Turban et al. (2002), "Customer service is a series of activities designed to enhance the level of customer satisfaction – that is, the feeling that a product or service has met the customer expectation."

The importance of customer service may vary by product or service, industry and customer. The perception of success of such interactions will be dependent on employees "who can adjust themselves to the personality of the guest, "according to Micah Solomon. Customer service can also refer to the *culture of the organization* - the priority the organization assigns to customer service relative to other components, such as product innovation or low price. In this sense, an organization that values good customer service may spend more money in training employees than average organization, or proactively interviews customers for feedback.

From the point of view of an overall sales process engineering effort, customer service plays an important role in an organization's ability to generate income and revenue. From that perspective, customer service should be included as part of an overall approach to systematic improvement. A customer service experience can change the entire perception a customer has of the organization Bateman & Scott (2002).

2.2.3. Social Responsibility

Social responsibility is an ethical theory that an entity, be it an organization or individual, has an obligation to act to benefit society at large. Social responsibility is a duty that every individual has to perform so as to maintain a balance between the economy and the ecosystems. A trade-off may exist between economic development, in the material sense, and the welfare of the society and environment. Social responsibility means sustaining the equilibrium between the two. It pertains not only to business organizations but also to everyone who's any action impacts the environment. This responsibility can be passive, by avoiding engaging in socially harmful acts, or active, by performing activities that directly advance social goals.

Businesses can use ethical decision making to secure their businesses by making decisions

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that allow for government agencies to minimize their involvement with the corporation. For instance if a company follows the United States Environmental Protection Agency (EPA) guidelines for emissions on dangerous pollutants and even goes an extra step to get involved in the community and address those concerns that the public might have; they would be less likely to have the EPA investigate them for environmental concerns. "A significant element of current thinking about privacy, however, stresses "self-regulation" rather than market or government mechanisms for protecting personal information". According to some experts, most rules and regulations are formed due to public outcry, which threatens profit maximization and therefore the well-being of the shareholder and that if there is not outcry there often will be limited regulation.

Critics argue that Corporate social responsibility (CSR) distracts from the fundamental economic role of businesses; others argue that it is nothing more than superficial window-dressing; others argue that it is an attempt to pre-empt the role of governments as a watchdog over powerful corporations though there is no systematic evidence to support these criticisms. A significant number of studies have shown no negative influence on shareholder results from CSR but rather a slightly negative correlation with improved shareholder returns (Thomas 2002).

2.2.4 Employee Stewardship

Every company is dedicated to operating as an authentic, employee-centric company. There should be a believer in a workplace culture of excellence. We lead with honesty, courtesy and respect. The employees are paramount to success in creating and offering lasting value. Every company should be committed to the creation and preservation of a culture which values diversity and the ability for each individual to give of their best selves. This is supported through an environment of teamwork, personal empowerment and accountability, innovation and flexible work schedules, while recognizing there is no place for discrimination or harassment.

2.3   Effects of Communication on Employees performance

D.E McFarland has defined communication as the process of meaningful interaction among human being. More especially, it is the process by which meanings are perceived and understandings are reached among human beings. But there are may be some faults/barriers in

the communication system that prevents the message from reaching the receiver; these barriers are as follows;

Language barrier; different languages, vocabulary, accent, represent a national/regional barriers. Semantic gaps are words having similar pronunciation but multiple meanings, badly expressed message, wrong interpretation and unqualified assumptions. The use of difficult or inappropriate words /poorly explained or understood message can result in confusion. McFarland (2002).

Cultural barriers; age, education, gender, social status, economic position, cultural background, health, beauty, popularity, religion, political belief, ethics, values, motives, assumptions, aspirations, rules/regulations, standards, priorities can separate one person from another and create a barrier. Effective communication requires considering the basic values, motives, aspirations and assumptions that operate across geographical lines. Given some dramatic differences across cultures, the opportunities for miscommunication in cross-cultural situations are enormous.

Individual barriers; it may be a result of an individual's perceptual and personal discomfort. Even when two persons have experienced the same event their mental perception may not be identified which acts as barrier, style, selective perception, poor attention, defensiveness, close mindedness, insufficient filtration are the individual or psychological barrier. McFarland (2002).

Stereotyping; this is to assume that the other person has certain characteristics based on the group to which they belong without validating that they in fact have these characteristics, and this may become a barrier into communication.

Organizational barriers; it includes poor organizations' culture, climate stringent rules, regulations, status, relationship, complexity, inadequate facilities, opportunities of growth and improvement: where as the nature of internal and external environment like large working areas physically separated from others, poor lightening, staff shortage, outdated equipment and background noise are physically organizational barrier. D.E McFarland (2002).

Interpersonal barrier; barriers from employers are lack of trust in employees; lack of knowledge on non-verbal clues like facial expression, body language, gestures, postures, eye contact, different experience, shortage of time for employees, no consideration for employee

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needs, with to capture authority, fear for losing power of control, by passing and informational overloading, while barriers from employees includes lack of motivation, lack of co-operation, trust, fear of penalty and poor relationship with the employer, George (2004). **Attitudinal barrier**; it comes about as a result of problems with staff in the organization, limitation in physical and mental ability, intelligence, understanding, pre-conceived notions, and distrusted source , divides the attention and create mechanical barrier which affects the attitude and opinion. D.E McFarland (2002).

Channel barrier; if the length of communication is long, or the medium selected is inappropriate, the communication might break up; it also can be result of interpersonal conflicts between the sender and receiver; lack of interest to communicate; information sharing or access problems which cab hamper the channel and affect the clarity, accuracy and effectiveness, Richards (2007).

Assumption; there may be assumptions we make while communicating with others. For instance, you might think that you know what the other person is going to say, so you simply "leave" the conversation.

Improper use of questions; many people believe that if they ask multitude of questions, they are communicating well and connecting with other person. This may or not be the case we must ask right questions at the right time to get the information we need to communicate effectively. That mean asking open-ended questions that begin with who, what, when, why, where and how. Open-ended questions help true discussion and understanding to take place. Timothy I. Thomas (2008).

Emotions; your emotions could be barriers to communicate if you are engrossed in your attentions for some reasons. In such cases you tend to have trouble listening to others or understanding the message conveyed to you. A few of emotional interferences include hostility, anger, resentfulness and fear. Maya, (2008)

Lack of subject knowledge; if a person who sends message lacks subject knowledge then he may not able to convey his message clearly. The receiver could misunderstand his message, and this could lead to a barrier to effective communication. Maya (2008)

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2.4   Performance Indicators

2.4.1 Growth Indicators of organizations

Firm performance is a multi-dimensional concept; it may be financial or non-financial. Perceived firm performance can be measured by capital growth, sales growth, employment growth and development of new markets and products.

Sales growth.

A sale is the pinnacle activity involved in selling products or services in return for money or other compensation. It is an act of completion of a commercial activity. Sales growth is often used as a measure of performance. The assumption is often made that if sales increase, profits will eventually follow (Thomas and Mason, 2007). A key determinant of success in a firms growth is sales, provided of course that the profits and cash flows generated from the sales are adequate to cover the costs incurred in generation of the revenues.

Capital growth.

It is axiomatic that innovative firms focusing on the growth of their business will experience an expansion in their capital base. More importantly, it is imperative that capital be as mobile as possible so that capital that has grown and accumulated in one business can be transferred to another business as part of a legitimate business growth strategy.

Employment growth

According to Wilner & Smith, (2009) one of the constrains to firm growth is manpower in terms of their skill and capabilities. Hargadon and Burns (2001) added that the starting point for a new analysis of the limits to small firm growth is emphasized on costs of organizational change within the growing firm, caused by the need to train and assimilate new managerial recruits' transactional efficiency and explanation. The same argument was advanced by Ocici (2003) in the theory of the growth of the firm which indicate a functional relationship between "organizational efficiency" of a firm and its rate of growth and that the former will decline after a point as the latter rises.

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CHAPTER THREE

METHODOLOGY

3.0 Introduction

This Chapter presented the design, population, sample, research methods and instruments, quality of instruments, procedure and analysis of the data that was to be obtained in the study.

3.1 Research Design

This study was basically an exploratory study. Exploratory studies are a valuable means of finding out 'what was happening; to seek new insights; to ask questions and to assess phenomena in a new light' (Robson, 2002). It can be linked to the activities of the traveler or explorer (Adams and Schvaneveldt, 1991). Its great advantage was that it was flexible and adaptable to change (Naipul, 1989).

3.2 Research Approach

This study was a business and management research, it was characterized by positivist and interpretive approaches and it involved the deductive approach (Hussey and Hussey, 1997; Robson, 1993) as well as the inductive approach (Easter by-Smith, Thrope and Lowe (2002). Combining these two research approaches in the same piece of research was perfectly possible and advantageous for a research.

3.3 The study population

Target population of study included current employees or leaders within the district from the departments of interest which included; the procurement department, works department, administration, health, education, finance and stores departments.

3.4. Sample Size

From the target population of 74. The sample size was got by using Slovene's formula as shown below.

Solven's formula; $n = \dfrac{N}{1+N\,(e)^2}$ $n = \dfrac{74}{1+74(0.0025)}$

Where: n = Unknown sample size $n = 62.$

N = Total population of the study   **= 62 respondents**

(e) = level of significance = (0.05)2

1 = constant

$n = \dfrac{74}{1+N\,(0.05)2}$

3.5 Data Collection Procedures

The quantitative data was generated using questionnaires that were distributed to the respondents by the researcher. After duration of time set between the researcher and the respondents, questionnaires were collected by the researcher.

3.6 Research instruments

Both questionnaires and key informative interviews were both the major tools used in collecting data.

Questionnaires were chosen because of their ability to reduce any bias and the collection of authentic data important for data analysis. The researcher used both closed ended and open-ended questionnaires

Structured questions and open ended statements were used by the researcher in trying to interview key respondents.

3.7 Data Sources and Instrumentation

The study was compiled with the help of primary data and secondary data. Primary data was collected through direct personal interview by means of the questionnaire. A total of 62 employees responded through the questionnaire. Moreover, the desk study covered various published and unpublished materials on the subject. The questionnaire was administered to employees of Nakapiripirit district local government, Uganda. Job satisfaction was measured by a one-item questionnaire on five-point Likert scale [where disagree (1) to strongly agree (5)], this is the single global rating approach (Davidson,1979) as it is believed to be an easier approach to collect data (Haque and Taher,2008; Yu and Egri,2005).

3.8 Reliability and Validity

Before applying statistical tools, testing of the reliability of the scale was very much important as it showed the extent to which a scale produces consistent result if measurements were made repeatedly. This was done by determining the association in between scores obtained from different administrations of the scales. If the association was high, the scale yielded consistent results, thus it was reliable. Cronbach's alpha was the most widely used method. It may be mentioned that its value varies from 0 to 1 but the satisfactory value was required to be more than 0.6 for the scale to be reliable (Malhotra, 2000; Cronbach, 1951). In the present study, we, therefore, used Cronbach's alpha scale as a measure of reliability.

3.9 Data analysis.

Data was gathered by use of self administered questionnaires. Data was edited to ensure consistence of responses. Thereafter, data was coded and put into the statistical package for social sciences for analysis. SPSS was used to generate descriptive statistics, frequencies tables and Pearson correction coefficient.

3.10 Ethical Considerations

It was important that this proposal provided consideration to issues of power and confidentiality

Ethical issues would not be avoided during the research process and even when the research was completed. Issues like privacy, informed consent, anonymity and secrecy to mention some would really affect the research. Thus before engaging in this dissertation, permission was sought from the university where a transmittal letter was got from the school of economics and management sciences. Individual respondents were assured that their responses were strictly confidential and their participation in the research processes was purely voluntary however, if they did not feel like participating in the study activity, they were allowed to terminate the process at any time they need so.

3.11 Limitations of the study.

Cost: Costs regarding this limitation was transport, printing and photocopying of relevant materials. However the researcher managed to overcome them by borrowing some money from relatives and friends.

Time: The researcher anticipated experiencing time constraint in data collection, analyzing data and in final presentation of the report. However the researcher managed to overcome this problem by ensuring that time element was put into consideration and all appointments agreed with the supervisor and respondents were fully met.

Non responses.

The researcher further anticipated experiencing a problem of non responses from respondents who were given questionnaires to fill. However, the researcher assured the respondents that any information given was treated with utmost confidentiality.

CHAPTER FOUR

DATA ANALYSIS AND PRESENTATION.

4.1.0   Demographic characteristics of respondents.

4.1.1   Gender of respondents.

Table 1: Gender of Respondents.

GENDER	FREQUENCY	PERCENTAGE
Female	36	58
Male	26	42
TOTAL	62	100

Source: primary data, 2015.

According to the findings of the study, the results indicate that the dominant gender of the respondents were females with 58% while their male counter parts comprised of only 42% of the model.

Gender of Respondents.

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■ Female

■ Male
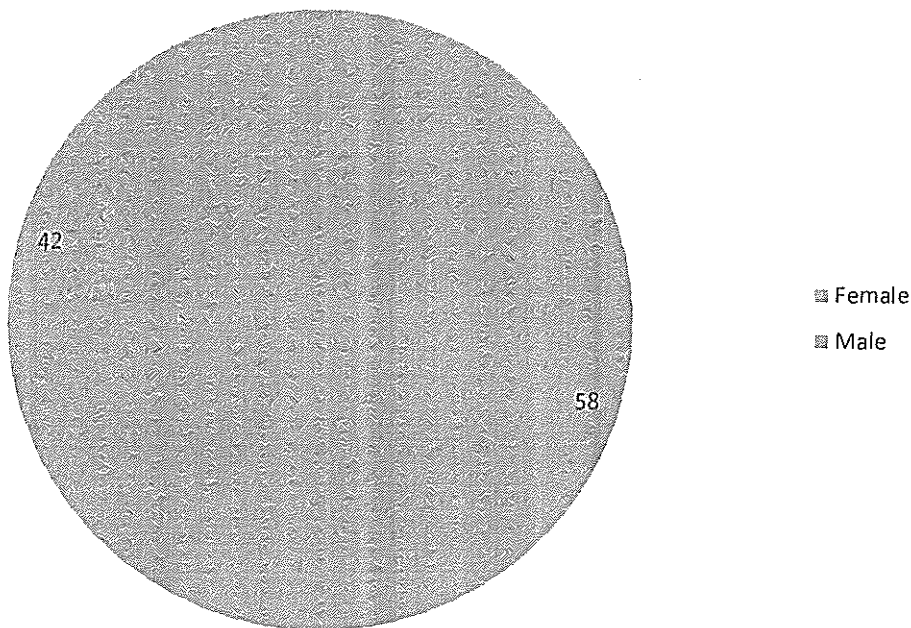
Figure 1: Gender of Respondents.

4.1.2 Age of respondents

Table 2: Age of Respondents

AGE	FREQUENCY	PERCENTAGE
20-30	20	32
31-40	15	24
41-50	16	26
51-60	11	18
TOTAL	62	100

Source: primary Data, 2015

According to the table 2 above, the results reveal that the majority of the respondents were within the age group of 20-30 with 32%, followed by 41-50 with the percentage of 26%, 31-40 with percentage of 24% while the least age group was 51-60 with 18%.
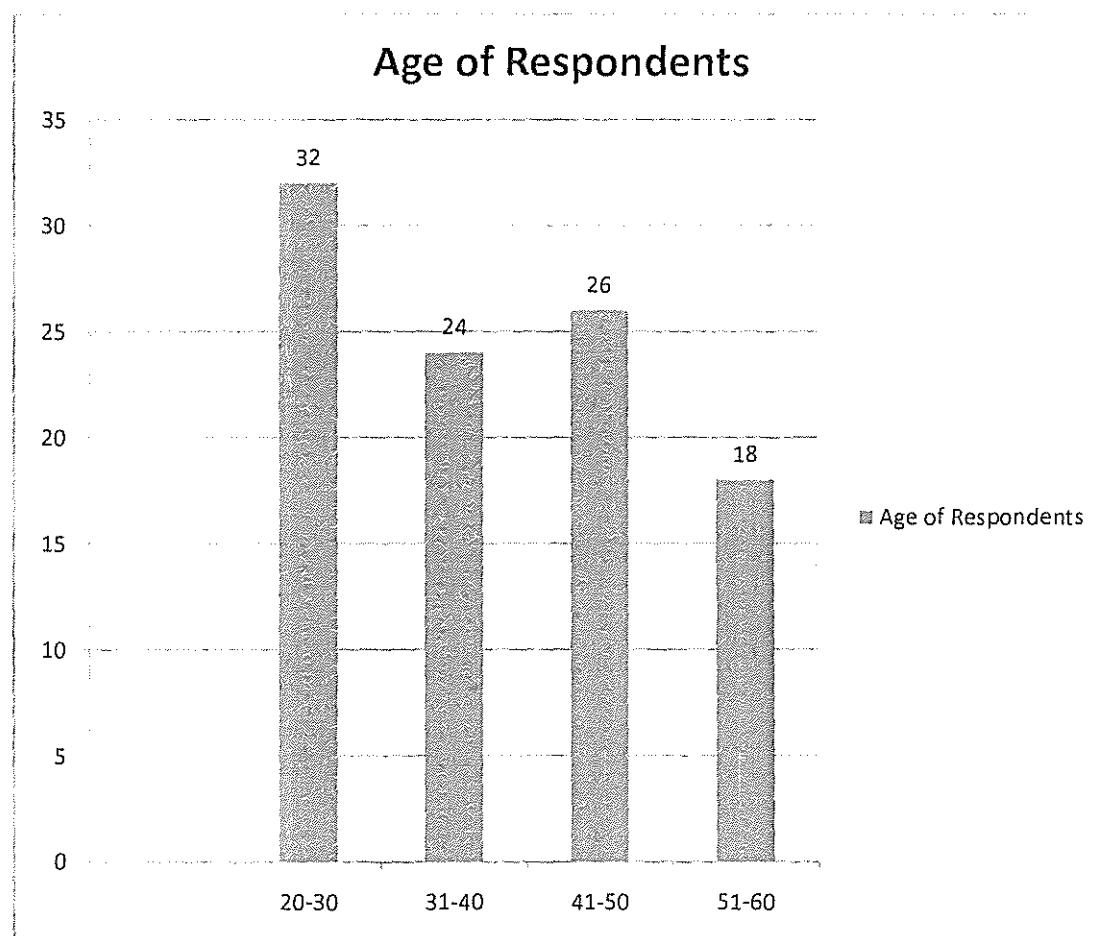
Figure 29: Age of Respondents.

4.1.3 Respondent's Marital Status

Table 30: Respondent's Marital Status

MARITAL STATUS	FREQUENCY	PERCENTAGE
Married	40	65
Single	6	10
Separated	2	3
Cohabiting	10	16
Widowed	4	7
TOTAL	62	100

Source: Primary data, 2015

The result on the table above shows that the majority of the respondents were married 40(65%), cohabiting 16%, , single 10% , widowed 7% . this implies that most respondents were married with highest percentage of 65%.
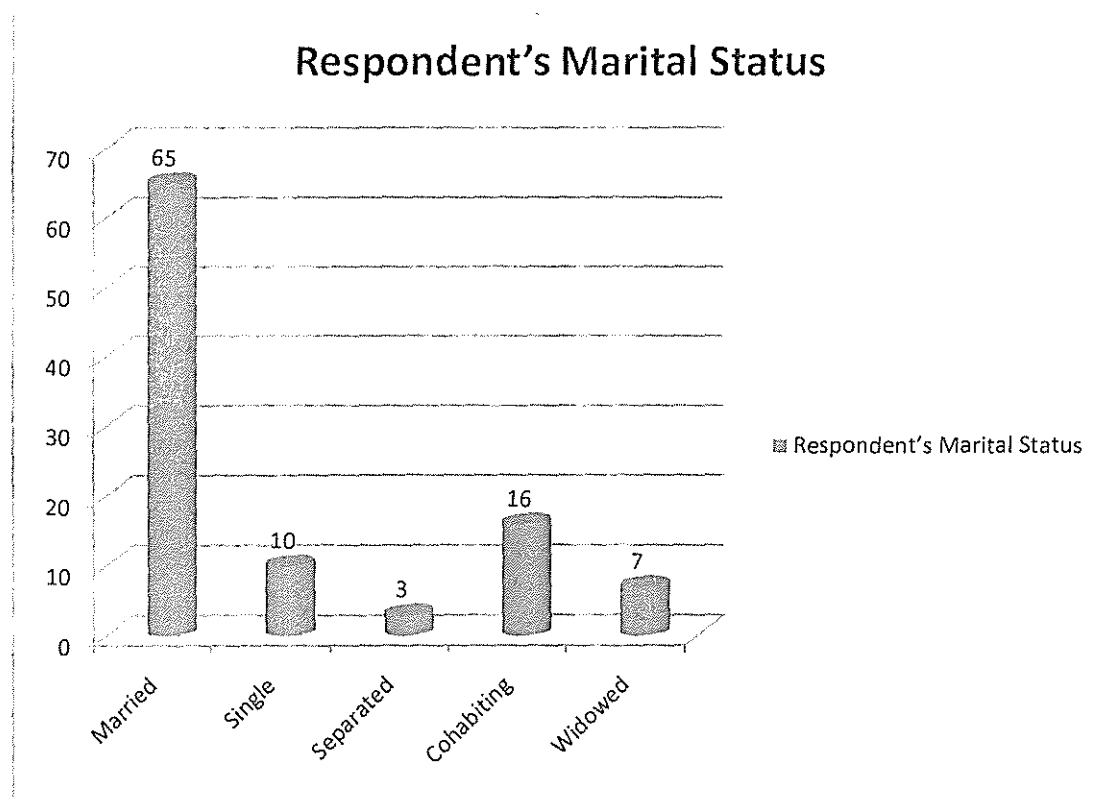
Figure 3: Respondent's Marital Status

4.1.4 Respondent's Qualification

Table 4: Respondent's Qualification

LEVEL OF EDUCATION	FREQUENCY	PERCENTAGE
Certificate	12	19
Diploma	10	16
Degree	40	65
Primary	0	0
TOTAL	62	100

Source: primary data, 2015.

The table above shows the respondent's level of qualification, 65% had degree, 19% had a certificate, 16% had a diploma, and no one had stopped in primary level from Nakapiripirit District local government. This implies that most of the respondents had a degree according to the respondents in the questionnaire.
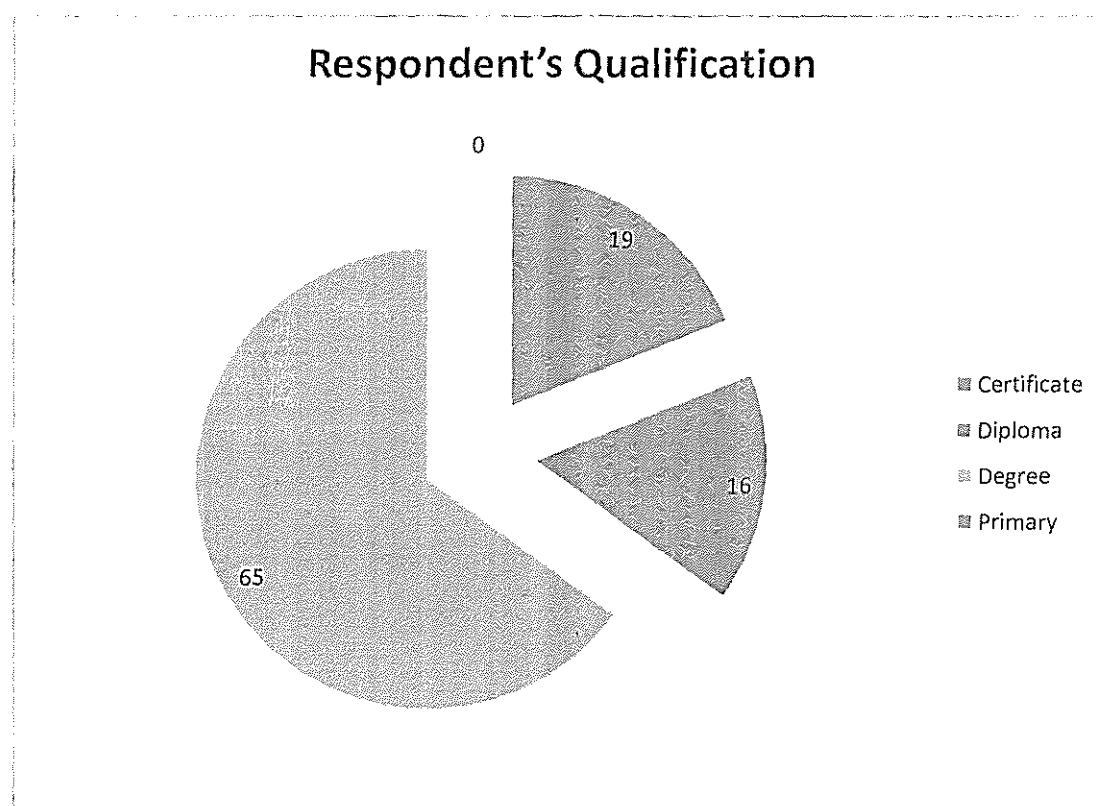
Figure 4: Respondent's Qualification

4.1.6 Respondent's Longest Service in Nakapiripirit district local government

Table 5: Respondent's Longest Service in Nakapiripirit district local government

Time spent in Nakapiripirit district local government	FREQUENCY	PERCENTAGE
Less than a year	7	11
1-3 years	26	42
3-5 years	21	34
More than 5 years	8	13
TOTAL	62	100

Source: primary data, 2015

The table above shows respondents' period of work in Napirirpirt district local government, those who worked for 1- 3 years had a percentage of 42%, 3-5 years 34%, more than 5 years had 13% and last but not least less than a year had a percentage of 11%.

As presented in table, the results showed that the majority of the respondents had been in Nakapiripirit for 1-3 years with 42 compared to the 11% of the respondents who had spent less than a year. This implies that most of the respondents have been in the local government but not for a long period of time and therefore matters of communication cannot be handled well.

Respondent's Longest Service in Nakapiripirit District local government.
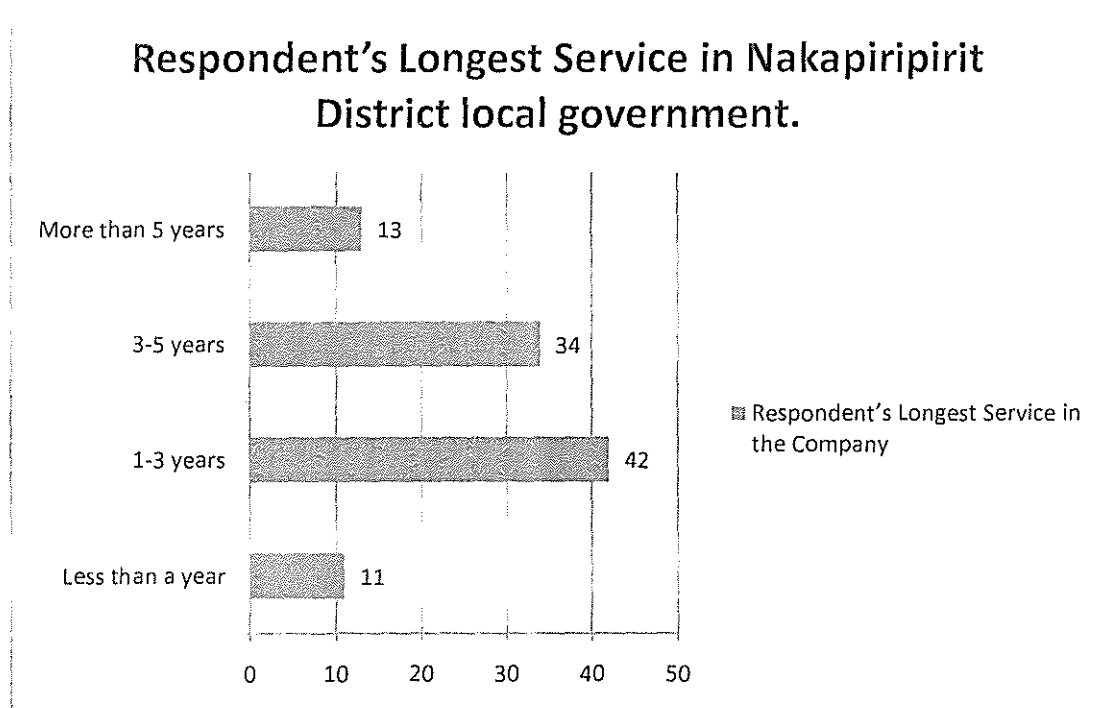
Figure 5: Respondent's Longest Service in Nakapiripirit district local government

4.2.1 Forms of communication used in Nakapiripirit district local government.

Table 631: Forms of Communication Used in Nakapiripirit district local government

FORMS OF COMMUNICATION	FREQUENCY	PERCENTAGE
Down ward	36	58
Upward	10	16
Horizontal	16	26
TOTAL	62	100

Source: primary data, 2015

According to the research finding on table above, the results reveal that 58% of the respondents do believe that there is use of downward communication in Nakapiripirit district local government. 16% of the respondents believed that there is use of upward communication in Nakapiripirit district local government 26% of the respondents do believe that there is horizontal communication at Nakapiripirit district local government. This implies that most form of communication was downward communication. This can be true because lower subordinates do not access to communicate with higher authorities.
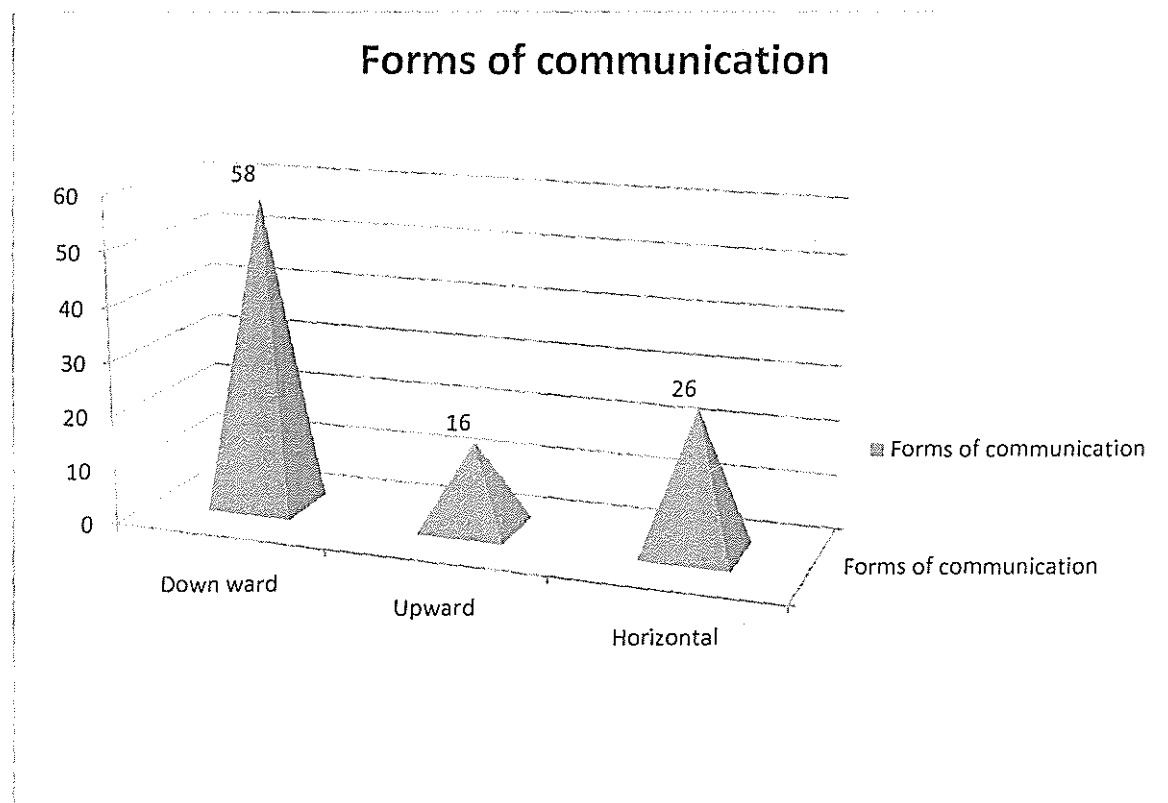
Figure 6: Forms of Communication Used in Nakapiripirit district local government

4.2.2 Whether Nakapiripirit district local government uses emails

Table: 7 Whether Nakapiripirit district local government Uses Emails

Use of emails in Nakapiripirit district local government	FREQUENCY	PERCENTAGE
Agree	42	68
Disagree	20	32
TOTAL	62	100

Source: primary Data 2015.

According to the above table, the results show that 68% of the respondents use emails as a means of communication .While 32% disagreed with the matter .This implies that the communication in Nakapiripirit district local government increases because of use of internet.
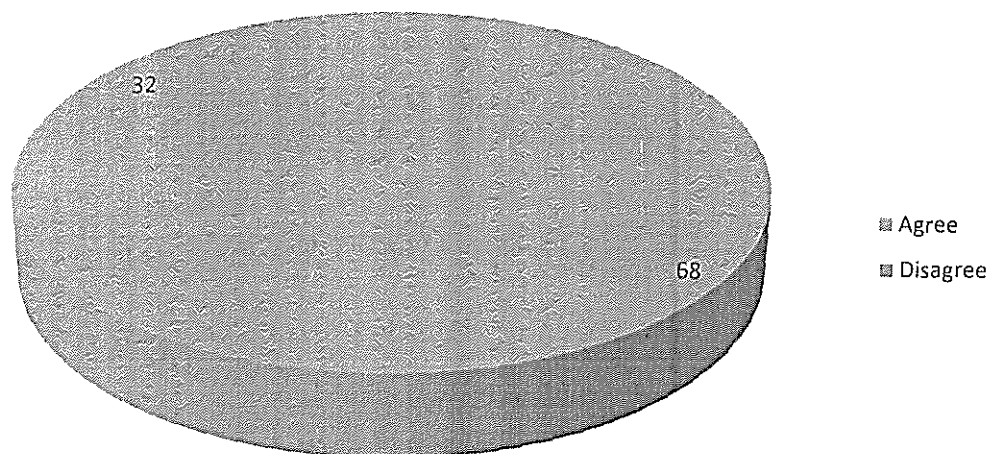
Figure 32: Whether Nakapiripirit district local government Uses Emails

4.2.3 Whether Nakapiripirit district local government uses news papers.

Table 33: Whether Nakapiripirit district local government Uses News Papers

Use of newspapers in the Nakapiripirit district local government	FREQUENCY	PERCENTAGE
Agree	40	65
Disagree	22	36
TOTAL	62	100

Source: primary Data 2015.

According to the above table, the results show that 36% of the respondents disagreed that the Nakapiripirit district local government does not use news papers as a means of communication .While 65% agreed with the matter .This implies that the communication at Nakapiripirit district local government is high by use of news papers.
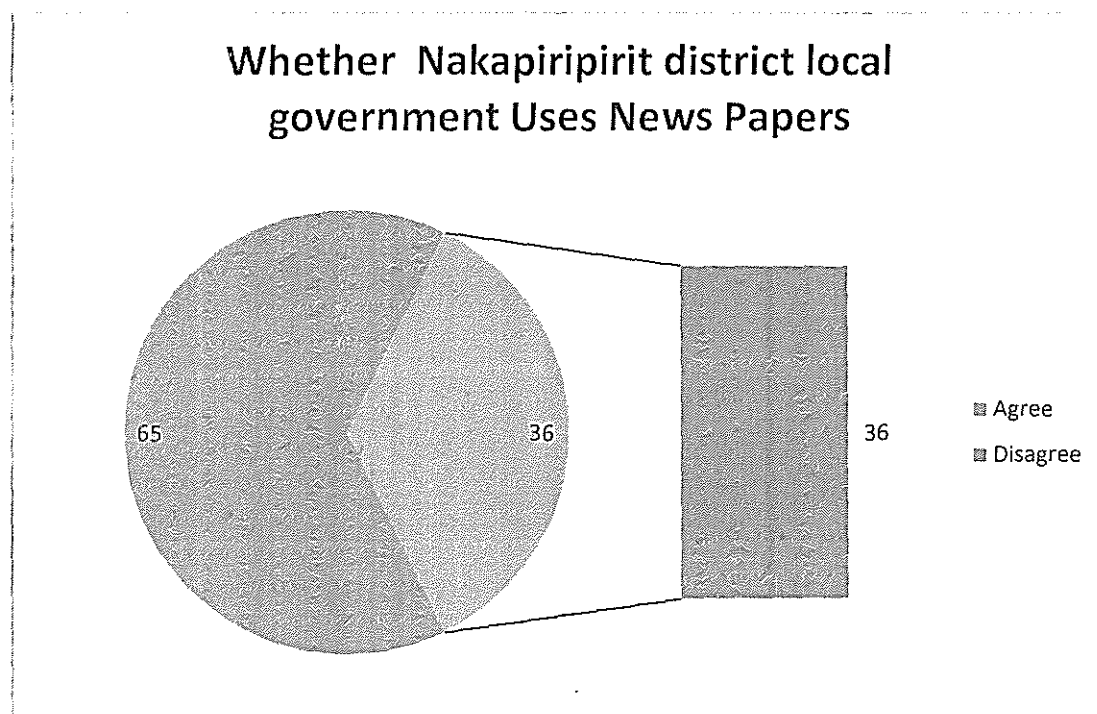
Figure 8: Whether Nakapiripirit district local government Uses News Papers

4.2.3 Whether the Nakapiripirit district local government use telephones for communication

Table 9: Whether the organization Use Telephones for Communication

use of telephones in Nakapiripirit district local government	FREQUENCY	PERCENTAGE
Agree	40	64
Disagree	22	36
TOTAL	62	100

Source: primary Data 2015.

According to the above table, the results show that 64% of the respondents agreed that the Nakapiripirit district local government uses telephone as a means of communication .While 36% disagreed with the matter .This implies that the communication at Nakapiripirit district local government is effective through use of telephones.
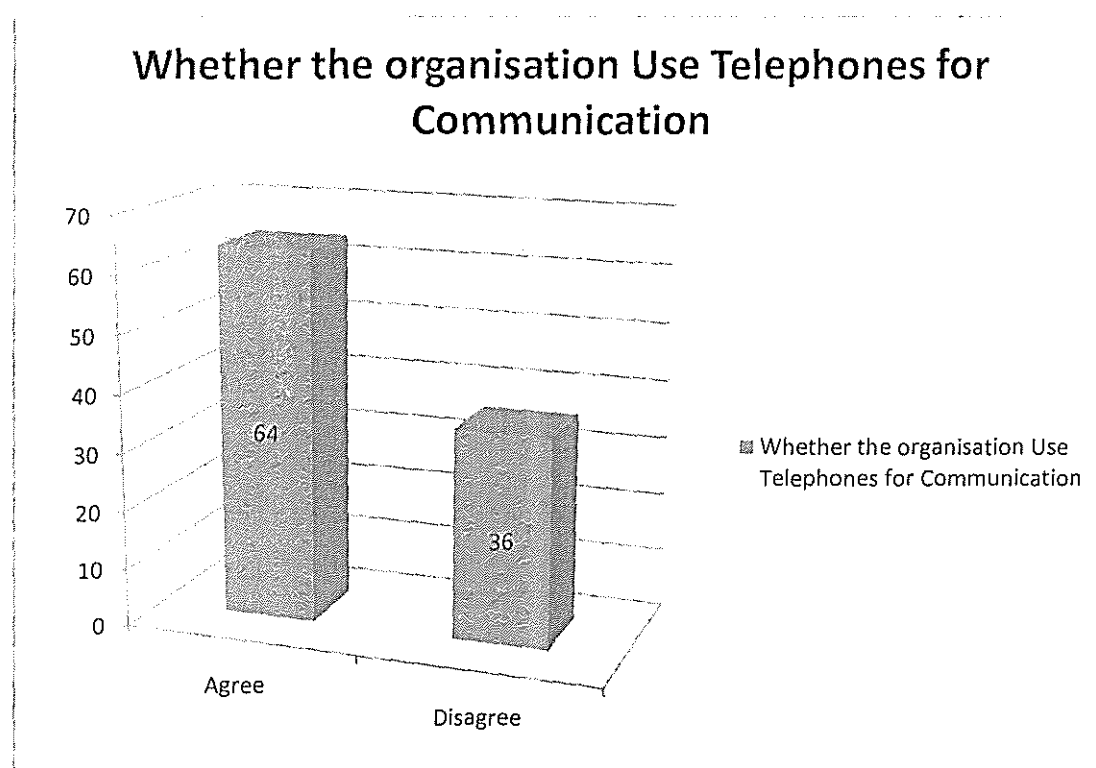
Figure 9: Whether the organization Use Telephones for Communication

4.2.3 Whether the Nakapiripirit district local government use letters and memos for communication

Table 34: Whether the organization Use Letters and Memos for Communication

Use of letters and memos in Nakapiripirit district local government	FREQUENCY	PERCENTAGE
Letters	36	58
Memos	26	42
TOTAL	62	100

Source: primary Data 2015.

According to the above table, the results show that 58% of the respondents agreed that the Nakapiripirit district local government use letters as a means of communication .While 42% agreed that memos were used also for communication .This implies that the communication at Nakapiripirit district local government is effective through use of letters and memos.
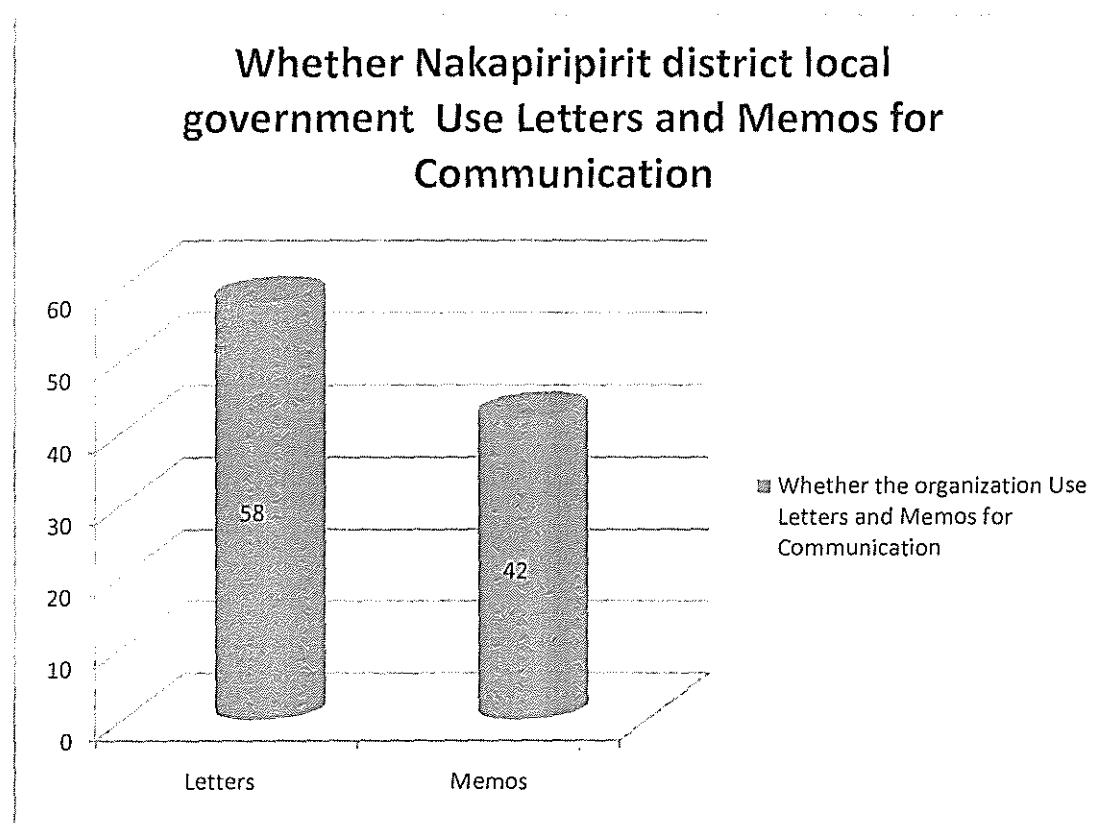
Figure 10: Whether the organization Use Letters and Memos for Communication

4.2.4 The reaction of respondents to the use of emails, news papers, memos and telephones in Nakapiripirit district local government.

Table 11: The Reaction of Respondents to the Use of Emails, News Papers, Memos and Telephones in Nakapiripirit district local government.

REACTION TO USE OF EMAILS AND NEWSPAPERS	FREQUENCY	PERCENTAGE
Emails	6	10
Memos	6	10
Telephones	16	26
Letters	14	23
News papers	20	32
TOTAL	62	100

Source: primary Data 2015.

According to the above table, the results show that the reaction of respondents to the emails and memos had the percentage of 10%, and news papers was very good with 32%, the letters scored 23% while telephones had 26 %.The implication was that the communication in Nakapiripirit district local government is effective through use of news papers and telephones.
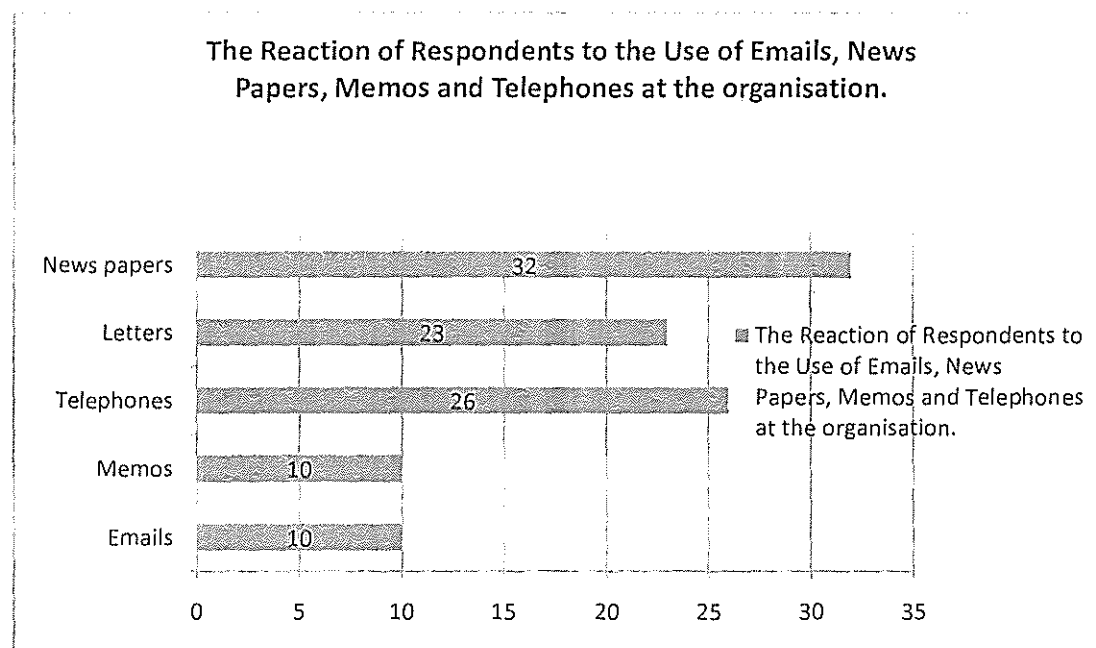
Figure 11: The Reaction of Respondents to the Use of Emails, News Papers, Memos and Telephones in Nakapiripirit district local government.

4.2 Effects of Communication on Employee Performance

Table 12: Effects of Communication on Employee Performance.

EFFECTS OF COMMUNICATION ON EMPLOYEE PERFORMANCE	FREQUENCY	PERCENTAGE
Increased efficiency	20	32
Increased quality	10	16
High customer satisfaction	19	31
Innovations	13	21
TOTAL	62	100

Source: Primary data, 2015

According to the research carried out 32% of the respondents believed that communication has an effect of increased efficiency, 16% believed communication has an effect on quality, 31% believed that communication has an effect on increased customer satisfaction, while 21% believed that communication has an effect on innovation. The implication is that effective communication leads to mostly high customer satisfaction in an organization.
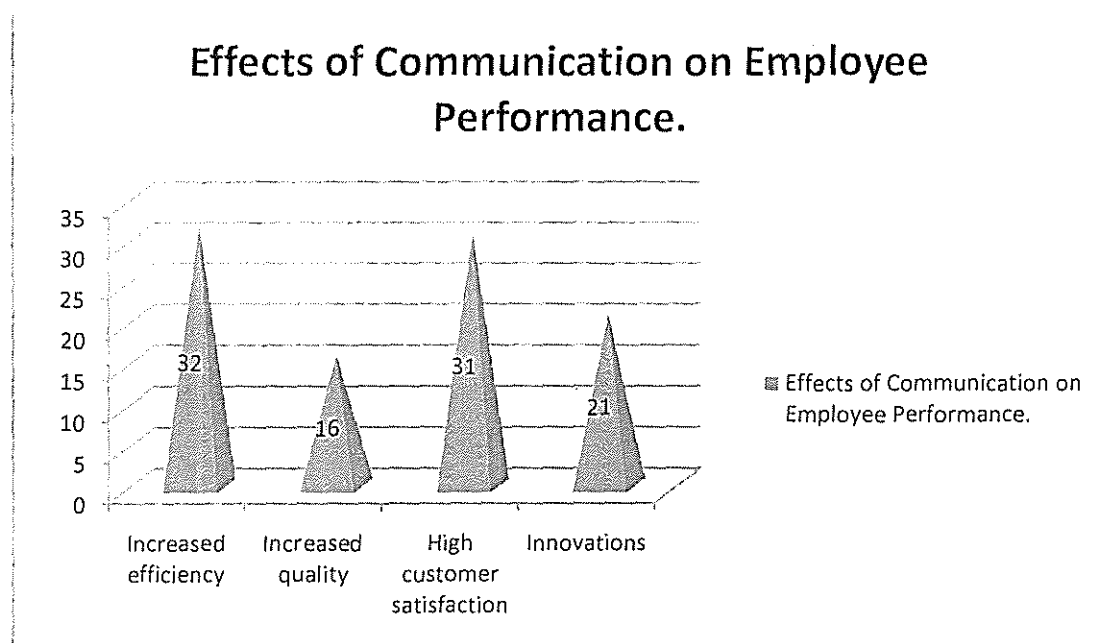
Figure 35: Effects of Communication on Employee Performance.

4.3 Barriers to Effective Communication

Table 36: Barriers to Effective Communication

BARRIERS TO EFFECTIVE COMMUNICATION	FREQUENCY	PERCENTAGE
Language barrier	3	5
Individual barrier	5	8
Organizational barrier	12	19
Personality	10	16
Channel breakdown	26	42
Stereotype	6	10
TOTAL	62	100

Source: primary data, 2015.

From the research findings, it is shown that 5% of the respondents replied that language barrier is a barrier to communication, 8% believed that individual barrier is a barrier to communication, 19% replied that organizational barriers is a barrier to communication, 16% believed that personality/emotion is a barrier to communication6.42% believed that channel breakdown is a barrier to communication, while 10% believed that stereotyping is a barrier to communication in Nakapiripirit district local government. This implies that most of the respondents were agreeing with channel breakdown as the barrier to effective communication compared to language barrier with the percentage of 5%.
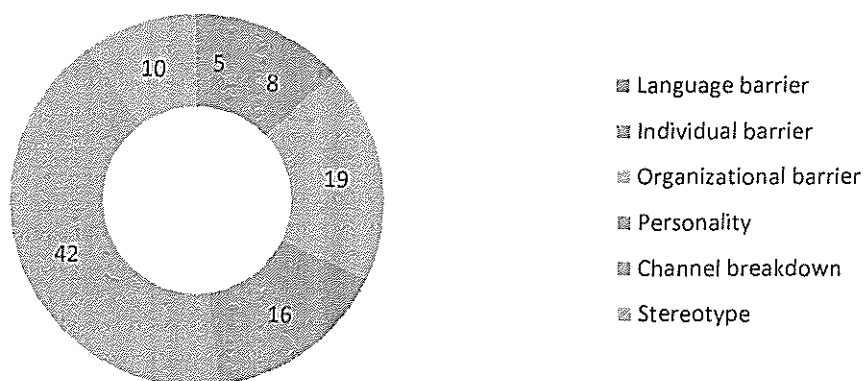
Figure 13: Barriers to Effective Communication

4.4 Effects of communication barriers to employees performance

Table 14: Effects of Communication Barriers to Employees Performance

Effects	FREQUENCY	PERCENTAGE
Delays	20	32
Conflict	15	24
Stress	16	26
Poor out put	11	18
TOTAL	62	100

Source: Primary data, 2015

According to the research carried out 32% of the respondents believed that the effects of barriers to communication causes delays, 24% believed effects of barriers to communication causes conflict, 26% believed that effects of barriers to communication causes stress, while 18% believed that the effects of barriers to communication causes poor output.

The barriers to communication results into delays in the way that the message can be received late and therefore work in the organization can be delayed to be done and thus affecting organizational service delivery due to delays and breakdown in communication.

Conflict can result due to tight supervision, ruddy comments from the bosses and emotional tempers between employees. Therefore if communication is misunderstood, chaos, quarrels can be cropped in the organization due to poor message delivery among employees.

Another aspect which is mentioned is stress .Once communication is poorly done; it can result into stress as employees are subjected to large sum of work resulting into stress.
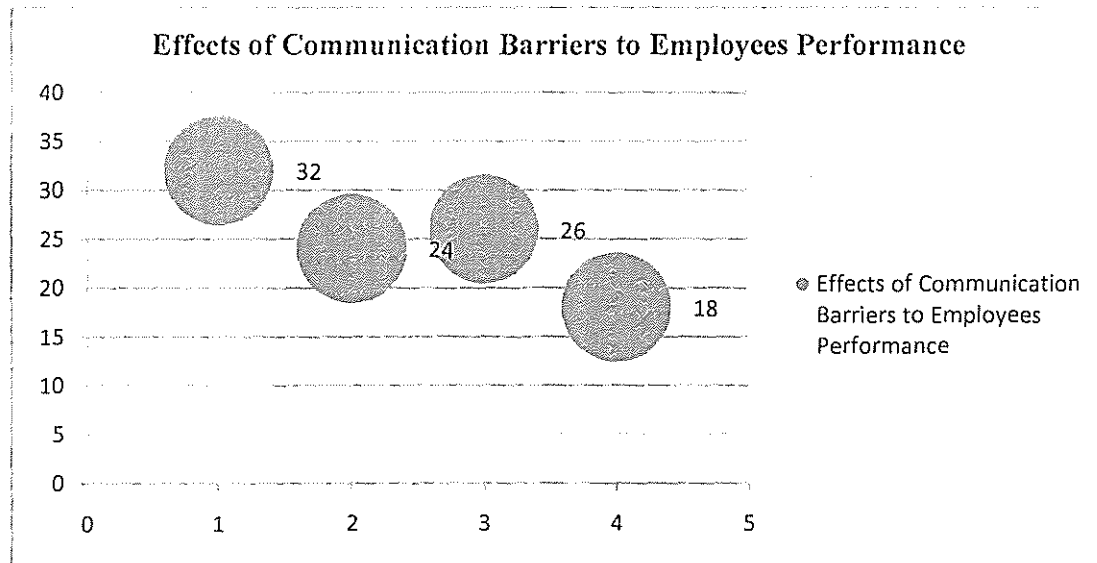
Figure 14: Effects of Communication Barriers to Employees Performance

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CHAPTER FIVE

DISCUSSION OF SUMMARY, CONCLUSIONS AND RECOMMENDATIONS AND FINDINGS,

5.0 Introduction

This chapter was concerned with the summary of findings of the research study, conclusions and recommendation.

5.1.0 Summary of the Findings

5.1.1 Forms of Communication

According to the findings of the study, the Forms of communication used at Nakapiripirit district local government are downward, in downward communications, a message is sent from a high position in the organization to a lower position in the hierarchy, upward- in this form, communication travels from subordinates to superiors and continuous up to organizational hierarchy, horizontal- this occurs between a sender and receiver at a similar level in the organization, it's likely to take place between the team members and between employees in different departments, verbal- this is known to us face to face communication and it may be in the form of a direct talk and written-this includes memos, policy manuals, employee hand book, bulletin boards and letters. This in relation to other previous researchers, Tohow, (2007), who stated that the most commonly used form of communication used in this organizations are mostly upward and downward communication; and Bashi,(2007), stated that mostly used form of communication used in organizations are upward, downward and verbal form of communication.

5.1.2 Effects of Communication on Performance.

The findings showed that the Effects of communication on performance at Nakapiripirit district local government are; increased efficiency- efficiency is increased by updating productivity process to take advantage of new or more different technologies and by training workers to operate with the new technologies and expand their skills, effective communication is necessary for managers to learn about new technologies, implement them in their organizations and train workers in how to use them. increased quality, increased customer responsiveness-this is when the organization members who are close to customers such as sales personnel and tellers in banks are empowered to communicate to customers' needs and desires to management, in turn must communicate with other organizational

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members of changing customer preferences and innovation-which often take place cross functional team developing new kind of new program, good communication is essential for reaching increase in efficiency, quality and responsiveness to customers and motivation and this will give the organization a competitive advantage, this is in relation to other previous researchers; Hassan, (2008), who stated that, effective communication results into improved quality of service, increased efficiency and innovativeness.

Nonverbal communication

Nonverbal communication describes the process of conveying meaning in the form of non-word messages. Examples of nonverbal communication include haptic communication, chronemic communication, gestures, body language, facial expression, eye contact, and how one dresses. Speech also contains nonverbal elements known as paralanguage, e.g. rhythm, intonation, tempo, and stress. Research has shown that up to 55% of human communication may occur through non verbal facial expressions, and a further 38% through paralanguage.[2] Likewise, written texts include nonverbal elements such as handwriting style, spatial arrangement of words and the use of emoticons to convey emotional expressions in pictorial form.

Verbal communication

Effective verbal or spoken communication is dependent on a number of factors and cannot be fully isolated from other important interpersonal skills such as non-verbal communication, listening skills and clarification. Human language can be defined as a system of symbols (sometimes known as lexemes) and the grammars (rules) by which the symbols are manipulated. The word "language" also refers to common properties of languages. Language learning normally occurs most intensively during human childhood. Most of the thousands of human languages use patterns of sound or gesture for symbols which enable communication with others around them. Languages tend to share certain properties, although there are exceptions. There is no defined line between a language and a dialect. Constructed languages such as Esperanto, programming languages, and various mathematical formalisms are not necessarily restricted to the properties shared by human languages.

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Effective communication

Effective communication occurs when a desired thought is the result of intentional or unintentional information sharing, which is interpreted between multiple entities and acted on in a desired way. This effect also ensures that messages are not distorted during the communication process. Effective communication should generate the desired effect and maintain the effect, with the potential to increase the effect of the message. Therefore, effective communication serves the purpose for which it was planned or designed. Possible purposes might be to elicit change, generate action, create understanding, inform or communicate a certain idea or point of view. When the desired effect is not achieved, factors such as barriers to communication are explored, with the intention being to discover how the communication has been ineffective.

Nonhuman communication

Every information exchange between living organisms i.e. transmission of signals that involve a living sender and receiver can be considered a form of communication; and even primitive creatures such as corals are competent to communicate. Nonhuman communication also include cell signaling, cellular communication, and chemical transmissions between primitive organisms like bacteria and within the plant and fungal kingdoms.

5.1.3 Barriers to Effective Communication

The barriers to effective communication at Nakapiripirit district local government are cultural barriers- such as age, education, gender, social status, economic position, cultural backgrounds, ethics and values. Language barriers, individual barriers- this may be a result of an individual's perceptual and personal discomfort. Organizational barriers- it includes poor organizations culture, climate, strengthen rules and regulations, inadequate facilities and opportunity for growth and development. Emotions- this could be a barrier to communication if you are engrossed in your attentions for some reasons, for instance you have trouble listening to others or understanding the message conveyed to you. Channel barriers- this is the length of communication is long, or the medium selected is inappropriate, the communication might break up. And stereotyping-this is to assume that the other person has certain characteristics based on the group to which they belong without validating that they in fact have these characteristics. This is in relation to other previous researchers; Hassan, (2008),

who stated that, the major barrier to effective communication organizations is language barrier.

Physical barriers. Physical barriers are often due to the nature of the environment. An example of this is the natural barrier which exists if staff is located in different buildings or on different sites. Likewise, poor or outdated equipment, particularly the failure of management to introduce new technology, may also cause problems. Staff shortages are another factor which frequently causes communication difficulties for an organization.

System design. System design faults refer to problems with the structures or systems in place in an organization. Examples might include an organizational structure which is unclear and therefore makes it confusing to know whom to communicate with. Other examples could be inefficient or inappropriate information systems, a lack of supervision or training, and a lack of clarity in roles and responsibilities which can lead to staff being uncertain about what is expected of them.

Attitudinal barriers. Attitudinal barriers come about as a result of problems with staff in an organization. These may be brought about, for example, by such factors as poor management, lack of consultation with employees, personality conflicts which can result in people delaying or refusing to communicate, the personal attitudes of individual employees which may be due to lack of motivation or dissatisfaction at work, brought about by insufficient training to enable them to carry out particular tasks, or simply resistance to change due to entrenched attitudes and ideas.

Ambiguity of words/phrases. Words sounding the same but having different meaning can convey a different meaning altogether. Hence the communicator must ensure that the receiver receives the same meaning. It is better if such words are avoided by using alternatives whenever possible.

Individual linguistic ability. The use of jargon, difficult or inappropriate words in communication can prevent the recipients from understanding the message. Poorly explained or misunderstood messages can also result in confusion. However, research in communication has shown that confusion can lend legitimacy to research when persuasion fails.

Physiological barriers. These may result from individuals' personal discomfort, caused—for example by ill health, poor eyesight or hearing difficulties.

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Cultural differences. Cultural differences affects communication between people from different departments in the organization. It occurs frequently between people who have experienced different social and religious environments. For example: words, colours and symbols have different meanings in different cultures. In most parts of the world, nodding your head means agreement, shaking your head means no, except in some parts of the world.

5.2 Conclusion

Conclusion was made in line with the various themes of the study and was based on the study findings. The forms of communication used at Nakapiripirit district local government are downward, upward, horizontal, verbal and written.

The study has shown that communication has effects both positive and negative on employees' performance of which the positive effects are innovativeness, increased quality of service and increased effectiveness.

Many barriers to effective communication were given, for example individual barriers, organizational barriers and channel barriers to mention but a few, which hindered the performance of employees at Nakapiripirit district local government.

5.3 Recommendations

Recommendations were made about this study in line with findings and conclusion. These recommendations include the following:

Much as Nakapiripirit district local government has a problem of use jargons which hinder effective communication for better performance, the recommendations is that, Nakapiripirit district local government should use words which are clearly understood, this will enable the Nakapiripirit district local government to have effective communication for better performance of its employees.

There should be reduction on the channels of communication. This will enable the employees at Nakapiripirit district local government to interact easily with the management of Nakapiripirit district local government and hence enabling them to perform their duties.

There should a system of giving feedback to employees. This will enable the sender to know whether the communication has been effective and therefore encouraging the local government to have better performance.

5.3.1 Recommendation to internal (employee) communication

Use a project management/social collaboration platform. In order to improve internal communications, organizations should implement a social collaboration solution that gives employees access to a single platform for communication. This type of platform means the work and information sharing are seamlessly integrated into an organization's existing enterprise and productivity apps, allowing communication to happen when and where it's needed, on any device. A robust social collaboration solution will also take advantage of an organization's network by bringing together the people, data and processes needed to improve engagement and enable problem solving and more informed decision making whether they're in the office or communicating from the field.

Having a project management/social collaboration system, that "works for communications, setting up workflows, organizing contacts and everything else, has really transformed our communications and made us more efficient. While the exact choice of software product needed will be different for each business, the overall idea is to use technology to communicate effectively outside of the email inbox, which is inefficient.

Creating an online forum where employees can easily share information and respond. Create a forum where employees can communicate with each other. The most important thing is giving employees access to a mobile platform [that will allow them] to engage and interact on various levels (e.g. announcements, knowledge transfer, etc.).

When properly integrated, enterprise social networks break down information silos and increase cross-department communication, Employees can easily share documents, start threads, work on projects and more through the network, whether they are in the same office but on different floors or working time zones apart. Organizational social networks also improve employee communication by tapping into employee knowledge and strengths. Employees can indicate on their profiles areas of expertise their colleagues may have not realized by their job title or department, and can easily connect with them for feedback, advice or support.

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Providing employees (especially younger ones) with regular feedback. Younger workers (Generation Y and the millennial generation) enjoy receiving frequent feedback. To ensure that workers know what's going on, and is expected of them, "providing a weekly status report for the priorities and projects that they're working on, followed by short and simple feedback from managers and executives. This can help the younger members of the workforce feel empowered as well as connected to the rest of the team.

When emailing, leverage the subject line. In this day and age, most of the workforce communicates primarily through email. And since employees often receive dozens of emails each day, their inboxes become too full to cut through the clutter and recognize which messages need to be acted on immediately. To get employees' attention – if their immediate attention is truly warranted use action-oriented [words], such as ACT or URGENT [or HELP], in the subject line," he advises. That way, "employees can prioritize which messages require immediate action, and which they can return to at a later time.

Use video conferencing. Video conferencing is a great business tool because it is effective and inexpensive. One of the obstacles to collaboration is the inability of employees to get together and discuss issues. And bringing far-flung employees together in one place, physically, while helpful, can be expensive. With video conferencing, [however,] employees can meet without ever having to leave their desks.

Picking up the phone calls. Employees should not be afraid to pick up the phone and call the other party instead of responding by email or text. While email and text communications work in many situations, sometimes, such as when "the other party is confused about a message [or] the topic is sensitive," it's more effective to just pick up the phone and talk.

5.3.2 Recommendation to External (Customer) Communication

Get to the point. Particularly with email blasts, if you need customers to take action, quickly make your point. Glorious intros and wonderfully crafted narratives have their place but an email isn't it. Your customers are busy, action-oriented folk who respond best to [short, easy-to-read] content.

To increase the likelihood of your message being read and acted upon, "be concise. Make it abundantly clear 'what's in it for them. Provide options to learn more (e.g., an embedded video, a link, a contact name and number). And above all, focus on your email's subject line.

Unless your customer is compelled to open your email, your amazing, actionable content is all for naught. By the way, this advice doesn't just apply to your customers. It works for internal communications, too.

Make it easy for customers to communicate with you. Always give the customer a way to easily [contact or] reply [to you]. That means providing customers with an easy-to-find email address and phone number, or live chat or social media link (e.g., Twitter).

Furthermore, in every customer communication, make sure there's an easy way for the customer to reply – and be willing to listen to what they have to say. Remember, listening to what customers have to say, acknowledging them, not only "makes customers feel more respected [and more likely to do business with you, it] can serve as a valuable source of feedback to improve your product or Nakapiripirit district local government."

Keep customers informed with text messages (SMS). Use text messaging to get the word out to customers, as SMS communications service provider. If you need to let your customers know about something immediately, the best way to do that is by text. For example, you might have an outage that affects [them or] their business," he says. Or you may need to reschedule their appointment. SMS solves the problem of making sure interested people get the message [quickly].

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APPENDIX I: QUESTIONAIRE FOR THE RESPONDENT

Dear respondents

I am Longole Kizito a student of Kampala international Currently I am carrying out a research on communication and Organisation Performance at Nakapiripirit District Local Govenment in Karamoja. I kindly request you to answer the questions stated below. The information given is purely for academic purpose and will be treated with utmost confidentiality.

Tick or fill the appropriate answer where applicable

SECTION A (Bio Data of Respondents)

1. Gender of the respondent

Gender	Tick appropriate option
Male	
Female	

2. Age Group of the respondent

20– 30	
31– 40	
41 – 50	
51 – 60	
65and above	

Marital Status of Respondents

Married	
Single	
Separated	
Cohabiting	
Widowed	

3. Position held by respondents

Position	Tick appropriate option
Manager	
Finance officers	
Accountants	
Marketing Officer	

4. Level of education

Level	Tick appropriate option
Certificate	
Diploma	
Degree	
Masters	

5. How long have you worked with Nakapiripirit District Local Govenment s

No of years	Tick appropriate option
Less than one year	
1-3	
3-5	
More than 5 years	

SECTION B
FORMS OF COMMUNICATION

What are the forms of communication used at Nakapiripirit District Local Govenment s?

....

....

What are the non verbal forms of communication at Nakapiripirit District Local Govenment s ?

....

....

Does your company use emails?

....

....

Yes   ☐

No   ☐

Are employees familiar with emails?

....

....

How do you react to these emails?

....

....

Comment on the use of newsletters at Nakapiripirit District Local Government ?

....

....

What are the effects of these forms of communication to Nakapiripirit District Local Govenment s?

....

....

How effective are these forms of communication to the company?

....

....

....

What are the barriers of communication at Nakapiripirit District Local Govenment s?

....

....

....

What are the effects of communication barriers to the organizational performance?

....

....

Thank you for your valuable time

Appendix II: Time frame or work plan

Activity	DURATION					
	January	January	February	March	April	May
Topic search and approval	▓					
Proposal Writing	▓	▓				
Data collection			▓	▓		
Data analysis and report submission					▓	▓

APPENDIX III: ESTIMATED RESEARCH BUDGET

No	Item	Qty	Unit cost	Total cost
1	Study analysis	5 times	20,000	100,000
2	Typing	80 pages	500	40,000
3	Printing	500 pages	100	50,000
4	Binding	4 copies	7,000	28,000
5	Data collection			50,000
6	Meals and transport			50,000
7	Miscellaneous			50,000
	Grand total			368,000

THE REPUBLIC OF UGA

NAKAPIRIPIRIT DISTRICT LOCAL GOVERNMENT
OFFICE OF THE CHIEF ADMINISTRATIVE OFFICER,
P.O. NAKAPIRIPIRIT
Uganda.

CR/152

1st April, 2015.

Mr. Longole Kizito

BHR/39424/123/DU

Kampala International University

AUTHORIZATION LETTER TO CARRY OUT RESEACH IN NAKAPIRIPIRIT DISTRICT LOCAL GOVERNMENT.

This is to inform you that you have been authorized to carry out research in Nakapiripirit District Local Government for the period of three weeks. That is 13th to 27th April 2015.

During this period you will interview our staff who will be ready to avail you with relevant information about communication and organizational performance.

Yours faithfully,

FOR
CHIEF ADMINISTRATIVE OFFICER
NAKAPIRIPIRIT DISTRICT

Ilukol Jobs Lomenen,
For: CHIEF ADMINISTRATIVE OFFICER/NAKAPIRIPIRIT.
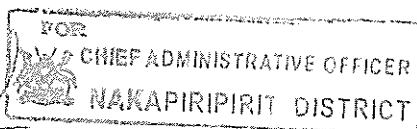
Copy to: The District Chairperson/Nakapiripirit.
             District Community Development Officer.

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