THE IMPACT OF EFFECTIVE COMMUNICATION ON PRODUCTION IN AN ORGANIZATION A CASE STUDY OF POSTA UGANDA

BY

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DECLARATION

I, **Wanyanze Miriam Madibo**, hereby declare that this research report is my original work and has never been submitted in any institution or university for an award and should not be reproduced with out my permission.

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APPROVAL

This is to certify that this research report has been under my supervision and approved.

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DEDICATION

This piece of work has been dedicated to my late father Madibo Sepiria, my mother Madibo Rose and lovely brother Madibo Wagidoso Charles.

ACKNOWLEDGEMENT

The researcher appreciates the efforts her parent and guardian made to make her accomplish this academic mission most especially her mother Madibo Rose and brother Madibo Charles.

I am indebted to all the staff of Posta Uganda for having availed me with all the relevant documents for review and helping in feeling my questionnaires.

Mr. Rutegenda Micheal has my special appreciation for his tireless efforts in guiding the researcher, especially in times of difficulty as such this work is a direct product of your advice and guidance and may God bless you.

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May God Bless You

Declared by Wanyenze Miriam Madibo

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ABSTRACT

This research was based on investigating the impact of effective communication and the production of an Organisation. It was conducted in Posta Uganda. It covered top administrators and employees as its respondents.

The research was interested in this topic because managers and organisations have used different or various resources to acquire effective communication for better performance hence production but still there is low production and performance.

This research was based on the assumption that there was a significant relationship between communication and production. Thus with effective communication, employees are motivated to open their potentials and perform hence the Organisation will adhere its maximum production hence performance.

During the process of conducting this research it was realized that effective communication had a significant relationship with the production of the Organisation. It was also realized that effective communication leads to motivation, improves performance as well as reduces on conflicts or grievances since employees know what to do and what is expected of them.

Some of the recommendations made by the researcher in this report included opening channels of communication. Involve workers in decision making and provision of training in terms of communication skills.

CHAPTER ONE

1.0   Introduction

This chapter presents the background of the study, purpose of the study, where it was carried out, the objectives of the study and the research questions.

1.1   Background of the Study

The term communication comes from Latin word *comunis* which means 'common', if we effect a communication of ideas, we have established a common meeting ground for understanding. Communication is a very important subject to any manager for them to get things done through others, a task that requires managers to communicate with other people.

Both traditional and behavioral managers are interested in developing good communication. The former wishes to assure that orders are understood and that the downward channels are open. Behavioural inclined managers would add values derived from knowing subordinate attitudes and feeling towards the job, firm supervisors and environment. Not only would they emphasize the importance of establishing numerous upward channels of communication, they would attempt to create an open organization in the interest of developing creativity and self control among all organization members.

All estimates concerning the percentage of time allocated to communication processes are quite high, ranging from 75 percent of our working hours. 5 percent of this communication time is spent in writing, 10 percent in reading, 35 percent in talking and 50 percent in listening. We often communicate unknowingly as others observe our actions and facial expressions and derive inferences or conclusions from them.

The fact that we send and receive communicative signals constantly leads us to assume that we are experts in the process. However, the

lack of understanding and acceptance and the wealth of confusion and disagreement which follows are tangible evidence that the signals being sent are not received in the form intended by the sender. If no one is listening or if no one understands what is being said or written, then there is no communication.

There are various purposes of communication in an organization, which include:

- Seeking or receiving information, allocating blame encouragement, control, selling proposals, confrontation.
- Talking to different levels within the hierarchy to individuals, groups, departments, and customers.
- Using both formal communications like meetings, reports, proposals, notices and informal communication like counseling, advising, talking to other employees.
- Working in different roles as project leader, analysts, subordinate and colleague.
- Evaluating communications, are they facts, opinions, or gossip?
- Building up networks to obtain real information which may be given freely or concealed, which means you need to ask the right questions or else you will find yourself drowned in data but starved on information.
- Trying to influence those over whom you have no power.

Managers need to be effective communicators to achieve positive results in today's organizations. Managers frequently have to work with others with whom they have not developed close relationship in order to achieve organizational objectives since the success of information passing depends very much on the nature and quality of information received and this in turn depends on the nature and quality of relationship between the persons involved.

One of the greatest challenges as a manger is that people are different from you. The two basic differences are personality and perception. These differences cause people to behave differently towards others

in difficult situations and cause communication problems. Managers need to understand the nature of those differences and try to modify our interpersonal behaviour to cope with them.

1.2 Background of Posta Uganda

Originally, the company was Uganda Post and Telecommunication Corporation until 1998 due to liberalization by the government. It was split into Post Bank, Uganda Communication Commission, Uganda Telecom Ltd, and Uganda Post Ltd. using Posta Uganda as its trade name, Posta Uganda is a delivery and communication company.

Posta Uganda is now located in Kampala City on Kampala Road Plot 35. It has different branches in various districts of the country. Its vision is to restore customer confidence and satisfaction.

They provide the following services: -
- Post box rentals
- EMS Courier services.
- Domestic and international money transfers.
- Internet cafés
- Post Bus Services for passengers & Congo transportation.
- Philatelic services.
- Letter and parcel conveyance.

1.3 Statement of the Problem

The human resource manager needs to know that to be effective, a manager needs information necessary to carryout management functions and activities. It is not maximum information a manager needs, its pertinent information. There is no universally applicable communication system; rather it must be tailored to the managers needs. Effective communication has probably never been achieved in most organization.

It is not clear whether effective communication alone has been enough for better production or that there are other factors that contribute to high production. Further more to what extent does effective communication factors influences production.

Based on the above accounts, the research was intended to examine the impact of effective communication on employee's production in Posta Uganda.

1.4 Objective of the Study

1.4.1 General Objective of the Study.

The study was done purposely to identify the relationship between effective communication and production in Posta Uganda.

1.4.2 Specific Objective of the Study.

- To identify the relationship between effective communication and production of employees in Posta Uganda.
- To establish how effective communication affects production in Posta Uganda.
- To find out what form of communication is considered effective in Posta Uganda.
- To establish the relationship between communication skills and effective communication in Posta Uganda.

1.5 Significance of the Study.

- This study will be useful in finding out how best the management of Posta Uganda can communicate effectively for better production.
- The study will also act as a secondary source of data to provide up to date literature for academicians and managers in the department of Human Resource Management and findings may be used for future literature review.
- The study will also be useful to the policy makers and Posta Uganda in providing effective communication system for better production.

1.6 Scope of the Study.

The study was carried out in Posta Uganda. The organization is located in Kampala City on Kampala Road, Plot 35.

The theoretical part of the study was focus on properties for effective communication such as communication process, communication skills, importance of effective communication, guidelines for effective communication.

1.7 Research Questions.

- What form of communication is used in Posta Uganda?
- How does effective communication contribute to high or better production in Posta Uganda?
- How do effective communication factors such as communication process, communication skills, and guidelines for effective communication lead to better production?

1.8 Definition of Key Terms

a) **Communication**

The process of giving information, making emotions, or ideas known to someone.

b) **Impact**

To have an effect or influence on something the effect may be positive or negative.

c) **Production**

The process of making things in large quantities on an organization.

d) **Organization**

A group of people, who have a particular purpose or interest, people who are cooperating under the direction of leadership to fulfill predetermined goals.

CHAPTER TWO

LITERATURE REVIEW

2.0   Introduction

This chapter is about the ideas and views of other persons in relation to the topic identified by the researcher. The literature is vital and enables the researcher to investigate further. The literature was mainly taken from other secondary sources of data.

2.1   Definition of Concepts.

According to VSP RAO in his book Principles and Practices of Management, he defines communication as the act of influencing and inducing others to interpret an idea in the manner intended by the speaker or writer.

Gareth R Jones, Jennifer M George and Charles W L Hill in their book, 'Contemporary Management', defined communication as the sharing of information between two or more individuals or groups to reach a common understanding.

2.2   Related Literature Review and Other Researcher's Works

2.2.1   Importance of Effective Communication

Effective communication is necessary for managers to perform his functions. It's a process by which management functions like planning; organizing, directing and controlling are accomplished. Management is concerned with getting things done through others, a task that invariably requires that managers must communicate with other people. Everything a manager does involve communication.

According to Gereth R, Jennifer M and Charles W L, in order for an organization to gain a competitive advantage, managers must strive to increase efficiency, quality, and responsiveness to customers and innovation. Good communication is an essential for reaching each of

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these four goals and this is a necessity for gaining a competitive advantage.

Efficiency is increased by updating the production process to take advantage of new and more different technologies and by training workers to operate 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. Similarly improving quality hinges on effective communication.

Good communication can also help to increase responsiveness to customers. When the organizational members who are close to customers such as sales in department stores, and tellers in banks, are empowered to communicate to customers needs and desires to managers, in turn must communicate with other organizational members to determine how best to respond to changing customer preferences.

Innovation, which often takes place in cross-functional teams, also requires effective communication. Members of a cross functional team developing a new kind of compact disc player for example must effectively communicate with each other to develop a disc player that customers will want, there will be high quality and that can be produced efficiently.

Effective communication is necessary for managers and all other members of an organization to increase efficiency quality responsiveness to customers and innovation and this gains a competitive advantage for their organization. Managers therefore must have a good understanding of the communication process if they are to perform effectively.

Chester I. Barnard viewed communication as, the means by which people are linked together in an organization to achieve a common

purpose. Group activity is impossible without communication because coordination and change can not be effected.

2.2.2 Communication skills

Marilyn Satterwhite and Judith Oslon Sutton in their book, Business Communication at Work stated that, the ability to communicate effectively in business is essential to both the individual and the organization. For the individual, effective communication skills are necessary in getting the job initially, accomplishing assigned tasks and advancing to higher positions within the organization. For the organization, effective communication results in developing and maintaining goodwill among employees, customers and business associates while getting the job done efficiently.

Max Depree in Leadership is an Art stated that, there may be no single thing more important in our efforts to achieve meaningful work and fulfilling relationships than to learn and practice the art of communication.

According to Ronald B Adler and Jeanne Marguardt Elmhorst in their book, 'Communicating at Work; Principles and Practices for Business and the Professions', the need for communication skills is important in virtually every career for effective communication. For example, once study revealed that practitioners in big six accounting firms spent 80 percent of their work time communicating with others individually and in groups. The need for communication skill is just as important in high tech fields.

William Schaffer, International Business Development Manager for Sun Microsystems, made the point emphatically " if there is one skill that is required for success in an industry, it's communication skills". Other high tech experts back up this claim. Over 90 percent of personnel officials at 500 US businesses stated that increased communication skills are needed for success in the 21st Century.

Researchers discovered that what employees needed was oral literacy, the ability to communicate, to work in teams and to shift rapidly as the work changed.

In one survey of over 1000 adult workers, 84 percent of the respondents rated communication skills as being very important for performing the jobs. Business people aren't the only ones whose jobs depend on effective communication. One recent survey of employers who supervise engineering graduates backed up the importance of communication skills. Those managers reported that the most valuable talents of newly hired graduates included the ability to work well on teams with people outside their specialties.

Gomoz – Mejia and Balkin in their book of Management have stated that, one of the best ways to ensure effective communication is to provide opportunities for employees to develop their communication skills. Skills in sending and receiving messages greatly reduce the possibility that a distorted message will be transmitted. Three key communication skills are presentation skills, non-verbal communication skills and listening skills.

Presentation skills are critical in every job. Sales people must present the product in a convincing way to potential clients. Engineers need to present ideas persuasively to the managers who control funding. Managers must present performance results to Executives. Team members may need to present ideas for quality improvement at staff meeting, managers and team leaders often need to persuade the team or employees to do something or to accept a new policy.

Guidelines for effective presentation skills include; determining the purpose for communication, identify the audience, their needs and interests; establish credibility if the audience is not familiar with your credentials, try to speak in a responsive and conversational style that engages listeners, look for opportunities to make presentations and

receive feedback, maintain a positive attitude throughout the presentation.

Non-verbal communication skills are essential for sending and decoding messages with emotional content. Friendliness, respect, acceptance, rejection, fear, anger are conveyed primarily by means of non verbal signals. When the verbal and non-verbal messages disagree, the receiver is likely to discount the verbal and accept the non-verbal message. Important dimensions of non-verbal communication include body movements and gestures, eye contact, touch, facial expression, physical distance, tone of voice.

Listening skills, listening is a fundamental communication skill that allows the receiver to understand both the verbal content and the underlying feelings embedded in the message. An active listener indicates both verbally and non-verbally that she is engaged in the conversation.

Listening is an invaluable skill for managers to use daily on the job. By actively listening to another individual, the manager shows empathy for understanding for the speaker's perspective. Employees or other managers are unlikely to bring problems to managers who have weak listening skills, which is likely to undermine a manager's credibility and limit effectiveness.

In Ron Ludlow Fergus Panton's book The Essence of Effective Communication, resolving conflicts is another communication skill. Conflicts, tensions, problems with individuals or groups are inevitable in organizations. People are different; they have their own views on issues, their own approaches to solving problems. Interpersonal conflict arises just as much because of the manner in which discussions take place as from disagreement on specific issues. People can end up still disliking each other even after they have agreed on an issue.

To gain greater collaboration and commitment, you should consider these approaches to conflict situations.

- Use active and reflective listening.
- Use assertiveness skills.
- Reduce communication blockages between the parties.
- Concentrate on issues.
- Identify and appraise carefully the actions decided.

Solving problems is another skill that is all about trying to find some form of mutual agreement about decisions and actions to be taken in problem situations. A manager may have all the facts and resources at your disposal and may be therefore able to solve the problem without any discussion with other persons.

This is not always the case. You may have to share with others the problem, the facts, the feelings in the situation, so that you can make a high quality decision. It may also be necessary to gain the total commitment of others to the decision so that it will be implemented successfully. You will not necessarily achieve this if you make the decision by yourself

When designing any communication skill programme, development of the above skills, two further communication skills are important for managers to improve their effectiveness, counseling and coaching.

2.2.3 Communication Process

To be an effective communicator, a manager should understand the basic framework of communication process. The basic elements of communication are the communicators, encoding, the message, channel of communication or medium, decoding, the receiver and feedback. The process is divided into two phases, the transmission phase and the feedback phase.

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The transmission phase
- **The Communicator**

  In an organization, the communicators can be managers, department and the outside public. Each of the communicators involved in the process of communication has a message an idea of information to transmit to some other person or persons in the group called the receiver.

- **Encoding**

  The second important element in the communication process is encoding. The communicator's message must be translated into a common language, which reflects the idea, that is to say, the message must be encoded. Encoding involves conveying the message into a series of symbols some other format or expression.

- **The Message**

  The output of encoding process is the message sent by the communicator. It is the physical form of thought, which can be experienced and understood by one or more senses of the receiver.

- **The Medium**

  This is the carrier of the message sent by the communicator it bridges the gap between the sender and the receiver, for example, face-to-face conversation, and telephone conversation in written form.

- **Decoding**

  Decoding element refers to the process by which the receiver translates the message for the purpose of interpreting and understanding the meaning of the message. The more the receiver's intended message the more effective the communication is.

- **The Receiver**

  By the very definition of communication requires at least two people, the communicator and the receiver. The communicator should take into account the receiver, his decoding abilities, and his understanding capacity of the message being transmitted.

Effective communication is always receiver oriented and not media oriented.

Feedback

To be effective communication process should involve the element of feedback also. Feedback determines whether the message was clearly understood and the action required taken hence decreases the potential and probability of distortion between the intended and the received message. Direct feedback is possible through face-to-face verbal exchange between manager and subordinates, indirect feedback may be in terms of actual results, increase or decrease in production. The feedback to the sender completes the process of communication.

• **Noise**

All the above steps of communication process are affected by noise. It is anything that hampers any stage of the communication process.

Illustration

Transmission
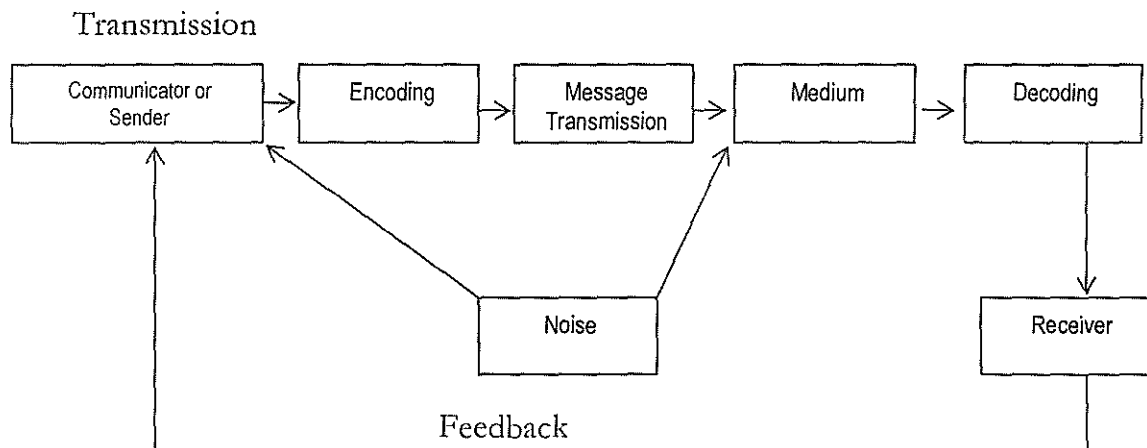
2.2.4 Guidelines to Effective Communication

The guideline are designed to help management improve their skills in communication so as to not only avoid any barriers to effective communication but also to strengthen the basis for optimum results which depend upon the clear understanding of the desired communication. These guidelines are partially based upon the principles proposed by American Management Association.

These are: -

- **The ideas and messages should be clear, brief and precise.**

  The ideas to be communicated must be well planned and clearly identified. This will eliminate ambiguity so that the message will not be subject to more than one interpretation. The message must be clear, precise and to the point and free from distortion and noise. It should also be brief so that it is just necessary and sufficient and should avoid loose ends or meaningless and unnecessary words.

- **Sense of timing**

  The message should not only be timely so that the decisions and actions can be taken in time and when necessary but also the timing of the message and environmental setting in which the message is delivered and received is equally important.

  An important message delivered at the wrong time or in a non-conducive environment may loose its effectiveness. The environment involves physical setting such that whether the communication is conveyed in private and also it involves the social climate which determines the work setting as well as interpersonal relationship.

- Integrity

  The communication must pass through the proper channels to reach the intended receiver, the communication flow and its spread must avoid by passing levels or people. When the concerned levels are omitted or by- passed, it creates bickering, distrust, confusion and conflict. Accordingly the established channels must be used as required.

- Consult with others who are involved in planning the communication

  Consult with others who are involved in planning the communication. If people have participated in the planning process, they would be highly motivated to give active support to such communication and carry it through. Also such participants would widen the scope and the objectivity of communication. The purpose of the communication must be clearly known by all as to what is to be achieved and how.

- Be prepared to help the receiver

  Take the receiver's interests into account, and then the receiver will be more responsive to the communication. The management must clarify any part of the communication that may be necessary and must encourage comments, questions and feedback. The management must always be helpful in carrying out the intended message of the communication.

- Mode of delivery

  Not only the clarity on intent and the content of the message is important and necessary but also the method of delivery. Avoid negative statements like 'I am not sure it will work' but be

confident and definite. The success of communication also depends upon the tone of voice.

- **Use proper follow up**

    Unless it is a one-way communication that is simply meant to inform all communication need a follow up to ensure that it was properly understood and carried out. A verbal communication may need to be followed up by written confirmation. The response and feedback to communication would determine whether the action to the communication has been prompt, appropriate and accurate.

2.2.5 Team Briefing

Team briefing according to john Adair in his book The Effective communicator is a system of communication operated by line management. Its objectives are to make sure that all employees know and understand that they and others in the organization are doing and why it is a management information system based on leaders and their teams getting together in groups for half an hour or so on a regular basis to talk about things that are relevant to their work.

The most important ingredient to team briefing is, as the name implies, the team. Briefing your team is part of your leadership job, a team briefing system merely formalizes something that you do anyway if you are a good manager or supervisor. And team briefing is not a panacea. It will not improve your communication overnight. It is only one of the many means of communicating information. It does not replace existing methods but complements them. However, if your organization does not brief information regularly through work group leaders to their teams, then you are failing to make the first step towards good management communication.

CHAPTER THREE

METHODOLOGY

3.0 Introduction

This chapter presents and describes the methods and techniques that were used to collect and analyze data. It included the study, population, data collection instruments, processing and analysis and limitations of the study.

3.1 Research Design

The researcher used both qualitative and quantitative methods of data collection and analysis.

3.2 Area of Study

The study was carried out in Posta Uganda. Most respondents were got from employees in different departments of the organization

3.3 Study Population.

The population under study comprised of 40 respondents and this sample were selected from different departments of the organization including staff members.

3.4 Sampling Design.

The researcher used simple random sampling technique in a sense that whether one is on probation or confirmed was put into consideration. Respondents were identified depending on their willingness and availability to take part in the exercise or study.

3.5 Data Collection Instruments.

The data collection instruments were basically self-administered questionnaire, which comprised of open and close-ended questions that required respondents to answer all the questions to the best of his or her knowledge. Interviews were also used in data collection from which the researcher had to ask questions and respondents answer from selected departments.

3.6 Data Analysis and Presentation.

After collection of data, only correctly filled questioners were coded, edited and analyzed. Analyses were carried out by use of frequencies; percentages and true findings are represented using tables.

3.7 Research Procedure.

- The researcher obtained an introduction letter from Kampala international university, school of business and management to Posta Uganda.
- Permission was sought from Posta Uganda authorities to allow the research to conduct this study.
- Participants willing to provide information were guided in the questionnaire, filling process, and questions were asked by the researcher for clarification.

CHAPTER FOUR

DATA PRESENTATION, INTERPRETATION AND DISCUSSION

OF FINDINGS

4.0 INTRODUCTION

The main objective of the study was to examine the relationship between communication and production of employees. In Posta Uganda, under this chapter, the findings of the study are presented, interpreted and discussed, under major themes related to the research questions. The presentation of the data laid out in this chapter is by quantitative findings and they have been reinforced by qualitative analysis that provides a stronger basis for interpretation and discussion.

4.1 GENERAL FINDINGS

In general there were 40 respondents targeted by the researcher. Of these 40 respondents 30 responded positively by answering the questionnaires and accepting to be interviewed by the researcher. The number that responded represented 75% and those who didn't respond represented 25% as represented in table 4.1 and figure 4.1 below.

Table 4.1. Showing the general response of respondents

Response	Frequency	Percentage
Responded	30	75%
Non Responded	10	25%
Total	40	100%

Source: primary data

A piechart showing the general response of Respondents

Figure: 4.1

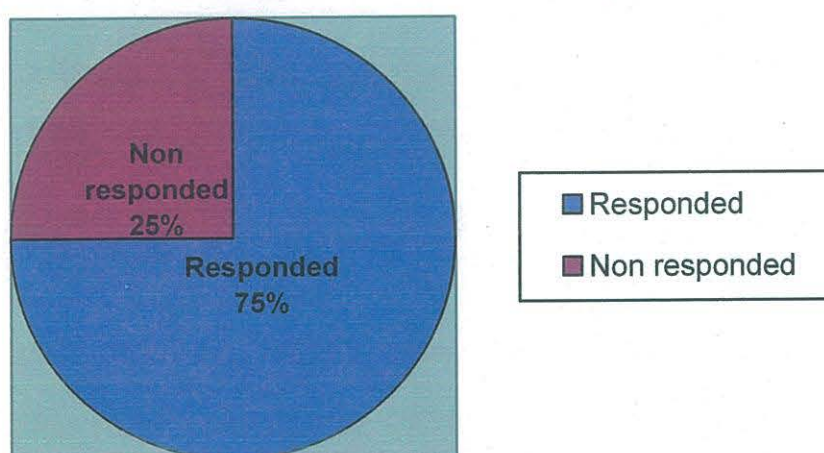**Source: Primary Data**

4.1.1 Gender analysis

During the course of this research, in the 75% of those who responded, 18 respondents were men representing 60% and the 12 of the respondents were female representing 40% of the respondents as shown in the table below.

Table 4.2. Showing the gender response

GENDER	FREQUENCY	PERCENTAGE
Male	18	60%
Female	12	40%
Total	**30**	**100%**

Source: primary data
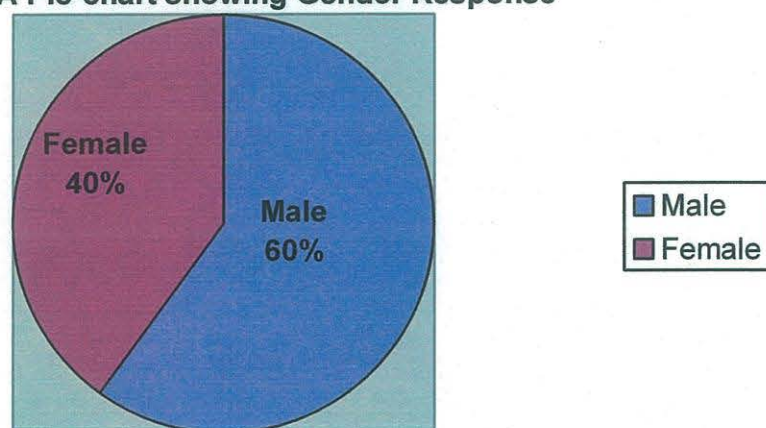
A Pie-chart showing Gender Response

Figure 4.2

Source: Primary Data

4.1.2 Departmental Distribution of Respondents.

In the 30 respondents, 8 respondents were from operational department, 7 respondents were from human resource department, 5 respondents were from the finance department, 7 respondents were from marketing department and 3 respondents were from the legal department as represented in table 4.3 and figure 4.3 below.

Table 4.3. Showing departmental distribution

DEPARTMENT	Frequency	Percentage
Operational	8	27%
Human resource	7	23%
Finance	5	17%
Marketing	7	23%
Legal	3	10%
Total	**30**	**100%**

Source: primary data

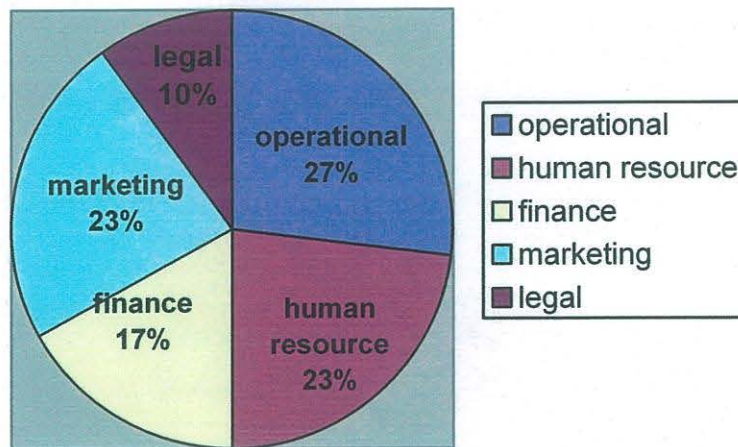**A Pie-chart Showing Departmental Distribution**

Figure 4.3

Source primary data

4.1.3 Age Distribution

Of the 30 respondents, 5 were in the age bracket of 20-25, 5 respondents were between 26-30, 8 respondents were between the ages of 31-35. 7 were between the age brackets of 36-40, 3 respondents were between 41-45 and 2 were between 46-50 years old.

Table 4.4 showing age distributions of respondents

Age bracket	Frequency	Percentage
20-25	5	17%
26-30	5	17%
31-35	8	27%
36-40	7	23%
41-45	3	10%
46-50	2	6%
TOTAL	30	100%

Source: Primary Data

Figure 4.4 a bar graph showing age distribution of respondents.
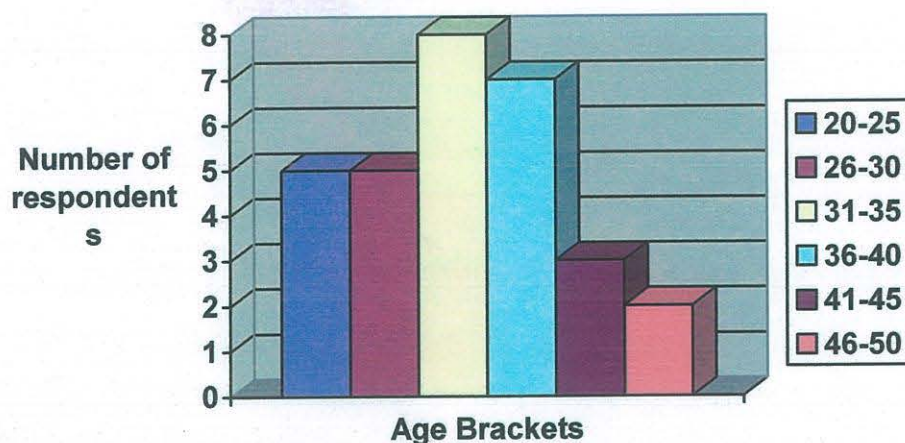
Source: Primary Data

The figures show that majority of the respondents 50% fall in the age bracket of 30-40 years because this is the most active age of working class.

4.1.4 Educational distribution

Of the 30 respondents, 3 had Masters in their fields of qualification, 7 were bachelors' degree holders, 12 respondents had diplomas and 8 were certificate holders as in the table below.

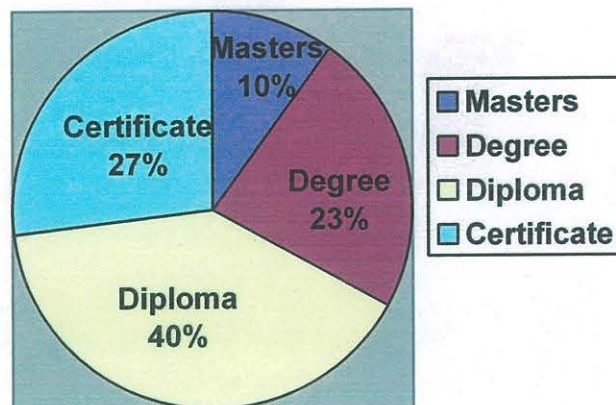**Table 4.5 showing educational level of respondents**

Level of education	Frequency	Percentage
Masters	3	10%
Degree	7	23%
Diploma	12	40%
Certificate	8	27%
Total	30	100%

Source Primary Data

A pie chart showing educational level of the respondents.

Figure 4.5

Source: Primary Data

As shown above, it is indicated that majority of respondents were diploma holders especially in the operational level.

4.2 The Concept of Communication.

Communication is an act of influencing and inducing others to interpret an idea in the manner intended by the speaker or writer. It is an important management function that helps the managers to perform their functions like planning, controlling, organizing and directing. During the course of this research it was realized that many of the respondents were aware of the term communication. All forms of communication are practiced at Posta Uganda including written and oral communication as seen below.

4.2.1 Employee response to communication.

Communication is mainly concerned with influencing the behaviour of the receiver and to cause an understanding in order to take an action. When receivers understand what is intended by the sender, it can lead to action being taken correctly reducing the mistakes hence improving

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productivity. In the course of this research, the response of the respondents towards the opinions of how they view the communication methods in Posta Uganda, their responses were as follows. 8 said it was highly satisfactory. 15 viewed it as satisfactory, 5 were dissatisfied with the communication modes used and 2 of the respondents had no idea.

Table 4.6 showing employee responses to communication modes.

Employee response	Frequency	Percentages
Highly satisfied	8	27%
Satisfactory	15	50%
Dissatisfied	5	17%
No opinion	2	6%
Total	30	100%

Source: Primary Data

Figure 4.6 A bar graph showing employee response to communication modes.
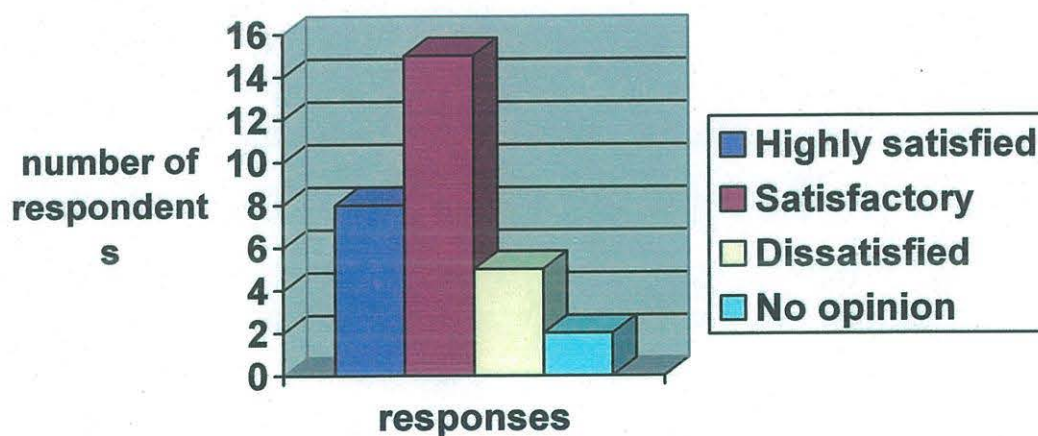
Source: Primary Data

From the above figures, over 50% of the respondents were satisfied with the communication modes used. In this situation it is important to keep all the staff aware of what is expected of them.

4.2.2 Forms of communication used in Posta

During the c ourse o f t his r esearch, the r esearcher r ealized t hat majorly two forms of communication are practiced in Posta Uganda. These were written and oral communication.

4.2.2.1 Oral communication.

Oral communication refers to the words that are spoken or sent to the receiver by word of mouth. During the course of this research this form f communication was realized to be commonly used amongst lower levels of administration especially among the operational level management. This form of communication includes passing of instructions to subordinates, giving orders, interpersonal communication, reporting of grievances, during meetings and giving feedbacks to supervisors.

4.2.2.2 Written communication

Another form of communication that is used in Posta Uganda is the written communication. This is the process where the message sent to the receiver is written down in form of memos, brochures, loose minutes and it was realized that, the m ost common form of c ommunication u sed in inter departmental communication and mostly in the top level management

4.2.3 Employee response to forms of communication

The two forms of communications are used commonly depending on the level and content of the message communicated. During the course f conducting this research, the respondents responses on the two forms were as, 7 respondents said it was very good, 13 commented that It was good, 5 said it was fair, 3 viewed it as poor and 2 had no opinion.

Table 4.7 showing the employee response towards the forms of communication used. Source: Primary Data

Employee responses	Frequency	Percentages
Very good	7	23%
Good	13	43%
Fair	5	17%
Poor	3	10%
None	2	6%
Total	30	100%

Figure 4.7 Abar graph showing employee response to wards the forms of communication used.
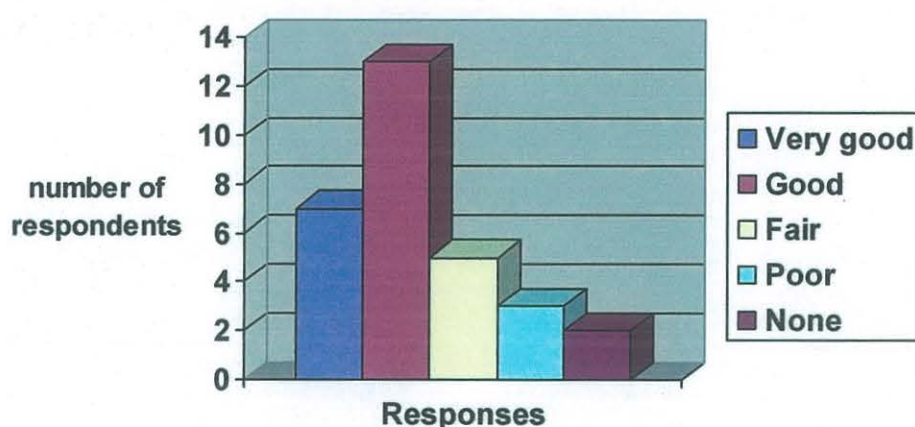
Source: Primary Data

From the figures above, it was realized that over 50% of the employees accepted the forms of communication used in the organization this is a fertile ground for improved production because the employees understand what is expected of them.

4.2.4 Channels of communication

The term channel of communication refers to the mode or means used during communication. The communication network that was realized during the research that takes place in the organization was formal channel and informal channels. The Formal channel refers to the network set by the organization and is based on organizational structure and

Informal channel refers to things like grapevines and rumour. During the course of this research, 20 respondents said they usually receive information through the formal channel, 6 respondents said they received information through informal channel and 4 had n opinion how they get information.

Table 4.8 showing the number of employees who received information through the communication net works

Employee response	Frequency	Percentages
Formal	20	67%
Informal	6	20%
No idea	4	13%
Total	30	100%

Source: Primary Data

Figure 4.8 A bar graph showing the number of employees who received information through the communication net works
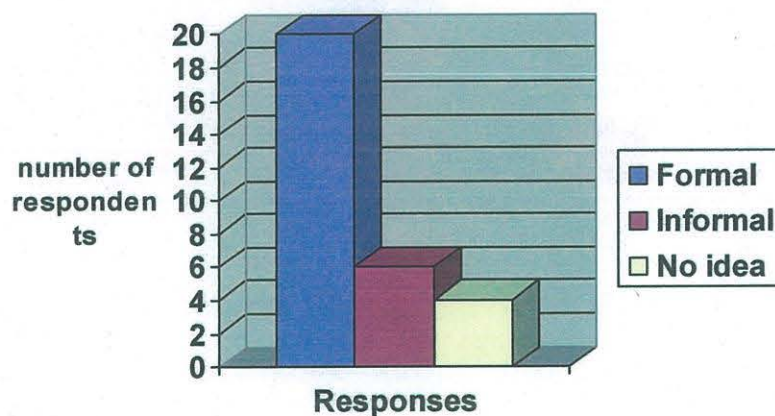
Source: Primary Data

From the above figures, formal network communication is very much being practiced, this is a good situation for the organizations because it solves the problem of rumours which can cause conflict among the employees.

## 4.2.4.1 The most effective communication net work

In the process of carrying out this research, 20 respondents preferred the formal net work since it follows the organizations structure and can be documented and there fore considered it the most effective how ever, the 10 respondents said the informal net work was better because very many issues within the organization can be un earthed through the informal net works.

Table 4.9 showing the most effective communication network used.

Employee response	Frequency	Percentage
Formal net work	20	67%
Informal network	10	33%
Total	30	100%

Source: Primary Data

Figure 4.9 A pie chart showing the most effective communication net work used.
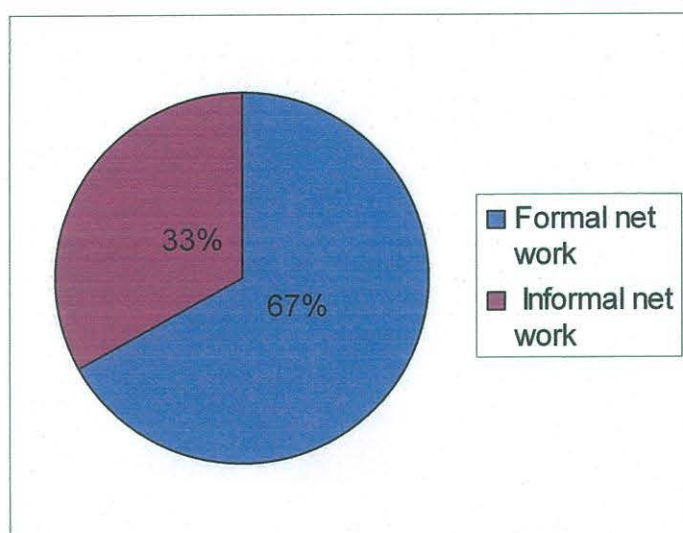
Source: Primary Data

From the above figures it is therefore advisable to use the formal network of communication since it can be documented for future references and for legal matters.

4.2.5 Barriers to communication

Barriers to communication refer to the obstruction in the flow messages communicated as such it leads to distortion of the messages hence misunderstanding. During the course of research, the respondents identified the barriers a s noise, d omestic problems t hat k ept their m ind away from work, language problems which hindered communication between them

4.2.5.1 The impact of barriers on production

During the course of this research, it was realized that barriers to communication has a lot of impacts on the performance of employees.in that when employees fail to understand what is required of them, it leads to mistakes which affect performance hence there is need to improve on the communi8cation skills of employees.

4.2.6 Communication skills development programmes

To avoid the intense impacts of the barriers to communication, the organization has a programme to develop the communication skills of its employees. This is in order to improve production. This is done through seminars, workshops especially for first line personal like receptionists and sales persons.

4.3 LIMITATIONS OF THE STUDY

During the course of conducting this research, there were very many limitations encountered by the researcher. This ranged from material limitation to informational access limitation. The following were the limitations encountered by the researcher:

- There was informational limitation inform of access of information, where very many of the respondents were reluctant to provide information to the researcher.

- Another limitation faced during the course of this research was the issue of accessing modern business and management texts. The text that were available in the library were a bit old or outdated as business w orld is dynamic, this f orced the r esearcher to m ove to other libraries.

- Financial limitation was one of the limitations encountered by the researcher. This dwelled the progress of the research process because of transport and accommodation became problem during the dispatch of the questionnaires.

- Lack of seriousity among the respondents to beat the time frame for response. This dwelled the research process back wards.

- Some respondents feared to give information for of their jobs.

CHAPTER FIVE
SUMMARY, CONCLUSIONS, AND RECOMMENDATIONS
5.0 INTRODUCTION

In this chapter, the possible recommendations on the research are made, the research is concluded and the summary of the report is made and references are indicated.

5.1 RECOMMENDATIONS

In the process of carrying out this research, the researcher came up with the following recommendations:

- ❖ The management should put more emphasizes on the training of employees in communication skills in order to make them to attract customers and to lead to increased productivity.
- ❖ More emphases on formal net work of communication is recommended b ecause i t a voids r umour which c an cause dispute among workers
- ❖ More resources should be put to improve the workers communication skills through printing of manuals, brochures that can make them acquire certain skills not necessarily in class.
- ❖ The organization should emphasis the importance of communication to the employees since it is the blood of production.

5.2 CONCLUSION.

In conclusion, communication and production go hand in hand, communication reinforces performance as it leads to increased commitment, work efficiency, improved corporate image among others.

The results of this research could not be different if all the respondents had responded. This is because all Departments are represented and the

number of respondents was big enough to get all the views of the targeted number of respondents.

The future interested researcher who would like to carry out a study in this field are therefore advised t o p repare e nough resources as the area covered might be a bit diverse.

It is therefore incumbent upon organizations to encourage and adopt positive communication philosophy, plan for routine communication training to find out weaknesses and those that can make them improve the image of the organization.

5.3 SUMMARY

In totality, this research was all about the impacts of communication on the production of organizations. It was carried out in Posta Uganda. The personnel of interest range from Heads of departments, employees at different levels.

During the course of this research, it was realized that many of the employees were satisfied with the communication modes used in the organization.

It was also realized that written and oral communication was practiced in the organization. It was also realized that communication is used to improve the employees' performance, increase job satisfaction and makes the employees to understand what is expected of them.

During the course of this research, financial limitation, informational limitations were the obstacles faced by the researcher. These either dwelled the progress of researcher report or limited the movement of the researcher.

The researcher therefore recommended that organizations should adopt positive Communication philosophy, encourage employees to take part in communication skills training, more resources are put for training the employees and use more of the formal communication networks than informal communication net works.

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APPENDIX

Questionnaire for Employees

I am **Wanyenze Miriam Madibo** a student of Kampala International University conducting a study on the impact of effective communication on production, taking Posta Uganda as a case study. Therefore, this questionnaire is administered for the above subject matter. I hereby kindly request you to answer the questions to the best of your knowledge and ability because your positive response will determine the success of the research.

Section A
Please tick where appropriate

Demographic Details

a. Age
    20 – 25 years   ☐
    26 – 30 years   ☐
    31 – 35 years   ☐
    36 – 40 years   ☐
    41 – 46 years   ☐
    46 – 50 years   ☐
    50+ years   ☐

b. Educational Qualifications
    Primary   ☐
    U.C.E Certificate   ☐
    U.A.C.E certificate ☐
    Diploma   ☐
    Degree   ☐
    Masters   ☐
    Ph.D.   ☐
    Others   ☐

b. Marital Status
    Married   ☐
    Single   ☐

c. Sex
    Male   ☐
    Female   ☐

Section B

Tick where appropriate

1. a) How do you find the communication system being used in the organization?

   i) Highly satisfactory. ☐
   ii) Satisfactory. ☐
   iii) Dissatisfactory. ☐
   iv) No opinion. ☐

   b) What forms of communication are being commonly used in your organization?

   i) Written communication. ☐
   ii) Oral communication. ☐
   iii) Non verbal communication. ☐
   iv) All the above. ☐
   v) No opinion. ☐
   vi) None. ☐

2. a) How do you refer the above form as far as effective communication is concerned?

   i) Very good ☐
   ii) Good ☐
   iii) Fair ☐
   iv) Poor ☐
   v) None ☐

3. a) Are there some barriers to communication in your organization?

   i) Yes ☐   ii) No ☐

   b) Do those barriers impact on your performance / production in any of the following ways?

   i) Slows coordination hence production. ☐
   ii) Speeds coordination hence production. ☐
   iii) Demotivates ☐

iv) No idea ☐

v) None ☐

4. a) Does the organization provide feedback after performance appraisal or completion of tasks?

i) Yes ☐ ii. No ☐

b) Do employees participate in the decision-making of the organization?

i) Yes ☐ ii. No ☐

5. a) What sort of management is being practiced in the organization?

i) Open door where employees freely present their views. ☐

ii) Closed door where decisions are only made by managers. ☐

iii) No idea ☐

iv) None of these. ☐

6. a) What communication network is used at the organization?

i) Formal network. ☐

ii) Informal or grapevine. ☐

iii) None. ☐

b) Which of these channels or networks is considered as effective to you.

i) Formal channel. ☐

ii) Informal channel. ☐

i) No idea. ☐

iii) None. ☐

7. a) Do you have communication skills development programme?

i) Yes ☐ ii. No ☐

Thank you.

CURRICULUM VITAE

Name	:	Wanyanze Miriam Madibo
Date of Birth	:	17/5/1982
Marital Status	:	Single
Nationality	:	Ugandan
Contact Number	:	0782-966233

Academic Profile

Year	Institution	Qualification
2003 – to date	Kampala International University	Finished Degree in HR Management
2002 – 2003	Kampala International University	Matriculate Certificate in Access Programme
2000 – 2001	Nabumali High School	U.A.C.E.
1996 – 1999	Nabumali High School	U.C.E.
1988 – 1995	St. Charles Boarding Primary School Namengo	P.L.E

BUDGET

	Particulars	Amount
1.	Stationery	150,000
2.	Typing and printing	100,000
3.	Accommodation	500,000
4.	Meals	250,000
5.	Transport	200,000
	Total	**1,200,000**

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Office of the Dean
School Of Business and Management

Date: 4th JULY, 2006

THE HUMAN RESOURCE MANAGER,
POSTA UGANDA LTD,

Dear Sir/Madam,

RE: MISS:WANYENZE MARIAM MADIBO   REG NO.BHR/2885/31/DU

This is to confirm and inform you that the above referenced lady is a bonafide student of Kampala International University pursuing a Bachelor of Human Resource Management Degree Programme in the school of Business and Management of the University.

Her title of the Research Project is "THE IMPACT OF EFFECTIVE COMMUNICATION ON PRODUCTION IN AN ORGANISATION: A CASE STUDY OF POSTA UGANDA".

As part of her studies' (research work) she has to collect relevant information through questionnaires, and interviews.

In this regard, I request you kindly to assist her by supplying/furnishing her with the required information and data she might need for her research project and also by filling up the questionnaire.

Any assistance rendered to her in this regard will be highly appreciated.

Yours Sincerely.

DR. Y. B. NYABOGA
ASSOCIATE DEAN – SCHOOL OF BUSINESS AND MANAGEMENT
TEL.NO. 0752 843 919