

**THE IMPACT OF COMMUNICATION ON EMPLOYEE
PERFORMANCE CASE STUDY: J.B DRILLING
COMPANY SOUTHERN SUDAN**

BY

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**A RESEARCH PROPOSAL SUBMITTED TO FACULTY OF BUSINESS
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REQUIREMENTS FOR THE AWARD OF BACHELORS
DEGREE OF HUMAN OF RESOURCE
MANAGEMENT OF KAMPALA
INTERNATIONAL
UNIVERSITY**

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DECLARATION

I **NGAMUNDE JOEL**, declares that this research proposal is from my own findings and has never been produced by anybody else for the same award in my institution.

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Signature... 

Date... **18th June 2010**

APPROVAL

This is to satisfy that my approval has been given for this research proposal to be submitted to the faculty of Business and Management as a requirement for the partial fulfillment for the award of a Bachelors Degree in Human Resource Management.

Supervisor

Mr. Wandiba Augustine

Signature 

Date. 18-06-2010

DEDICATION

This humble piece of work is dedicated my lovely parents Mr. and Mrs. Charles Abdu Ngamunde who encouraged me and have always been there for me to ensure that this research project was successful.

ACKNOWLEDGEMENT

I would like to express my gratitude to several people for the support and guidance they have provided me during the course of this study. Without the support of these persons it would not have been possible to have this work in its existing form.

My special gratitude goes to my supervisor Mr. Wandiba Augustine for the great deal of interest he took in this study and the constant encouragement and support that he provided to make me to reach this far.

I would like also to express my heartfelt gratitude to my Darling girlfriend Kakyö Edith for all the moral support she gave me during the course of this study.

I would like also to appreciate the input of the entire management of J.B Drilling Company for accepting me to carry out this in their company.

Finally my special thanks goes to my entire family especially my sister Joan Charles for all the encouragement and support they gave me during the course of this study. May God richly bless you all.

ABSTRACT

This section of the study covers the entire content of the research study. The purpose of the study was to establish the impact of communication on employee performance in J.B Drilling Company in southern Sudan. Under this research topic, various objectives were developed and these were; to find out the forms of communication used in J.B Drilling Company. To establish whether communication affects employee performance in J.B drilling company and lastly to establish the barriers of communication in J.B drilling company

Secondary sources of data were used to identify relevant literature in relation the topic under study. For example according to Daft (2002) various forms of communication such as downward communication, upward communication, horizontal communication, and diagonal communication were identified. The secondary source of data also revealed various barriers of communication. Guggle and Nagle (2003) pointed out that information overload or under load, grapevine, and structural restriction were the main barriers of communication

The research used both qualitative and quantitative methods of data collection. Qualitative method included the use of description to analyze data while quantitative method included the use of numerical figures to describe research findings.

The research was carried out in southern Sudan in Maridi county where J.B drilling company is headquarter. The population under study was 200 employees with 150 as sample size. Questionnaires, interviews, observation were the main instruments for data collection.

Based on the first research objective which was to find the forms of communication in J.B drilling company, the study revealed that the most common form of communication was meeting with 80 respondents representing 53%. This was followed by the use of letters with 40 respondents representing 27% and e-mail as the third form of communication with 20 respondents representing 13%. The least was the use of telephones with 10 respondents representing 7%, still under this objective both verbal and written communication were the common ways of communication with 120 respondents representing 80%

According to the second objective of the study, the research revealed that 150 respondents representation 100 % are the view that communication directly affect performance.

The third objective of the study was to establish the barriers of communication in J.B Drilling Company. The study revealed that the major barriers of communication were status differential, conflicting verbal and non verbal communication and the use of jargons.

In conclusion, the study revealed that meeting was the common form of communication used in J.B Drilling Company. The study also revealed that communication has a direct effect on employee performance. Furthermore status differentials, use of Jargons, and conflicting verbal and nonverbal communication were the major barriers of communication in J.B Drilling Company.

Furthermore various recommendations were made by the researcher to make communication more effective and successful in JB drilling company. They included promoting open door policy, top management support, developing good interpersonal skills and developing communication skills.

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CHAPTER ONE

1.0 Introduction

This is the first chapter of this research study. This chapter will include the background of the study, statement of the problem, purpose of the study, specific objectives of the study, research questions, and scope of the study and lastly the significance of the study.

1.1 Background of the Study

This section will cover the theoretical background of the study, conceptual background and contextual background of the study.

According to Gareth R, et al (2000) large ambitious goals usually require employees to engage in exchange of ideas, information amongst themselves. So communication has become important concept in an organization. Organization have been increasing effort through encouraging feedback, sharing, follow up, planning to help people to communicate more effectively and to accomplish shared goals

Through communication team members are able to share knowledge and experience in the best interest of the team. Also managers can anticipate potential problems and device means of solving them for the success of the organization.

Communication enables coordination of activities, sharing of information and respect of values, beliefs and norms of different groups.

Communication gives team members decision making skills they need to build and maintain a positive social environment.

Communication comes from a Latin word “comunis” which means common. Communication therefore means the transmission of information and meaning from one individual or group to another. (Guffey and Nagle, 2003 pp.4)

Communication can also be defined as the exchange of information between people through a common set of symbols. The common symbol may be verbal or non verbal. (Gibson, Ivancevich and Donnelly 1991, pp.540)

Wagner & Hollenbeck (1992), defined communication as the means by which people can transmit message to one another about such things as roles, expectations and norms.

Gareth R, et al (2000) defined communication as the sharing information between two or more individuals or groups to reach a common understanding.

According to Byers and Rue (1991), performance is defined as the degree of accomplishment of the tasks that make up an individual’s job. It reflects how well an individual is fulfilling the requirement of the job. The purpose of effective communication is to ensure that employees grievances, unethical behavior of managers, employees performance is communicated to the superior and to them if performance is to be maintained and improved.

J.B Drilling Company is a private owned company operating in southern Sudan in the Western Equatorial State and in Maridi County in particular. The company started operating in Southern Sudan in the late 1980s under a group of American investors.

The Company’s major line of business is drilling boreholes and transportation of goods from Kenya to Southern Sudan through Uganda.

The Company employs 200 employees in various drilling sites in the remote areas of southern Sudan.

However there has being a continuous fluctuation of performance in terms of the number of boreholes drilled within a financial.

According to the company's annual magazine "J.B. in Focus "dated 2nd /January/2010 the overall company performance has tremendously declined over the last 3years. This decline in performance was due to a number of reasons such as competition from other new foreign companies entering Southern Sudan since the signing of the Comprehensive Peace Agreement (CPA), and other internal weaknesses in the company.

1.2 Statement of the Problem.

According to the "Sudan Mirror" a daily News paper in Southern Sudan dated 22nd /03/2010, the government of Southern Sudan is putting more emphasizes to improve on communication as a formality but most companies have failed to meet public expectation. This poor communication could be one of the reasons that hinder employee's performance in most companies in Southern Sudan of which J.B drilling company is not an exception

1.3 Purpose of the study

The purpose of the study is to establish the relationship between communication and employee performance in J.B Drilling Company.

1.4 Specific objectives of the study

The following will be the objectives under which the research will be carried out.

1. To find the forms of communication used in J.B Drilling Company.
2. To establish whether communication affects employees' performance in J.B Drilling Company.
3. To establish the barriers of communication in J.B Drilling Company.

1.5 Research Questions

1. What forms of communication are used in J.B Drilling Company?
2. What are the effects of communication on employee's performance in J.B Drilling Company?
3. What are the barriers of communication in J.B Drilling Company?

1.6 Scope of the study

This section of the study will cover both the geographical and the content scope.

1.6.1 Geographical scope

The study will be carried out in southern Sudan in Maridi County where the company is head quartered. The researcher has chosen Maridi due to its nearness to the researcher's residence and easy access to required information. The research will cover all those administrators based in Maridi the company's headquarter as well as various heads of departments and team leaders at nearby sites.

1.6.2 Content Scope

The study will be limited on finding out the impact of communication on employees' performance in J.B Drilling Company Ltd in Southern Sudan.

1.7 Significance of the study

- This study will be useful in finding out how best the management of J.B Drilling Company can communicate effectively to improve their employees' performance.
- It will also help in providing up to date literature for academicians and managers in the human Resource Department as findings may be used for future literature review.
- It is also important because it contributes to the researcher's fulfillment of the requirement for the award of bachelor's degree in human resource management.
- The study can also be useful to other researchers, students of Kampala International University students, lecturers and administrators for future references.

CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

This chapter is about the ideas and views of other scholars in relationship 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.

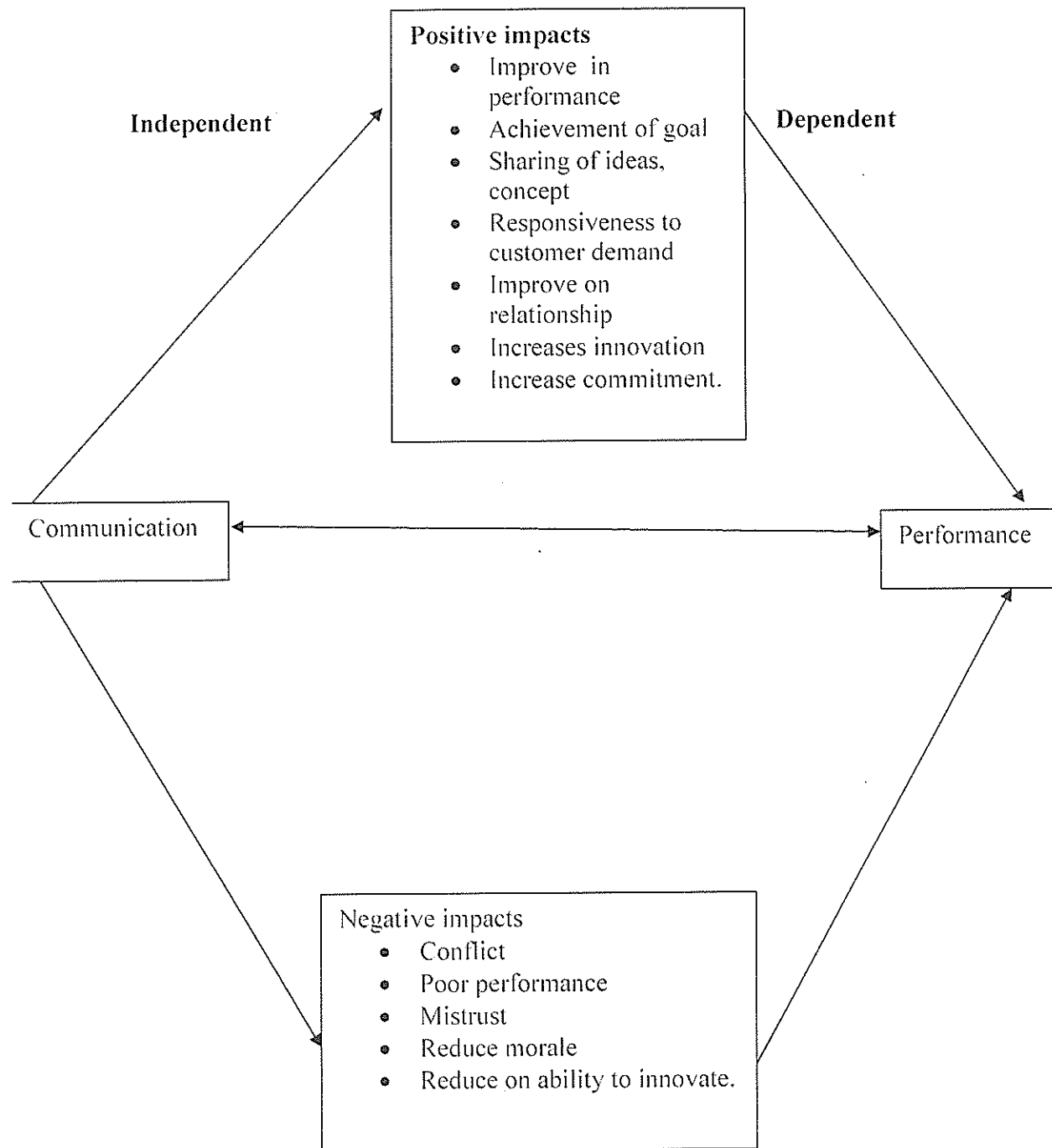
2.1 Theoretical Framework

This study will be guided by the “Organizational Information theory”. This theory of communication argues that the main activity of organizations is the process of making sense of equivocal information. Organizational members accomplish this sense-making process through enactment, selection, and retention of information. Organizations are successful to the extent that they are able to reduce equivocality through these means. This theory assumes that large ambitious organizational goals can only be achieved when organizational members share information among themselves. (<http://www.tesionline.com/intl/indepth.jsp?id>).

According to the organizational information theory, communication plays a vital role in helping the organization to achieve its objectives. Therefore the theory suggests that management has a sole responsibility of disseminating information to all members of the organization to enable them meet their job requirement.

This theory is based on the assumption that communication is the backbone of all Organizational activities and therefore proper channels of communication that allow fast and timely dissemination of information should be developed at all levels of the organization and this should be an integral part of the organizational culture. (<http://www.tesionline.com/intl/indepth.jsp?id>).

2.2 Conceptual Framework



Source: Researcher's own concept

The above diagram is an illustration of the relationship between the independent Variable (communication) and the dependent variable (performance)

According to the diagram above, communication can both have positive and negative effects in an organization

Effective communication in an organization leads to improvement in performance, achievement of organizational goals, it enables members to share ideas, respond to customer demand as well as improve interpersonal relational, increase innovation and lastly increase employee's commitment.

However poor communication is responsible for causing conflicts, reducing Performance, increasing mistrust and reducing employee's morale and reducing employee's ability to innovate.

2.3 Related literature

It will be reviewed objective by objective

2.3.1 Forms of communication

There are different forms of communication used in organizations and they include down ward communication, diagonal communication, verbal and non verbal communication.

Downward communication According to Guffey and Nagle (2003), Down Ward communication is the flow of information from individuals in higher levels of the hierarchy to those in lower levels. The most common forms of downward communication are job instructions, official memos, policy statements, procedures manuals and company publications. Downward communication frequently occurs between managers and subordinates and help managers to provide directions, feedback and ethnical information which will help the subordinates to perform to the expected level.

Upward communication Greenberg et al (1997) upward communication is the flow of information from individuals at the lower levels of the hierarchy to those at the higher levels. This form of communication includes suggestion boxes, group meetings and grievance procedures, or appeals. One of the most important components of upward communication is feedback to managers about employees feelings about organizational policies, culture and management style.

Horizontal communication According to Guffey and Nagle (2003), horizontal communication is the flow of information across functions/departments in an organization necessary for coordination and integrating diverse organizational functions. For example in a college of business administration, when the chairperson of the accounting department communicates with the chairperson of the marketing department concerning the course offering, the flow of communication is horizontal. It is called horizontal communication because it involves the flow of information in the same level of the hierarchy.

Diagonal communication Daft (2002) defined diagonal communication has a form of communication that cuts across functions and levels in an organization. This form of communication is very important when members cannot communicate through upward, downward or horizontal channels. For example, the comptroller of a large organization may wish to conduct a distribution cost analysis. One part of that task may involve having the sales force send a specific report directly to the comptroller rather than going through the traditional channels in the marketing department. Thus the flow of communication would be diagonal. In this case a diagonal channel is most efficient in terms of time and effort for the organization.

2.3 .2 The effects of communication on employees performance

Effective communication is necessary for employees to perform. It's a process by which managerial function like planning, organizing, directing and controlling are accomplished. Managements is concerned with getting things done through others, a task that requires managers to communicate with other people which in

every managerial function, therefore communication plays a significant role in determining the level of employee performance.

Bovee and Thill (1999) achievement of organizational, goals most organizations have a variety of formal and informal objectives to accomplish. These goals are established by talking about them, then committing them in paper. The objectives might be defined in terms of financial results. Product quality, market dominance, employee satisfaction or service to customers. But regardless of what the particular goal may be, the fact that some one has thought about it and communicated it enables everyone to work towards a common purpose.

Gareth R, et al (2000), in order for an organization to gain competitive advantage, managers must strive to increase efficiency, quality and responsiveness through innovation. Effective communication is very essential for achieving this competitive advantage.

According to Bovee and Thill (1999), effective communication helps in measuring results. As decisions are translated into action, management needs to determine whether the desired outcome is being reached. Statistics on such factors as costs, sales, market shares, productivity, employee turn over, inventory levels, and others are compiled. In large companies, the data may be put together using computerized management information that prepares reports automatically. In smaller companies, management may obtain the required information through face-to-face contact with low level employees or in the form of hand prepared memos reports.

According to Gareth et al (2000), communication enables the organization to coordinate their various activities in various departments and that is through giving direction, instructions on how activities are supposed to be done. This effective coordination is achieved through effective communication improves performance and minimizes wastage of resources.

Gomez et al (2000), good communication can also help to increase responsiveness to customer demands. When organizations are in close contact with their customers, changes in tastes and preferences can be anticipated and measures can be taken to resolve them in time. This responsiveness can be achieved through two – way communication between the organization and their customers.

According to Gareth et al (2000), innovation can be achieved through effective communication which often takes place in cross functional teams. For example members of cross functional team developing a new kind of compact disc player must effectively communicate with each other in order to bring about a unique and novel idea that customers will want.

According to Alder and Elmhorst (2002), effective communication leads to improvement of interpersonal relationship between employees within an organization. This is through building of trust and common understanding and removing possible barriers that may hinder effective communication.

However poor communication has been a major source of various problems in organizations as seen below.

According to Alder and Elmhorst (2002), poor communication is a major source of conflict among employees. This is because poor communication leads to misinterpretation among employees as each employee becomes suspicious of the other in an organization.

According to Gareth et al (2000), poor communication can also result into poor performance in an organization. This is because for employees to perform effectively they need all the necessary information they require in order to enable them perform to the expectation.

According to Gareth et al (2000), poor communication can also result into mistrust and low morale among employees. This is because employees tend to

withhold information from one another which affects their interpersonal relationship.

Gareth et al (2000), poor communication can deter employees' ability to innovate new ideas in the organization. This is because employees are denied the privilege to share ideas among themselves which can enable them to come up with new and novel ideas in the organization.

2.3.3 The barriers of communication

Perception, no two individuals can perceive the same message in exactly in the same way; people normally perceive things in a manner consistent with their beliefs, experience, culture and generally upbringing. These differences in perception can be a barrier to effective communication. (Guffey and Nagle, 2003 pp.4).

Semantics, words have different meaning to different people from various parts of the world and culture. Semantics is the meaning and can be the cause of miscommunication or hindrance to effective communication (For example "that car is hot", can mean the car is beautiful to some people and can mean the car is overheating to others. (Guffey and Nagle, 2003 pp.4).

Conflicting verbal and non-verbal communication, people pick up signal and messages on what is being said not only by words but also from non-verbal communication, such as facial expression, body posture, speaking volume, etc. conflicting verbal and non-verbal communication creates confusion due to the fact that the receiver will not be sure on the two messages should be taken seriously. (Guffey and Nagle, 2003 pp.4):

Information overload or under load,, excess information or too limited can lead to confusion and disorientation which ultimately leads to failure in effective communication. (Guffey and Nagle, 2003 pp.4).

Rumors and grapevine, these are fast moving messages that move through informal groups in the organization. They tend to be mostly false and are the result of communication gaps between the management and the staff of the organization, they lead to communication being distorted and mistrust. (Guffey and Nagle, 2003 pp.4).

Structural Restriction, The organization chart can hinder the communication process due to formally sanctioned routes, procedures and protocols. This means messages have to travel through the ranks and the sender has to go through long bureaucratic processes, which most employees don't have the patience or the time for. (Guffey and Nagle, 2003 pp.4).

Status, position in the organization can also be a barrier to effective communication. The differences in ranks translates to communication breakdown due to the fact subordinates are intimidated by the image and position that a superior holds and in some cases where communication of bad news is required they will prefer not to relay the bad news to the boss. (Guffey and Nagle, 2003 pp.4)

CHAPTER THREE

METHODOLOGY

3.0 Introduction

This chapter presented and described the methods and techniques that were used to collect and analyze data. This chapter included research design, the area of the study, study population, data collection instruments, presentation and analysis of data lastly the limitation of the study.

3.1 Research design

The research used both qualitative and quantitative methods of data collection.

3.2 Area of study

The study was carried out in Southern Sudan, Western Equatoria state, in Maridi County where J.B drilling company is headquartered. Most respondents were got from employees in different department and drilling sites of the company.

3.3 Study population

The population under study comprised 200 employees out of which 150 were selected as a sample from the 10 drilling sites of the company.

3.4 Sampling design

The researcher used simple random sampling technique with exemption of employees/students undergoing internship training at the company. Respondents were identified depending on their willingness and availability to take part in the exercise or study. The various drilling sites and departments formed samples from where respondents were selected at random.

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 and willingness. Interviews were also used in a question and answer session where the researcher had to ask questions and respondents answer from selected departments and drilling sites.

3.5.1 Interview

An interview guide was used especially with employees located at J.B drilling company headquarters such as administrative officers, site leaders and other Supportive staff who were available and willing to take part in the exercise. The researcher carried face - to- face interview with the respondents. The researcher also explained to the respondents why the study was being under taken.

3.5.2 Questionnaire

These are pre-formulated written set of questions in which the respondents recorded their answers. It was an efficient data collection instrument when the researcher knows exactly what was required and had to measure the variables of interest. Questionnaires can be administered personally or mailed to respondents. However for this case study, the questionnaire was self administered to the targeted respondents. The questionnaires were preferred because it saved time especially when trying to reach various respondents at their various drilling sites of the company. The questionnaires were mainly used to acquire information from respondents in nearby drilling sites.

3.5.3 Observation

This was another data collection instrument which involved observing people in their natural work environment and recording their behavior. The researcher played one or two roles:

None participant observer, the researcher collected data in the role of a pure researcher without becoming an integral part of an organization. The researcher also

played a role of participant's observer. Here, the researcher became part of the work team and in the process observes employees behavior and performance and records the findings.

3.6 Research procedure

The researcher acquired an introduction letter from Kampala International University, school of Business and management in order to proceed to Southern Sudan. Permission was sought from the management of J.B Drilling Company to allow the researcher conduct this study. Participants willing to provide information were guided in the questionnaire filling process, and questions were asked by the researcher for clarification.

3.7 Data analysis and presentation

After collection of data, only correctly filled questionnaires were coded, edited, and analysis was carried out by use of frequencies, percentages and true findings represented using tables.

CHAPTER FOUR

DATA PRESENTATION, INTERPRETATION AND ANALYSIS

4.0 Introduction

This chapter of the study will cover the presentation and interpretation of data in relation to the questionnaire. The data is presented in frequency tables and use of percentages. This information will help the researcher in drawing conclusion and making recommendation of the topic under study

In the findings, tables and figures were used in presenting the research findings while graphs were used to describe the findings.

4.1 The common forms of communication used in J.B drilling company.

This was the first objective under which the study was carried.

This objective was meant to find out the common forms of communication used in J.B Drilling. This findings were based on the research objective which that t o find out the forms of communication are used in J.B Drilling company.

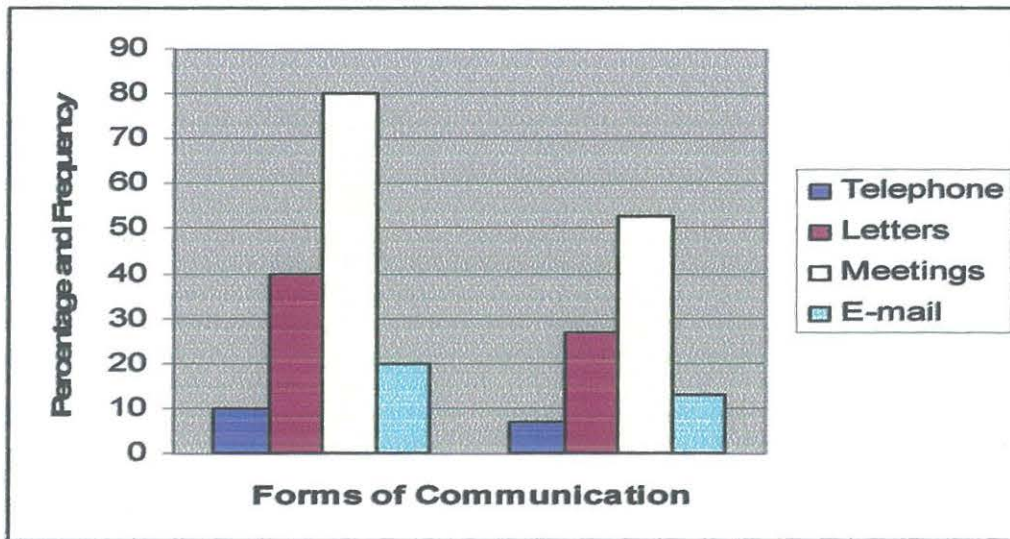
To achieve this objective, the respondents were asked to maintain the common form of communication in J.B How is communication delivered in the company.

Table 4.1 Response to what forms of communication are used in J.B Drilling Company

Forms of communication	Frequency	Percentage
Telephone	10	7
Letters	40	27
Meetings	80	53
E-mail	20	13
Total	150	100

Source: Primary Data

Figure 1: The data above in table 4.1 can be presented in Graph form as in figure 1



The above findings showed that 7% of the respondent answered telephone, 40% of the respondent answered letters, 80% answered meeting and 20% answered email. This finding therefore revealed that meeting is the common form of communication.

From the graph above the most common form of communication is meeting with a total percentage of 80%.

Furthermore the interviewing respondents revealed that Meetings is the common form of communication according to 85 respondents representing 57%. This was followed by use of letters with 40 respondents representing 27% and e-mail with 20 respondents representing 13% and lastly 5 respondents representing 3% chose telephone

4.2 The effect of communication on employee performance

The second objective of this study was to find out the effect of communication on employee performance. The findings were based on the research question from the second specific objectives "To establish whether communication effects

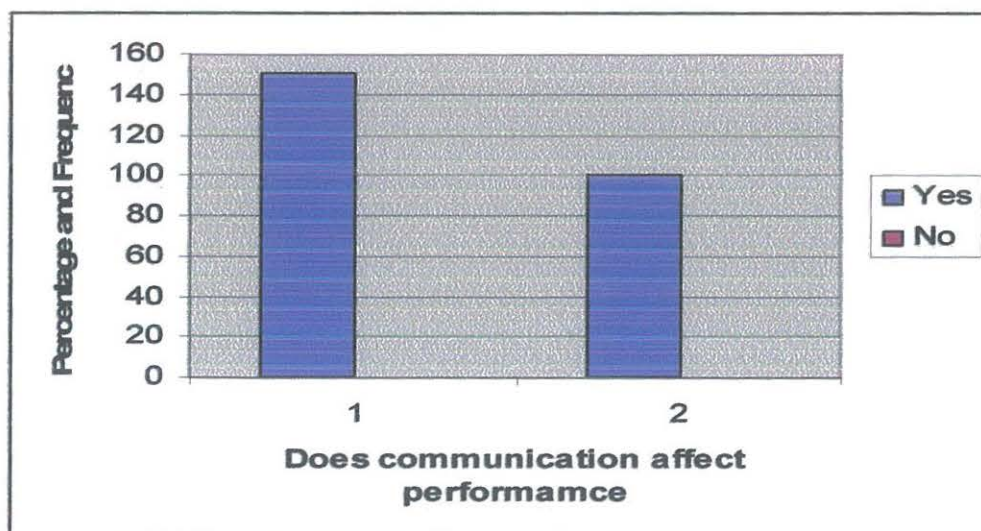
employee's performance. To achieve these objectives, the respondents were asked to tell how long it takes them to respond after receiving the message and whether communication affects performance as in table 4.2

Table 4.2 Responses on whether communication affects employee performance

Does communication affect performance	Frequency(f)	Percentage (%)
Yes	150	100
No	0	0
Total	150	100

Source: primary data

Figure 2: The data in table 4.2 above can also be presented in graph form as in Figure 2



Findings from the above diagram 150 respondents (100%) answered yes which means all respondents said that yes communication affects performance none (0%) answered No.

Furthermore, responses got from interviewing the respondents revealed that 145 respondents representing 97% are of the view that Yes communication affects employee's performance while 5 respondents representing 3 % answered NO

4.3 The barriers of communication

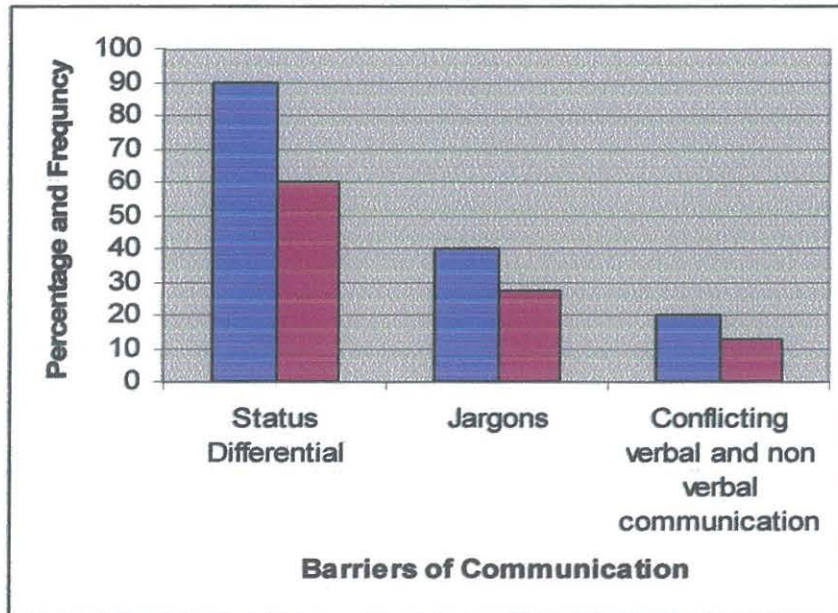
The third objective of this study was to establish the barriers of communication; the findings were based on various questions like how do you find the communication system used and the barriers in the communication system in J.B Drilling Company of which the responses are given in the subsection below.

Table 4.3 Responses on the barriers of communication

Barriers of communication	Frequency(f)	Percentage (%)
Status Differential	90	60
Jargons	40	27
Conflicting verbal and non verbal communication	20	13
Total	150	100

Source: primary Data

Figure 3: The data in table 4.3 above can be presented in graph form as in figure 3



According to the graph above, 90 respondents representing 60% are of the view that most common barrier of communication was status differentials. 40 respondents representing 27% chose Jargons while 20 respondents representing 13 % answered conflicting verbal and non verbal conflict as the common barrier to communication.

Furthermore responses got from interviewing the respondents revealed that 100 respondents representing 67% are of the view that status difference was the main barrier to communication. 40 respondents representing 26% suggested that the use of jargon was the main barrier of communication. 10 respondents representing 7% chose conflicting verbal and non verbal communication as the main barrier of communication.

CHAPTER FIVE

Discussion, Conclusion and Recommendations

5.0 Introduction

This chapter presents the discussion, conclusion and recommendation of the findings with suggestion for further research in line with the study objectives and research questions related to the topic “the impact of communication on employee performance in J.B Drilling Company.

5.1 Discussions

The discussion of the findings were presented in accordance with the objectives of the study.

- 5.1.1 To find the form of communication is J.B drilling company. This was the first objective of the study was to find the forms of communication in J.B Drilling Company under this objective of the study various questions were asked and the findings revealed that the most common form of communication is meeting with 80 respondents representing 53%. According to Knicky (2002) communication should allow all parties establish a common understanding. This explains why most companies including J.B Drilling Company. This was followed by the use of letters with 40 respondents representing 27% and e-mail as the third form of communication with 20 respondents representing 13%. The least form of communication was telephone with 10 respondent representing 7%. Still under the same objective the study revealed that most communication is delivered through both verbal and written communication with 120 respondents representing 80%. The least was written communication with 10 respondents representing 7%.

These findings meant that most communication in J.B drilling company is through Written and verbal communication.

5.1.2 To establish whether communication affects employee performance

The second objective of the study was to establish whether communication affects employee performance. To achieve this objective the respondents were asked various questions and the findings indicated that 150 respondents representing 100% are of the view that communication has a direct effect on employee performance. This finding is in line with the “Organizational theory” advocated by Chucks Williams (2002). According to the theory, communication is the backbone of any organization.

This theory assumes that large ambitious organizational goals can only be achieved when organizational members share information among themselves.

The study also revealed that 140 respondents representing 94% indicated that they respond instantly after receiving the message. This finding directly confirms to Gomez (2004) assumption of effective communication which asserts that communication can only be effective when timely feedback is given in order to reach a common understanding. 8 respondents representing 5% said it takes them a day while 2 respondents representing 1% answered a week and no employee representing 0% answered one month. Still under the same objective, the findings revealed that communication affects performance with 150 respondents representing 100% answering Yes and no respondent answered no.

5.1.3 To establish the barriers of communication in J.B Drilling company

The third objective was to establish the barriers of communication in J.B drilling company under this objective respondents were asked on their Opinion of the communication system and the barriers of communication

The study revealed that 90 employees representing 60% of suggested that the communication system was not clear and 60 employee representing 40% answered that the communication was clear and no employee answered most and others specify.

According to the study status differential was the main barrier to communication with 90 respondents representing 60%

Jargon was the second barrier of communication with 40 respondents representing 27%.

The last barrier was conflicting verbal and non verbal communication with 20 respondents representing 13%

According to Armstrong (2006), communication can never be effective if organizations focus on hierarchical differences and fail to establish a common symbol for communication. This also includes the use of simple language in communication because according to Armstrong (2006), communication aims at establishing a common understanding between the sender and the receiver of the message which can only be achieved if the above mentioned barriers are avoided in communication.

5.2 Conclusion

Based on the research findings the study revealed that major form of communication in J.B drilling company is the use of meetings. Both formal and informal meeting are organized to convey information to employee about job procedures, company policies and the formal communication that the employees may require.

The study also revealed that both verbal and written communications are the key important ways through which information is transmitted in the employees. For example the use of memos to give important information to employees.

According to the second objective the study revealed that communication affects employee performance both positively and negatively. For instance effective communication enable employees to acquire important information regarding the performance standards, deadlines and feedback also vital to enable employees know how they are performing.

The research revealed that status differential, the use of Jargons and conflicting verbal and non verbal communication were the major barriers of communication. Due to their status, managers undermine their subordinate and refuse to listen to them because of their low status, this act as a major barrier to communication.

Second to that, many employees in J.B drilling company do not understand the jargons and vocabulary that their bosses use because most of the employees are casual laborers. Sometimes employees also fail to make a choice between the conflicting verbal and non verbal communication that some managers use and this act as a barrier in effective communication.

5.3 Recommendation

The researcher made the following recommendations in order to make communication more effective and successful in J.B Drilling Company.

Promoting open door policy

The management should encourage an open door policy in the company so that employees can feel free to express their views. This will in turn help the employees to unlock their potential and contribute their views to the management.

Top management support

Effective communication should be encouraged and promoted by management as an integral part of the organizational culture. Management should develop formal communication channels to allow employee acquire timely information and to be able to give feedback to management. This will reduce grapevine and informal communication that cause conflict in the organization.

Developing good interpersonal skills

The employee should develop good interpersonal relational or work to build must on one another human relation through sensitivity training enables organizational members to develop a positive attitude towards one another which is essential during communication

Developing communication skills

Important communication skill should be developed in employees to allow them acquire skills in attentive listening, communication in culturally diverse workplace and developing positive attitude during communication.

5.4 Area for further research

The researcher proposes the following areas for further research as it can also contribute significantly to employees' performance in the organization. They include performance appraisal, training and the impact of motivation on employee performance.

5.5 Research limitation

The study was faced with the following problems;

- a) Most of J.B drilling company employees were ever busy moving to different drilling sites therefore giving the limited the researcher limited time.
- b) Some of the employees were not willing to give delicate information due to lack of trust on the researcher.
- c) Some organizational members were asking for payments in order to reveal information for instance, organization profiles and the names of employees.
- d) Many employees wished to maintain confidentiality which made it difficult for the researcher to obtain vital information.

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APPENDIX

3.8 The Time Frame of the Study

Proposal	May
Data collection	June
Dissertation	June
Submission	June

Budget for the study

Item	Amount (shs)
Typing and printing	50,000
Literature collection	50,000
Data collection	50,000
Miscellaneous	80,000
Total	230,000

QUESTIONNAIRE

I am called **NGAMUNDE JOEL**, a student pursuing bachelor in Human Resource Management at Kampala International University. I am conducting a research on **"impact of communication on employee's performance"** a case study of **J.B Drilling Company**. The purpose of this study is to fulfill my academic requirements. Therefore I kindly request you to answer for me the following questions.

Note: *Your responses will be treated with absolute confidentiality.*

Section: A

Please tick in the most appropriate box.

1. Age

a) 15 – 19

☐

d) 31 - 35

☐

b) 20 – 25

☐

e) 36 - 40

☐

c) 26 – 30

☐

f) 41 - above

☐

2. Sex

a) Male

☐

b) Female

☐

3. Marital status

a) Married

☐

b) Single

☐

4. Level of Education Qualification

a) Primary level

☐

b) Secondary level

☐

c) Professional certificate

☐

d) Diploma

☐

5. Departments

a) Administrative

☐

c) Legal department

☐

b) Finance

☐

d) Marketing

☐

Section: B

1. How do you find the communication system used in J.B Drilling Company?

a) Clear

☐

b) Not clear

☐

c) None

☐

d) Others (specify).....

2. After how long does the communication require the receiver to act after receiving the Message?

a) Instant

☐

b) A day

☐

c) A week

☐

d) Month

☐

e) Others (specify).....

3. How is communication delivered in the company?

a) Verbal

☐

b) Written

☐

c) Both a and b

☐

d) Others (specify).....

4. Does the respondent always understand what is communicated?

a) Yes

☐

b) No

☐

c) Sometimes

☐

c) Others (specify).....

5. Based on your own experience what are some of the barriers in the communication system in J.B Drilling Company?

a)

b).....

c)

d).....

6. If changes are to be made what measures should be taken to solve the above barriers?

a).....

b).....

C).....

7. What form of communication is commonly used in J.B Drilling company head quarter?

a) Telephone

☐

b) Letters

☐

c) Meetings

☐

d) E – mails

☐

e) Others (specify).....

INTERVIEW GIUDE

1. What forms of communication are commonly used in J.B drilling company?
2. Based on your experience with J.B drilling company what do think are the immediate effects of communication on performance?
3. Based on your own experience what are some of the barriers in the communication system in J.B Drilling Company?
4. If changes are to be made what measures should be taken to solve the above barriers?
5. Do you always understand what is communicated?
6. Based on your perception how do you find the communication system used in J.B Drilling Company?