

**COMMUNICATION AND EMPLOYEE PERFORMANCE IN ORGANISATIONS
A CASE STUDY OF MINISTRY OF DEFENCE UGANDA**

**BY
OCHIENG ZEPHANIA
BHR/44120/143/DU**

**A RESEARCH REPORT SUBMITTED TO THE COLLEGE OF
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DECLARATION

I, Ochieng Zephania declare that this proposal is my original work and has never been presented for any academic award or anything similar to such. I solemnly bear and stand to correct any inconsistencies

Signatures 

OCHIENG ZEPHANIA

Date..... 30/04/2017

APPROVAL

This is to acknowledge that this proposal has been conducted under my supervision and it is now ready for submission to the academic board of Kampala international university for examination with my approval

Signature.....

Date.....

DR. WANDIBA AUGUSTINE

SUPERVISOR

DEDICATION

I dedicate this to my beloved family and friends for their financial support and encouragement during this research study.

ACKNOWLEDGEMENTS

I am grateful to the Almighty God for thus far He has brought me.

I am also greatly indebted to my supervisor for his guidance, dedication and encouragement which greatly contributed to the completion of this research project.

My sincere appreciation also goes to my family and friends for their support and encouragement especially when the going got tough.

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ABSTRACT

This study was carried out on communication and employee performance in organisation. The problem was the many industrial disputes which originates due to failure in communication. The objectives were (1) To examine the different forms of communication, (2) To determine the effect of communication on employee performance and (3) To identify the various barriers to communication.

The study was a survey involving collection of both quantitative and qualitative data through interviews, questionnaires and secondary data from journals and text books. The total population was 182 and using Krejcie & Morgan's table of sampling I used sample population of 120

The findings reveal that verbal communication is the most used form of communication and nonverbal communication is the least form of communication used. It also revealed that communication has affected employee performance in the organisation and language barrier was the major barrier to communication and workforce diversity was the least barrier to communication.

Verbal communication written communication and nonverbal communication are the forms of communication used in the organisation. The finding also reveals that communication has affected employee performance in the organisation. It also stated that there several barriers to communication in the organisation which include language barrier defensiveness, workforce diversity, poor listening, lack of inappropriate feedback and rumours.

Recommendation included training in different languages, ensuring feedback, follow up communication and ensuring consistency in communication in the ministry.

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CHAPTER ONE

INTRODUCTION

1.0 Introduction

This chapter has the background of the study, it introduces the concept of employee performance, communication, purpose of the study, the specific objectives and the research question. The chapter basically introduce as to the topic of study by looking into these factors.

1.1 Background of the Study

The rise of globalization developments in political, social, economic, technological areas crucially affects communal and organizational lives of individuals in the society. In parallel with these developments organization management are obliged to develop new management techniques to struggle even harder competition conditions. These modern management techniques to a large extent aim to raise employees' performance by using the power of communication (Erogluer, 2011). The beginning of the universe was the beginning of communications. There was no beginning which was devoid of communication. Thus, communication facilitates transformation of the human society. Communication is a many-sided phenomenon that means different things to different people. It is a process of a means of access to the mind or thought of another. According to Wilson (1997), communication can also be seen as a reduction of uncertainty, thus, communication is an exchange of meanings.

Accordingly, for organization and human as a social being, communication has a vital importance, whether pros or cons are an inseparable piece of life and also it has an important role on all activities aimed at gaining organizational objectives (Ada et al., 2008). Attention has been given to the study of organizational communication in organizational behaviour research as a result of the significance of this variable to organizational effectiveness. For instance, it has been found that effective communication improves job satisfaction (Holtzhausen, 2002) and which in turn improves productivity (Litterst & Eyo, 1982). Research has also shown that communication improves employee

job performance (Goris, 2007), while poor communication results to low employee commitment to the organization (Kramer, 1999).

Communication (from Latin *commūnicāre*, meaning "to share") is the act of conveying intended meanings from one entity or group to another through the use of mutually understood signs and semiotic rules.

Communication is a process of transmitting information from one person to another. According to Stephen (2011), communication is a critical factor in directing and mobilizing the workforce towards the accomplishment of the organizational goals or objectives. Communication is a means of bringing about change. It is the mainstream of any organization growth. There is need form interaction and understanding of management-employee relations this will bring about increased performance of all parties involved in the communication process or chain. According to Banihashemi (2011), communication as a medium, a means to performance ends, or as constitutive, as the end in itself. By creating understanding it enhances co-operation and promote effective performance. According to Williams (2007) smart managers understand that the end effective, straight forward communication between managers and employees is essential for success.

Communication is thus a process by which meaning is assigned and conveyed in an attempt to create shared understanding. Gregory Bateson called it "the replication of tautologies in the universe. This process, which requires a vast repertoire of skills in interpersonal processing, listening, observing, speaking, questioning, analysing, gestures, and evaluating enables collaboration and cooperation.

Communication is used for a wide variety of activities including, but not limited to: strategic communications planning, media relations, public relations (which can include social media, broadcast and written communications, and more), brand management, reputation management, speech-writing, customer-client relations, and internal/employee communications.

In 1960, David Berlo expanded on Shannon and Weaver's (1949) linear model of communication and created the SMCR Model of Communication. The Sender-Message-Channel-Receiver Model of communication separated the model into clear parts and has been expanded upon by other scholars.

Communication is usually described along a few major dimensions: Message (what type of things are communicated), source / emisor / sender / encoder (by whom), form (in which form), channel (through which medium), destination / receiver / target / decoder (to whom), and Receiver. Wilbur Schram (1954) also indicated that we should also examine the impact that a message has (both desired and undesired) on the target of the message. Between parties, communication includes acts that confer knowledge and experiences, give advice and commands, and ask questions. These acts may take many forms, in one of the various manners of communication. The form depends on the abilities of the group communicating. Together, communication content and form make messages that are sent towards a destination. The target can be oneself, another person or being, another entity (such as a corporation or group of beings).

Communication can be seen as processes of information transmission with three levels of semiotic rules:

1. Pragmatic (concerned with the relations between signs/expressions and their users)
2. Semantic (study of relationships between signs and symbols and what they represent) and
3. Syntactic (formal properties of signs and symbols).

Therefore, communication is social interaction where at least two interacting agents share a common set of signs and a common set of semiotic rules. This commonly held rule in some sense ignores auto communication, including intrapersonal communication via diaries or self-talk, both secondary phenomena that followed the primary acquisition of communicative competences within social interaction.

Employee performance refers to the way workers of the organisation executes their duties and responsibilities at their place of work calliduslitmos (2008)

The job related expected activities and how well those activities are executed

Chen et al. (2006) pointed out that research is lacking in examining employee satisfaction with communication process. There is therefore the need to explore the relationship between organizational communication and workers performance since communication integrates different units and functions in the organization. Communication is the human activity that links people together and create relationship (Duncan & Moriarty, 1998). This

means that individuals relate with each other by means of communication. It is the glue that binds people together in an organization. Managers have traditionally spent the majority of their time communicating in one form or another (face-to-face discussion, memos, notice boards, mass meeting, employees hand book, public lectures, etc.). Today, however, more and more workers find out that an important aspect of their work is communication which is the mutual exchange of understanding, originating with the receiver that leads to effective and efficient work performance in an organization because it's the essence of management. The basic functions of management (Planning, Organizing, Staffing, Directing and Controlling) cannot be performed well without effective communication. Different units exist in an organization and it is through communication that interaction takes place for the attainment of organizational goals.

On the other hand, employees Performance is regarded as how well an employee is able to dispatch his/her duties to the specified organization. Setting and clearly communicating performance standards and expectations, observing and providing feedback, and conducting appraisals enable you to achieve the best results through managing employee performance. According to Bass (1985), employees choose to perform tasks out of identification with the managers or with the organization roles and objectives.

1.2 Statement of Problem

Many industrial disputes originate due to failure in communication. Hence it is important to stress that in communication is relevance to enhance on both the employee and organizational performance. In the view of Okoye (2004), psychologically transmission goes beyond reception of information but understanding and feedback. Most organizational conflict has been traced to breakage in communication as supported by (Lee, 2003; Scott, 2004). According to Chudi –Oji (2013), In spite of the laudable roles of effective communication in improving organizational performances, it is regrettable that some faculties pay lip service to the maintenance of effective communication systems. Change is a gradual and continuous process, giving room for inputs and adjustments Goris, J.R. (2007). The new innovations, e-classroom, ICT awareness and appraisal methods are good in itself but the medium and level of communication is problematic according to Holtzhausen, D. (2002). These problems mentioned above, has posed questions that would guide the study and thereby enhance quality of effective communication in organisations.

1.3 Purpose of the Study

The purpose of this study was to establish the relationship between communication and employee performance in organisations.

1.4 Specific Objectives

- I. To examine the different forms of communication in organisation
- II. To determine the effect of communication on employee performance
- III. To identify the various barriers to communication within the organisation

1.5 Research Question

- 1) What forms of communication are used in organisations?
- 2) What are the effect of communication on employee's performance?
- 3) What are the barriers to communication in organisations?

1.6 Scope of the Study

1.6.1 Geographical Scope

The study was carried out on the employees of ministry of defence in Kampala in Uganda. Headquarters in Mbuya, Makindye division Kampala Uganda.

1.6.2 Time Scope

The research used the data of about three years from 2014-2016 to allow itself get in-depth of the study

1.6.3 Content Scope

The study looked at communication and the performance of employee's in organisations..

1.7 Significance of the Study

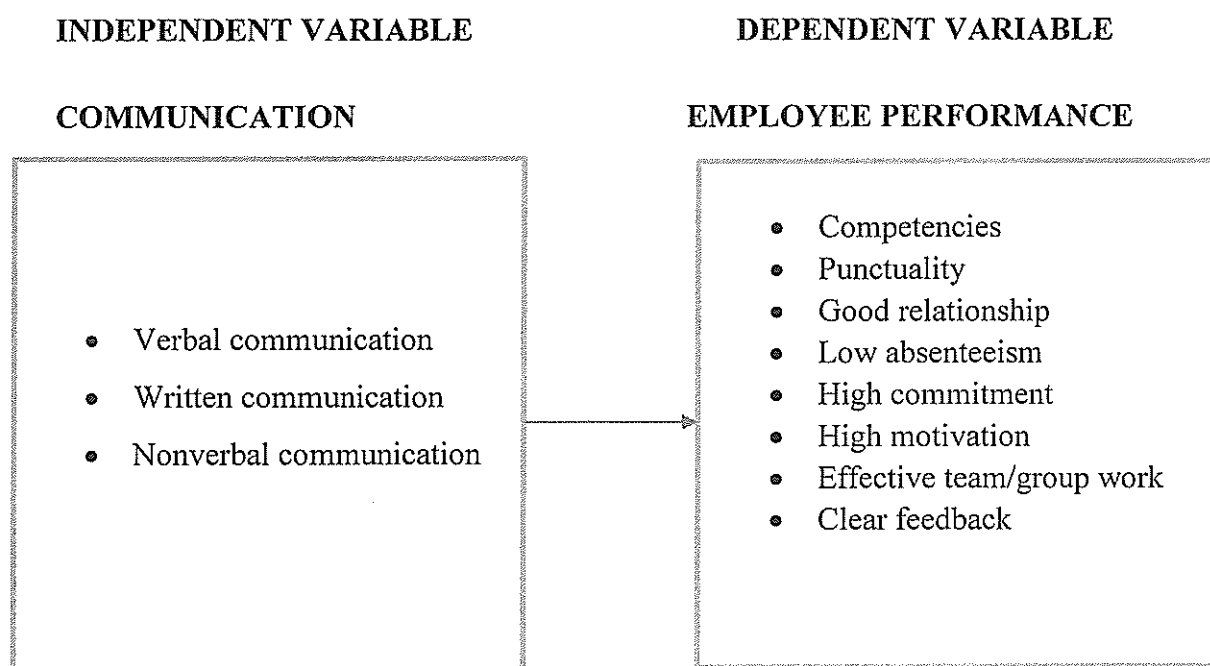
The study will help organisations improve on their communication effectiveness to improve on the performance of their employees.

Research benefited the researcher in terms of acquiring skill and award of bachelor's degree in Human Resource Management of Kampala International University

The study will also be of use for future researchers to identify the undone part of the work and therefore, provide them with a basis for further research.

1.8 Conceptual Framework

The conceptual framework will look at the relationship between the independent variable and dependent variable



Source: primary data 2017

The conceptual framework shows the relationship between the variables, the independent variable which is communication and the dependent variable which is performance, whereby either effective or ineffective communication will have an impact on employees' performance.

The forms and types of communication that are available within an organization can play a significant role in determining the effectiveness and or ineffectiveness of the flow of information. They can initiate the emergency of extraneous variables like Motivation, Teamwork, Commitment, labour turnover, satisfaction, absenteeism, and Conflicts as illustrated in the conceptual framework.

Effective flow of information will motivate employees and this will make them perform to their best effort resulting to a corresponding increase in productivity which will lead to market growth.

Teamwork and commitment of employees can be facilitated, which can in turn contribute to increase in profit margin.

On the other hand when the forms and types of communication are ineffective, this will result to barriers to effective communication. The impact these barriers have will be demotivated workforce, destroy work teams, injuring employees' commitment and this will lead to conflicts build up.

Conflicts are however inevitable within organizations. They can result in improved or reduced satisfaction of employees and this can lead to increased or reduced performance respectively.

CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

This chapter presents review of the literature on the investigating the impact of communication and employees performance in organisations. The presentation follows the order of the objectives, which are; to examine the different forms of communication in organisation, to determine the effect of communication on employee performance and to identify the various barriers to communication within the organisations.

2.1 Forms of communication

There three different forms of communication which is verbal and nonverbal communication.

2.1.1 Non-verbal Communication

Nonverbal communication describes the processes of conveying a type of information in the form of non-linguistic representations. Examples of nonverbal communication include haptic communication, chromatic communication, gestures, body language, facial expressions, eye contact, and how one dresses. Nonverbal communication also relates to intent of a message. Examples of intent are voluntary, intentional movements like shaking a hand or winking, as well as involuntary, such as sweating. Speech also contains nonverbal elements known as paralanguage, e.g. rhythm, intonation, tempo, and stress. It affects communication most at the subconscious level and establishes trust. Likewise, written texts include nonverbal elements such as handwriting style, spatial arrangement of words and the use of emoticons to convey emotion.

Nonverbal communication demonstrates one of Wazlawick's laws: you cannot communicate. Once proximity has formed awareness, living creatures begin interpreting any signals received. Some of the functions of nonverbal communication in humans are to complement and illustrate, to reinforce and emphasize, to replace and substitute, to control and regulate, and to contradict the denotative message.

Nonverbal cues are heavily relied on to express communication and to interpret others' communication and can replace or substitute verbal messages. However, non-verbal communication is ambiguous. When verbal messages contradict non-verbal messages, observation of non-verbal behaviour is relied on to judge another's attitudes and feelings, rather than assuming the truth of the verbal message alone.

There are several reasons as to why non-verbal communication plays a vital role in communication:

"Non-verbal communication is omnipresent. "They are included in every single communication act. To have total communication, all non-verbal channels such as the body, face, voice, appearance, touch, distance, timing, and other environmental forces must be engaged during face-to-face interaction. "Non-verbal behaviours are multifunctional." Many different non-verbal channels are engaged at the same time in communication acts, and allow the chance for simultaneous messages to be sent and received.

"Non-verbal behaviours may form a universal language system." Smiling, crying, pointing, caressing, and glaring are non-verbal behaviours that are used and understood by people regardless of nationality. Such non-verbal signals allow the most basic form of communication when verbal communication is not effective due to language barriers.

2.1.2 Verbal Communication

Verbal communication is the spoken conveyance of a message. Human language can be defined as a system of symbols (sometimes known as lexemes) and the grammars (rules) by which the symbols are manipulated. The word "language" also refers to common properties of languages. Language learning normally occurs most intensively during human childhood. Most of the thousands of human languages use patterns of sound or gesture for symbols which enable communication with others around them. Languages tend to share certain properties, although there are exceptions. There is no defined line between a language and a dialect. Constructed languages such as Esperanto, programming languages, and various mathematical formalism is not necessarily restricted to the properties shared by human languages.

2.1.3 Written

This form of communication involved writing and documentation of the message to be communicated.

Written communication can also have non-verbal attributes. E-mails and web chats allow individual's the option to change text font colours, stationary, emoticons, and capitalization in order to capture non-verbal cues into a verbal medium.

Written communication is one which is conveyed in form of notes, journals memos, and letters among others

2.2 Effects of Communication on employee Performance

Husain (2013) identified that the role played by communication during change in the business organizations as essential for successful change management. The employees are the key sources to bring about change in organizations. To encourage employees for desired change, organizations must address the apprehensions and issues related with them. Job insecurity should be decreased and a sense of community should be created so that employees may feel their responsibilities. The need for change and its advantages will motivate the staff to participate in change plan and execute it.

According to Kibe (2014) investigated the effects of communication strategies on organizational performance. Descriptive research design was used in this study. 132 questionnaires were distributed employees. The findings of this research showed the importance of both the theoretical level and practical level. It concluded that for any employee performance to be effective, an open communication environment should be encouraged. Once members of the organization feel free to share feedback, ideas and even criticism at every level it increases performance.

Bery, Otieno, Waiganjo & Njeru (2015), explored the effect of employee communication on organization performance in some horticultural sector. This study was carried out in flower farms in Kenya. The population of this study was all flower farms in Kenya which were the 14 flower farms registered in the KFC directory (2013) and based in Naivasha. A total of 2460 respondents were targeted by the study out of which 1888 responded giving a response rate of 76.7%. Correlation and regression analysis were used to test on the

relationship between the variables of the study. The study found that communication facilitates exchange of information and opinion with the organization, that communication helps in improving operational efficiency thus improving organization performance. It concluded that communication is a major determinant of organization performance. The study recommended that organizations should develop effective communication strategies since it will facilitate passing of information both within and outside the organization thus improving performance.

Neves & Eisenberger (2012) reviewed that management communication was positively associated with a temporal change in POS, mediates the relationship between management communications and implications of practice. Specifically, it revealed that management communication affects performance mainly because it signals that the organization cares about the well-being and values the contributions of its employees. This study also adopted the use the perceived organization support in terms of communication as indicators on the effect of communication on organization performance. Rho (2009) assessed the impacts of organizational communication on the perception of red tape by comparing internal communication with external, especially client-oriented, communication in both public and non profit organizations. In the view of Inedegbor ,Ahmed, Ganiyat, & Rashdidat (2012) practices of effective business communication, were related to the category of business (service versus manufacturing) and its size.

Ogbo, Onekanma & Ukpere (2014) emphasized that flexibility in inventory control management is an important approach to achieving organizational performance. The study also found that there is a relationship between operational feasibility, utility of inventory control management in the customer related issues of the organization and cost effectiveness technique are implemented to enhance the return on investment in the organization.

Nnamani & Ajagu (2014) examined the relationship between the employees and their work environment, to assess the extent of employee performance on productivity and to find out the extent environmental factor has enhance to performance. The survey method and the research tool was questionnaire. The study had a population size of 1,152, out of which a sample size of 297. Two formulated hypotheses were tested using Pearson's correlation coefficients and z-test statistical tools. Study reveal that there was unsafe and unhealthy work place environment, poor motivation, lack of innovation, high cultural

interference and allow organizational interpretation process caused low productivity in the company.

Weimann, Hinz, Scott & Pollock (2010) reviewed that communication culture and tools of the distributed teams of a large German manufacturer is neither perfect nor complete due to the communication behaviours and tools used by these real distributed teams working together in different settings on international projects. The findings show that regular face-to-face meetings, email and phone still play a pivotal role in team communications, even though a variety of communication tools is available. The case study concluded that team member satisfaction and team success can only be accomplished if the communication culture in the company takes into account the technologies used and the distributed work setting.

Likewise, Schiller & Mandviwalla (2007) suggests that media vary in the levels of richness they provide. Media might differ in the number of cues they are able to convey, the timeliness of feedback, and the capacity for natural expression. The more of these factors a medium covers the richer it is. Therefore face-to-face can be considered as the richest medium. It permits timely feedback, allows the simultaneous communication of multiple cues like body language, facial expression and tone of voice, and uses high-variety natural language that conveys emotion. Video conferencing, phone, chat (instant messaging), email, text messaging, addressed written documents (e.g., notes, memos, letters), and unaddressed documents (e.g., bulletins, standard reports) follow face-to-face communication in media richness in a descending order.

Today organizations believe that the major source of competitive advantage is attained from an organization's human resources and to enhance organizational performance by effectively utilizing their human resources. Though, this was not always the case, as human resources were usually perceived as a cost in the past (Gondal & Shahbaz, 2012). Elving (2005), shows the implication of communication in resistance to change. The framework leads to six propositions in which aspects of communication, such as information, feelings of belonging to a community, and feelings of uncertainty, have an influence on resistance to change, which will affect the effectiveness of the change effort. The findings reviewed that a distinction between the informative function of communication and communication as a means to create a community was made. In the

suggested model communication has an effect not only on readiness for change, but also on uncertainty.

Shafique, Ahmad, Abbas & Hussain (2015); The research identified the problem of enhancing the organizational performance through customer relationship management capabilities (Customer interaction management Capability and Customer relationship upgrading Capability) in the presence of competition. The findings show that, Customer relationship management capabilities had positive relationship with organizational performance and Customer interaction management capability had positive relationship with organizational performance.

Adegbuyi, Adunola, Worlu, Rowland & Ajagbe, (2015) The study was able to ascertain from various literature reviewed that business strategies such as (customer orientation, employee autonomy, communication, training and development job satisfaction, corporate social responsibility, motivational factors) have major role to play in organizational performance. Recognizing the causes of organizational performance is important especially in the perspective of the current global crises because it helps an organization to identify those factors that should be given priority attention in order to improve the organizational performance. Hence, this study recommends that business organizations should adopt appropriate strategies that would enhance adequate organizational performance. Many authors have adequately addressed effective communication and performance on organization. However, they failed to address the effect of communication on attitude of lecturers to students and their work. New technology and innovations are welcomed development to the educational environment. But it is also important to address the negative effect and challenges that comes with “change”

2.3 Barrier to Communication

Barriers to effective communication can retard or distort the message and intention of the message being conveyed which may result in failure of the communication process or an effect that is undesirable. These include filtering, selective perception, information overload, emotions, language, silence, communication apprehension, gender differences and political correctness

This also includes a lack of expressing "knowledge-appropriate" communication, which occurs when a person uses ambiguous or complex legal words, medical jargon, or descriptions of a situation or environment that is not understood by the recipient.

Filtering- refers to sender manipulating information so that the receiver will view it more favourably. As information is passed up to senior executives, employees must condense and synthesize it so that those on top do not become overloaded with information. The personal interests of those doing the synthesizing as well as their perceptions of what is important, will result in filtering. This can cause serious communication breakdowns.

Defensiveness. When people feel that they are being threatened, they tend to react ways that reduce their ability to achieve mutual understanding. That is they become defensive, engaging in behaviours such as verbally attacking others, making sarcastic remarks, being overly judgmental, and questioning others' motives. So, when individuals interpret another person's message as threatening, they often respond in ways that hinder effective communication.

Language. Words mean different things to different people. "The meaning of words is not in the words. They are in us". In an organization, employees usually come from diverse backgrounds and therefore have different patterns of speech. Additionally the grouping of employees into departments creates specialists who develop their own jargon or technical language. In large organizations where members are frequently widely dispersed geographically, say in different countries, use terms and phrases that are unique to their area. This can cause language problems. (Robbins and Langton, 2003)

Poor listening. Many people enjoy listening more than they enjoy listening to others. So, not surprisingly, poor listening is responsible for poor communication problems in organizations.

Lack of or inappropriate feedback. Sometimes, communication breaks down because either receivers fail to provide feedback or provide feedback in an inappropriate manner. This barrier to effective communication is especially likely to occur when feedback is negative because negative feedbacks make people feel uncomfortable.

Rumours and the grapevine. A rumour is unofficial information on topics that are important or interesting to an organization's members. Rumours usually spread quickly

and uncontrollably around communication networks, and once started are often hard to stop. They are likely to spread when members are not informed about matters that have the potential affect them personally, such as, a takeover attempt by another company, impending layoffs, or a scandal involving a top manager.

Workforce diversity- Increasing diversity might also become a barrier to effective communication when the members of a group or organization do not see eye to eye or fail to respect appreciate each other's point of view.(George and Jones,2005).

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

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

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

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

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

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

Bypassing-These happens when the communicators (sender and the receiver) do not attach the same symbolic meanings to their words. It is when the sender is expressing a thought or a word but the receiver takes it in a different meaning. For example- ASAP, Rest room

Technological multi-tasking and absorbency- With a rapid increase in technologically-driven communication in the past several decades, individuals are increasingly faced with condensed communication in the form of e-mail, text, and social updates. This has, in turn, led to a notable change in the way younger generations communicate and perceive their own self-efficacy to communicate and connect with others. With the ever-constant presence of another "world" in one's pocket, individuals are multi-tasking both physically and cognitively as constant reminders of something else happening somewhere else bombard them. Though perhaps too new of an advancement to yet see long-term effects, this is a notion currently explored by such figures as Sherry Turkle.

Fear of being criticized-This is a major factor that prevents good communication. If we exercise simple practices to improve our communication skill, we can become effective communicators. For example, read an article from the newspaper or collect some news from the television and present it in front of the mirror. This will not only boost your confidence, but also improve your language and vocabulary.

Gender barriers- Most communicators whether aware or not, often have a set agenda. This is very notable among the different genders. For example, many women are found to be more critical in addressing conflict. It's also been noted that men are more than likely to withdraw from conflict when in comparison to women. This breakdown and comparison not only shows that there are many factors to communication between two specific genders, but also room for improvement as well as established guidelines for all.

2.4 Related Studies

Communication covers all activities that an individual does when he wants to make a transformation in someone else's mind. This is a meaning bridge between an individual or individuals and organization. Communication is a process that contains expressing, listening and understanding (Banerji and Dayal, 2005). Similarly, emphasizing social aspect of communication, communication that takes part on the base of social life and forms the content of organizational structure is a process which aims at conducting good relationships between groups and organizations (Dogan, 2005). Price (1997) defined organizational communication as the degree to which information about the job is transmitted by an organization to its members and among members of the organization. Ayatse (2005) observed that communication is needed to establish and disseminate the goals of the enterprise. This is because the competencies and skills they possess will enable them to exhibit work behaviours appropriate and relevant to the performance of the job. It is further theorized that employees are likely to be more productive if their performance is rewarded assuming that the reward received has value to them, as argued by the expectancy theory (Victor Vroom, 1964).

Communication is vital in organizations such that Orpen (1997) argued that communication has a vital role in the failure or accomplishment of any organization, it is used for the purpose of resolving the contradictions in work organization in other that such organization may progress. People must come together, think together, work together, learn together and advance together. Human interaction allows man to forge new horizons and explore new possibilities. Thus, by meeting people, they can communicate in the language of themselves. The variety of communication aids/ techniques used in an organization depends on the nature of the organization, its kind and range of personnel that best suits the management and also the location of the workplace.

According to Ince and Gül (2001) communication is the exchange of ideas, emotions and opinions through words, letters and symbols among two or more people. He states that this may be defined as a technical fact. Yet it is uncertain whether symbols are transfer truly or not, to what extent symbols meet the transmitted message and how effective transmitted fact on the receiver (Kalla, 2005; Baltas and Baltas, 2002). Without communication, through readings, listening (the receptive skills), speaking and writing (the productive skills) mankind would find it difficult to unravel some of the mysteries of life. Those

things that we are ignorant of or have knowledge of, or that we have doubts about can be explained to us better through communication. Altinöz (2008) defines communication as a means through which the task and the resources needed to carry out an assignment, the roles and duties and the expected results are made known to the subordinates. This means that communication is the transfer of information (a message) from one person to another. Thus effective communication is therefore the transfer of message, followed by feedback, from the receiver to the sender, indicating an understanding of the message. Multidimensional aspect of the notion of communication along with its analyses from different viewpoints affects its definition, communication is needed to review, conceptualize and direct interaction in an organization.

Employee communication is the dissemination of information which is related to the daily performance of an employer's job and also important if the worker is expected to be an effective member of staff. It connotes a consideration of human beings as a vital resource (Buchanan and Doyle 1999). Communication is the transfer of information from a sender to a receiver, with the message being understood by the receiver. Myers and Myers (1982) defined organizational communication as "the central binding force that permits coordination among people and thus allows for organized behaviour," and Rogers and Rogers (1976) who argue that "the behaviour of individuals in organizations is best understood from a communication point of view."

Effective communication is needed for management to develop and sustain a competitive advantage for organizational performance and improvement (Avolio, Lado, Boyd & Wright, 1992; Rowe, 2001). Effective communication between leaders and employees is critically important for the potential success of a company. Leaders need to enact strategies to improve communication that could lead to positive work consequences (Gray and Laidlaw, 2002). Improvements in supervisor-subordinate communication will assist organizations toward the goal of managing diversity by promoting equality and integration in the workplace.

Effective communication succeeds when employees support the leader and the organization if there is a belief that employees' efforts will be rewarded. Leadership succeeds when initiating response or responding to change and leadership is inextricably linked to the credibility of those leading. Constituents will become willingly involved to the extent that they believe in those sponsoring the change (Desanctis & Janet, 1999). The

association between employee satisfaction and job performance suggests that an important contributor to the employee's engagement within the organization is the leader employee relationship. Foong (2001) concludes that managers use leadership behaviours to influence employees. Lee and Chuang (2009) explain that an excellent leader not only inspires subordinates, giving them the potential to enhance efficiency, but also meets their requirements in the process of achieving organizational goals. How a leader communicates is as important as to how he leads. The leader is the guiding force within a group and organization. A leadership style that resonates with followers will allow the leader to achieve greater employee productivity. Conversely, poor leadership styles lead to poor communication and can have negative effects on workers performance and in turn productivity. The process by which employees are made aware of organizational goals and their involvement in the achievement of them is recognized to play an important role in fostering job commitment (Anderson and Martin, 1995; Haskins, 1996). Goris et al. (2000) and Ooi et al. (2006) find organizational communication to have an important positive association with affective commitment, whilst (Brunetto and Farr-Whartons" 2004) findings "suggest a strong relationship between communication processes and job satisfaction and affective job commitment".

The importance of communication may appear intuitively obvious, but does research support this assumed importance; the short answer is yes. Research has shown that "when employee needs are met through satisfying communication, employees are more likely to build effective work relationships." (Gray & Laidlow 2004, quoted in Tsai and Chuang 2009). This "research satisfaction" – "the sum total of an individual's satisfaction with information flow and relationship variables" (Downs & Hazen, 1977, in Tsai and Chuang 2009) has been correlated with key variables such as job performance and turnover rates. Further, "certain facets of employees" communication satisfaction that exhibit both information and relationship features supervisory communication, personal feedback, and communication climate were found to be the major dimensions of communication-job performance relationships" (Tsai and Chuang 2009). In other words, the ways in which information flows in an organization is critical to the way that personnel understand their relationship to and within the organization. In short, as Chen (2008) stated, each passing study seems to reveal "that the relationship between internal/employee communication and corporate effectiveness is more significant than what has previously been assumed".

In explaining the meaning of effective communication; it is good to look at the subject matter of communication in details. Meaningful communication informs and educates employees at all levels and motivates them to support the strategy (Barrett, 2002). Communication is viewed by (Haemann, 2011) as the imparting of ideas and making oneself understood by others. It is also the process by which information is passed between individuals and/or organizations by means of previously agreed symbols. Communication is the process by which one party (a sender) transmits information (i.e. message). It is a continuous process between the two parties involved and it occurs in many levels, such as intra-individual communication level (Keith, 2014). Information is transmitted in two ways: - e.g. from a sensory organ to the brain and secondly, interpersonal level is a situation in which the transmission of information is just between two individuals. Communication can also occur within or between an individual or group. Effective communication is a process by which sender of message, received feedback from receiver in intended (Peter, 2015). Effective communication starts from the sender to its decoding by the receiver. It is said to be ineffective communication when receiver of the message did not decode the intended of the sender. It is through feedback that information achieves its desired results. Barrelas A. (2010), Effective communication takes place when the person to whom it is intended, subsequently, the receiver understand the meaning intended and reacts accordingly. Effective communication is a transaction of ideas, directory command or guide into oral or written words, or actions on the path of the communicator in such a way that the receiver gets the same message and reacts in manner envisaged by the communicator (Victor Akam; 2011).

It is believe by a lot of experts that communication could consciously or unconsciously take place by writing, reading, taking, listening or moving and any part of the body. All these things mean something to some person, or group. It has to be stressed that communication in an organization can take place in any of these means. Communication is a process of effecting change to a system. As long as organization reforms and globalization is evident, new communication techniques should be developed to stand the change. Therefore it becomes important for positive attitudes to change to lead to vital successful change programs (Kotter, 1996), as resistance to change is one of the biggest barriers to overcome. Likewise, effective communication requires a degree of 'cognitive organizational reorientation' comprehension and appreciation of the proposed change. Elving & Hansma (2008) carried out an interview research between management and

employees during organizational change. The most important conclusion drawn was that the success of the dissemination and adaptation of organizational change significantly depend upon communicative and informative skills of managers at all levels. Although leaders appear to be aware of fast change within organization (Bolden & Gosling, 2006), communicating that change is difficult. Bennebroek-Gravenhorst et al. (2006) found that along with the role of management on the contribution of the workforce to the impending change, distribution of information and actual communication regarding the need for the change and the objectives of the modification in business organization are also critical

CHAPTER THREE

METHODOLOGY

3.0 Introduction

This chapter has, sample size of this research, the study population, sampling techniques data sources, research instruments methods of data analysis, ethical Issues, validity and reliability of this research and finally the research procedure.

3.1 Research Design

The research design adopted for this study is descriptive survey method. This is because the method was deemed appropriate, as the study collected information on impact of communication on workers' performance in an organization. Oniye (1997), states that the descriptive survey deals with systematic description of an event in a very factual and accurate

3.2 Study Population

The study was conducted in Kampala, Uganda focusing on ministry of defence headquarters base in Mbuya Kampala. From www.defence.go.ug the ministry has over 300 workers/employees whose performance are monitored therefore the employees of this ministry was the major focus during this study. The ministry has vast communication channels which make it a relevant area for this research.

3.3 Sample Size

A sample size of 120 employee from ministry of defence was used for this study. This employees was obtained using Krejcie & Morgan table of sample size. In 1970, Krejcie & Morgan produced a table for determining the sample size. The respondents will be picked from different departments of the ministry to give information to the researcher. The number will vary since all departments are not having the same number of employees.

Table 1: Sample size

Departments in the ministry.	Total population.	Sample population.
Finance department	82	66
HR department	45	20
Legal department	25	25
IT department	30	25
Total	182	120

3.4 Sampling Techniques

Sampling is the process of selecting a few elements from the study population to represent a whole. The purpose of sampling is to get a scaled down model of the total population because the sociologist want to generalize from the attribute, their distribution and their interrelationships observed in his sample to the attributes of the population. The total population might be too large to study, the researcher therefore will restricts himself to apart population that represents the whole. In selecting fair sample upon which valid conclusions shall be drawn, stratified sampling technique and random sampling technique will be used respectively.

3.5 Data Sources

The researcher considered primary and secondary source. Data will be collected from a diverse source

3.5.1 Primary Data Source

This is raw data/information that was gathered by researcher from direct or first source like interviews, observation, questionnaire, action research, case studies, among others.

3.5.2 Secondary Data Source

Secondary data that was collected from different source documents or electronically stored information, census and market studies for example common source like books,

magazines, documents, journals, reports, the web, historical data, letters, diaries, official statistics and more.

3.6 Research Instruments

The research instruments explained the different methods that I used to collect data from the field during research particularly in data collection. I used questionnaire, interviews and observation to collect data from the field.

3.6.1 Questionnaire

The research instrument used for collection of data is the administering of well-structured questionnaire. The questionnaire consists of two sections. Section A consists of information relating to the socio-demographic characteristics of the respondent: name of organisation, sex, age, marital status etc. while section B contains questions on the respondent interpretation and perception of the impact of communication on workers/employee's performance. Thus, questions in this section will be used to test the different proposed hypothesis in chapter one.

3.6.2 Interviews

A researcher used interview method to collect data about the topic of study. This method was used to collect information from people who are illiterate who may not conform to the standard speech that will be used in the questionnaire and those with less time to answer the questionnaire. The researcher will use questionnaire to collect relevant information from the field. The question here will be focused on the topic and clear to encourage open ended response from the correspondents that will then be analysed with a quantitative by assigning numerical values to it.

3.6.3 Observations

The researcher used direct observation method to collect data during research. This will apply in areas where the information cannot be got neither by interview or questionnaire. Observation involves the use of eyes to witness the various forms of communication used in this organisation.

3.7 Data Analysis

The data was analysed using statistical techniques which include both descriptive and inferential statistics. The frequency and percentage table will be used for bio data while mean and standard deviation will to analyse the forms and barriers.

3.8 Ethical Issues

The ethical issues that were considered in this research are,

Informed consent. Essentially, this means that prospective research participants must be fully informed about the procedures and risks involved in research and must give their consent to participate. Ethical standards also require that researchers not put participants in a situation where they might be at risk of harm as a result of their participation. Harm can be defined as both physical and psychological. There are two standards that are applied in order to help protect the privacy of research participants. Almost all research guarantees the participants

Confidentiality. They are assured that identifying information will not be made available to anyone who is not directly involved in the study. The stricter standard is the principle of anonymity which essentially means that the participant will remain anonymous throughout the study even to the researchers themselves. Clearly, the anonymity standard is a stronger guarantee of privacy, but it is sometimes difficult to accomplish, especially in situations where participants have to be measured at multiple time points (e.g., a pre-post study). The researcher therefore ensured the confidentiality of the information collected in the field during research.

3.9 Validity and Reliability

The information that will be collected in this research will be valid and reliable to any other researcher in the field .it is therefore very important to consider the validity and reliability of the data collection tools (instruments)

Validity

Validity means the credibility or believability of the research. That the instruments or procedures measure what it's supposed to measure. The researcher will acquire valid information during this research.

Reliability

Reliability refers to constancy or consistency in measurement. Which will bring ideal reality Reliable procedure are repeated and replicable. Data collection technique that will make it reliable for other researchers in the same field to access the information for research.

3.10 Research Procedure

The researcher carried out a pilot study at the organisation where research is going to carried out to obtain the sample population, sample frames for all the respondents during research.

The researcher obtained letter of consent to carry out research from the university and especially from the department heads in his collage. This letter will allow the student to go to the field to collect data for the research.

Data was collected for research from the field using questionnaires, interview method, and observation in the field. It will be edited, summarized, and tabulated, then finally analysed and results will be interpreted and discussed the conclusions and recommendations will be drawn.

CHAPTER FOUR

DATA PRESENTATION, ANALYSIS AND INTERPRETATION.

4.0 Introduction

This chapter contains a detailed description of the results obtained after data analysis and presents the main findings of the research and interactions. These have been presented in relation to the specific objectives of the study and corroborated by the reviewed literature. Tables and figures are used in presenting the findings because they summarize information. Similarities and differences between the findings of the study are compared and contrasted with those on the ground using simple percentages to present it. Reviewed literature is then used to support and argue the findings of the study.

4.1 Personal data

4.1.1 Gender Orientation of the respondents

Respondents were asked to state their gender orientation and the information thereof is presented in table

Table 2: Table Showing Gender Orientation of Respondents

Gender	Frequency	Percentages
Male	65	54.2
Female	55	45.8
Totals	120	100

Source: Primary Data

Respondents' gender orientations were evenly distributed that is to say there wasn't a big gap between the number of Males and Females since the study contacted 65 or 54.2% Males and 55 or 45.8% Females. This trend of gender differences could be resulting from the recruitment system of the Ministry hence ensuring gender balance among the employees.

4.1.2 Respondents' Education level

In the questionnaire administered respondents were asked to indicate their education levels and the following findings were gathered.

Table 3: Table showing the level of education of respondents

Education Level	Frequency	Percentages
Degree	60	50
Diploma	30	25
O' Level	20	16.7
Other Level award holders	10	8.3
Total	120	100

Source: Primary Data

Following the questionnaires given to respondents by the researcher, the findings were that majority employees were degree holders which accounted for 50%. This may be due to the policies of the organization that needed degree holders to do administrative work and certificate holders to do the field work. This is true because when I interviewed the field workers face to face, the findings were that, majority field workers were certificate holders.

4.1.3 Age of the Respondents

Following the questionnaire that was administered, the respondents were asked to state their age and the following were the responses from the respondents.

Table 4: Showing the Age of Respondents

Age of respondents	Frequency	Percentages
18 – 25	20	16.7
26 – 35	70	58.3
36+	30	25
Total	120	100

Source: Primary Data

The findings of the questionnaires given to respondents to know their age, the findings were that 58.3% respondents are aged from 26-35. This indicated clearly that the working group of the organization is aged from 26-35 years of age.

4.1.4 Respondents' Marital Status

The respondents were asked to show their marital status and the following was got in responses as shown in table

Table 5: Showing the respondent's marital status

Marital Status	Frequency	Percentages
Single	25	20.8
Married	85	70.8
Divorced	10	8.3
Total	120	100

Source: Primary Data

From the figure 5 above, it indicates that the majority of the respondents were of marriage status with 70.8% response, followed by the those who responded to single state of marriage with 20.8% and leaving the divorced with the lowest number of 8.3%.

4.1.5 Period of Work Experience of Respondents at Ministry Of Defence Uganda

Respondents were asked to state their working period in the organization and Table 4 below shows the findings of the study.

Table 6: Table showing working period of respondents in the organization

Working Period	Frequency	Percentages
Less than 2 years	12	10
Above 2 years	80	66.7
Above 5 years	28	23.3
Total	120	100

Source: Primary Data

Respondents were asked to indicate their working periods, and the findings were that, 80 employees or 66.6% responded that they had worked for the period of above 2 years in the organization. This therefore indicates that majority employees in the organization have been there for more than 2 years.

4.2 How communication has affected the performance of employee

Respondents were asked whether communication had an effect on employee performance and the findings were as indicated in the table below;

Table 7: Showing the respondent's response on whether communication had an effect on employee performance.

Response	Frequency	Percentages
Yes	88	73.3
No	32	26.6
Total	120	100

Source: Primary Data

From the table above 73.3% respondents reported that communication affects employee performance shown by the good relationship at work, low labour turnover high productivity, clear feedback among others. However, other findings also state that 26.6% said that there was little or no effect caused by communication to the performance of employee in the organisation.

4.3 Forms of communication

Respondents were asked to indicate the different Forms of communication that are used in the Ministry Of Defence Uganda presently, and the following responses were collected/ or gathered.

Table 8: Showing responses of respondents on the different Forms of communication that are used in the Ministry Of Defence Uganda presently

Response	Frequency	Percentages
Verbal communication	62	51.7
Non-Verbal communication	10	8.3
Written communication	48	40
Total	120	100

Source: Primary Data

From the findings as per the analysis above, it is clearly shown that verbal communication which is oral communication is majorly the most useful form of communication used in the Ministry Of Defence Uganda presently with 51.7 responses. It is also shown clearly that 10 respondents or 8.3% of the respondents do agree non-verbal communication is useful in accomplishing company goals and objectives of Ministry Of Defence Uganda in the present situation. While the rest urge that when communication is in written form is equally very important in the organisation as used accounting for 40% in the organisation.

4.4 Possible barriers to effective communication

As regard to the possible barriers to effective communication, respondents were requested to reveal the major barriers of communication they face in their area of work and the results are illustrated in table below;

Table 9: Showing the possible barriers to effective communication

Response	Frequency	Percentages
Filtering	8	6.6
Defensiveness	36	30
Language	40	33.3
Poor listening	8	6.6
Lack of or inappropriate feedback	4	3.3
Rumours and the grapevine	20	16.6
Workforce diversity	4	3.3
Total	120	100

Source: Primary Data

The findings indicate that majority of the respondents, that is, 33.3% chose language barrier to be the biggest barrier to effective communication in their Ministry since

employees usually come from diverse backgrounds and therefore have different patterns of speech to mention but a few.

The respondents who were agreed that Lack of or inappropriate feedback and Workforce diversity with 10% response each covered the least number amongst all the responses. Meaning that language barrier is the biggest barrier to communication in the ministry.

CHAPTER FIVE

DISCUSSION OF THE FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

5.0 Introduction

This chapter deals with discussion of the findings, draws the conclusions as well as making recommendations to the research carried out. After a brief presentation of the general information of the respondents, the conclusions are presented basing on the three objectives of the study set to establish, “The Impact of Communication on Employee Performance: A case Study of Alliance Ministry Of Defence Uganda”. Specific recommendations emanating from the findings follow at the end of the chapter.

5.1 DISCUSSION OF FINDINGS

5.1.1 Forms of communication used in the organization.

From the findings, verbal communication is the most used form of communication in ministry of defense. This is because its less time consuming compared to the other forms of communication and that through verbal communication information are received well enough as intended thus making verbal communication the most effective form of communication. Unlike other forms of communication where the meaning may be altered with during the communication and misunderstanding may occur.

This is in line with Victor Akam, 2011 finding that verbal communication is the most effective form for an effective communication to occur in an organization. Though it contradicts Barrellas A, 2010 findings that an organization needs to use all the forms of communication for an effective communication to occur. Since the organization have people from diverse back ground

However the findings also states that though written communication also exist in the organization, nonverbal communication is the least used form of communication in the organization. This is because it's viewed as vague and imprecise since it does not involve the use of words or language which expresses clear meaning to the receiver of the information. It's also continuous and does not pause especially during the communication

process. This agrees with Victor and Akam 2011 findings that nonverbal communication is not much needed in the organization, it contradicts Kalla, 2005 research which found out that since it would be difficult to transfer some message and to unveil some facts intended to be communicated, nonverbal communication is equally needed in the organization.

5.1.2 Effects of communication to the employee performance.

From the findings, respondents agree that communication has affected employee performance in the ministry of defence. This is due to the nature of work at the organisation which make it almost impossible to perform without communication. Punctuality, clear feedback, competencies, commitments among others are the results of communication in the organisation.

This is in line with Kibe 2014 finding that for any employee performance to improve there should be an open communication environment being encouraged in the organisation. Once members of the organisation feel free to share feedback ideas and even criticism at every level, it increases performance.

However, a smaller number say there has been little or no effect caused by communication to the employee performance in the organisation and this contradicts Baltas 2002 findings which stated that it would be difficult for an organisation to perform without communication and that communication is always the key to performance.

5.1.3 Barriers to communication

In the findings, respondents did agree that language barrier is the major barrier to effective communication being faced in the ministry of defence. This indication shows that language barrier could be resulting from the nature of an organization's employment techniques of employing people who usually come from diverse backgrounds and therefore have different patterns of speech.

This is in line with Robbins and Langton's finding in 2003 that in large organizations where members are frequently widely dispersed geographically, say in different countries, use terms and phrases that are unique to their area. This can cause language problems. Additionally the grouping of employees into departments creates specialists who develop their own jargon or technical language which hinders effective communication.

However findings from George and Jones in 2005 does not agree saying that barriers to communication does not resolve around language mostly but workforce diversity is the major barrier to communication because when people don't see others eye to eye or fail to respect each other's point of view.

Though there are several barriers to communication like defensiveness, rumours and grapevines, the respondents agreed that Lack of or inappropriate feedback and Workforce diversity are the least barriers to communication.

This is so because sometimes, communication breaks down because either receiver fails to provide feedback or provide feedback in an inappropriate manner. This barrier to effective communication is especially likely to occur when feedback is negative because negative feedbacks make people feel uncomfortable. And this is supported by Robbin & Lanton, 2003 finding that workforce diversity does not so much hinder the communication process.

5.2: CONCLUSIONS

Verbal communication, written communication, and nonverbal communication are the forms of communication used in ministry of defence Uganda and verbal communication is the most used form.

Communication has great impact on the performance of the ministry employee as seen by competencies, commitment, and clear feedback, group cohesion among others. This has made it right for the researcher to conclude that communication was such a vital role in the performance of employees in ministry of defence.

The major barriers of communication are language barrier though there are other barriers such as workforce diversity, defensiveness, poor listening, and lack of inappropriate feedback among others.

5.3 RECOMMENDATIONS

The researcher recommends that the organisation maintain and use the current forms of communication since it has demonstrated good result in the organisation by bring commitment, high performance, clear feedback, good work relations among others. Combination of all these three forms of communication will give a positive result since

they will be used together in different occasions. Written and nonverbal communication should equally be encouraged to create balance in the organisation.

The research shows that communication affects employee performance in the organisation the researcher to recommend that effective communication be encouraged and promoted in the organisation to increase the performance of employees.

The researcher recommends that that the organisation embark on training in different languages since language was the major barrier to communication in the ministry of defence.

And the researcher also recommend that, to ensure up to date performance of the employees. The ministry should also focus on ensuring clear feedback, follow up communication, promote good listening skills and ensure consistency in communication to address the barriers to communication.

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APPENDIX I

RESEARCH QUESTIONNAIRE

Dear Respondent,

I am Ochieng Zephania, a student at Kampala International University offering a Bachelor's degree of Human Resource Management carrying out a research study on the, *"The Impact of Communication on Employee Performance"*. I'm privileged to have you as my respondent and the information given to me is purely academic and will be treated with confidentiality. [Please tick where necessary]

BIO DATA:

1) Gender

a) Male ☐

b) Female ☐

2) Education background

a) 0 level ☐

b) A level ☐

c) Diploma ☐

d) Degree ☐

3) Age

a) 18 – 25 ☐

b) 26 – 35 ☐

c) 36+ ☐

4) Marital status

a) Single ☐

b) Married ☐

c) Divorced ☐

5) How long have you worked in this organization?

a) Less than 2 years ☐

b) Above 2 years ☐

c) Above 5 years ☐

6) What is your job title?

.....

7) From which department?

.....

SECTION B

QUESTIONNAIRE ON COMMUNICATION

Guidelines: Please respond to each item by using the scoring guide below. Kindly write your best choice on the space before each item. Be honest about your opinions as there no right or wrong answers.

Respond Model Description:

Strongly Agree (SA)	You agree with no doubt at all (4)
Agree (A)	You agree with some doubt (3)
Disagree (D)	You disagree with some doubt (2)
Strongly Disagree (SD)	You disagree with no doubt at all (1)

Scale	4	3	2	1
1. All workers are adequately informed about the direction of the organization				
2. Workers facilitate operations through phone calls, emails, face-to-face conversations, and brainstorming in meetings				
3. Sales letters, job listings and advertisement is done to attract qualified people and to get potential customers				
4. Officially recognized information such as written and unwritten reports is done in the daily running of the organization				
5. At times workers communicate at water coolers, in the hall ways, cafeterias, at restaurants, trade shows etc				
6. Information from the top levels to bottom is good				
7. Workers at low levels send their issues to the top effectively				
8. 8. Communication between team members in different units is efficient.				
9. Communication involves bureaucratic channels within the organization.				
10. In most of the time, people interact through face-to-face.				
11. Electronic communication is at advancement in the organization.				
12. Memos, policy manuals, employee handbooks, newsletters, bulletin boards are always available when needed.				
13. People communicate with an attitude of friendliness, apology, acceptance, respect and or rejection.				
14. On occasions, company meetings, interviews are held to resolve issues				

SECTION C

QUESTIONNAIRE ON EMPLOYEE PERFORMANCE

Please respond to the statements below and use a tick or a cross to mark where appropriately.

1. Communication in the entire organization has greatly affected the performance of employees.

Strongly agree 5	Agree 4	Uncertain 3	Disagree 2	Strongly Disagree 1

2. The management communicates to employees about future changes

Strongly agree 5	Agree 4	Uncertain 3	Disagree 2	Strongly Disagree 1

3. Conflicts among workers are as a result of poor communication.

Strongly agree 5	Agree 4	Uncertain 3	Disagree 2	Strongly Disagree 1

4. How would you compare communication within the organization, between the management and employees, in relation to performance?

Excellent ☐ Very good ☐ Good ☐ Poor ☐ Very poor ☐

5. If you were in charge, would you improve the quality of communication systems in the organization?

Yes ☐ To some extent ☐ Not sure ☐ Don't know ☐ No ☐

6. In general, how satisfied are you with the influence you have on departmental decisions that affect your job or work?

Satisfied ☐ Fairly satisfied ☐ Dissatisfied ☐ Not applicable ☐

7. Would you please suggest anything that could be done for communication to be more effective

.....

.....

.....

.....

APPENDIX II

KREJCIE & MORGAN TABLE SAMPLE SIZE

N - n	N - n	N - n	N - n	N - n
10 - 10	100 - 80	280 - 162	800 - 260	2800 - 338
15 - 14	110 - 86	290 - 165	850 - 265	3000 - 341
20 - 19	120 - 92	300 - 169	900 - 269	3500 - 346
25 - 24	130 - 97	320 - 175	950 - 274	4000 - 351
30 - 28	140 - 103	340 - 181	1000 - 278	4500 - 354
35 - 32	150 - 108	360 - 186	1100 - 285	5000 - 357
40 - 36	160 - 113	380 - 191	1200 - 291	6000 - 361
45 - 40	170 - 118	400 - 196	1300 - 297	7000 - 364
50 - 44	180 - 123	420 - 201	1400 - 302	8000 - 367
55 - 48	190 - 127	440 - 205	1500 - 306	9000 - 368
60 - 52	200 - 132	460 - 210	1600 - 310	10000 - 370
65 - 56	210 - 136	480 - 241	1700 - 313	15000 - 375
70 - 59	220 - 140	500 - 217	1800 - 317	20000 - 377
75 - 63	230 - 144	550 - 226	1900 - 320	30000 - 379
80 - 66	240 - 148	600 - 234	2000 - 322	40000 - 380
85 - 70	250 - 152	650 - 242	2200 - 327	50000 - 381
90 - 73	260 - 155	700 - 248	2400 - 331	75000 - 382
95 - 76	270 - 159	750 - 254	2600 - 335	100000 - 384

(Given A Finite Population, Where N = Population Size and n = Sample Size)