

**THE IMPACT OF COMMUNICATION ON EMPLOYEE PERFORMANCE.**

**A CASE STUDY OF INTERNATIONAL HOSPITAL KAMPALA.**

**BY**

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**A RESEARCH PROJECT SUBMITTED TO THE SCHOOL OF BUSINESS  
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### DECLARATION.

I Rehema Abasi Sebi do hereby declare to the best of my knowledge, belief, and understanding that this is my original work which has never been submitted to any university or any institution for an award of a degree.

Signature...  .....

Date... 17... / JUNE / 2010 .....

### APPROVAL.

This research has been submitted to the school of business and management with my authority as a university supervisor.

Signature.....

MR. Wandiba Augustine

Supervisor.

Date. 17 / 06 / 2010 .....

### **DEDICATION.**

I dedicate this piece of work to my parents Mr. Abasi Sebi and Mrs. Mariam Namata, thanks for the support you offered me both financially and morally, I pray and ask God to reward you abundantly for the good work you have done. I would d also like to dedicate it my fiancé Mr.Mweru .J. for being near me when ever I needed him and also for giving me unconditional love and support. I also thank him for the kindness he showed with his family may. God blesses you dear.

## ACKNOWLEDGEMENT.

Although the researcher deserves credit for this book, I would like to extend my sincere gratitude to all those who put in their effort for my success especially my parents Mr. Abasi sebi and mum Namata. More thanks go out to my sisters and brothers: Juma, Hashim, Hakim, Salma ,Asia, Hafsa, Sebi, Joweria and also to my niece Sophia and Latifa Mariam and my nephew Gadafi, my message to them is that they should work hard to reach where I have reached.

Mr. Wandiba, your endeavors and sincerity made my selfless efforts be realistic. Mr. Wandiba thanks for the time spent on the manuscripts submitted to your busy desk.

I would also like to send to all my family members and friend like my anti Jamila, Salma, and Uncle Mohammad and majid, sherifa and zaitun, and also to my grandmother Asia Fadimula thanks for the support you have given me.

## **ABSTRACT**

The study on the impact of communication on employee performance in International Hospital Kampala. The researcher deployed uses and gratification theory, symbolic interaction theory, and communication accommodation theory, which gave a guide to the study. The study had a problem statement of increase in accidents, low moral of the employee, high labor turnover and poor customer care. The study was directed by the objectives of the study which included: to establish the forms of communication, effects and methods of communication at International Hospital Kampala.

The total population of the study was of 300 employees of which a sample size taken to be of 150 respondents from all departments of the entire Hospital and the sampling technique was cluster sampling. The data collection instruments were observation, questionnaire, and interviews. The data was tabulated, and analyzed by the researcher and there after it was presented in table form.

When it came to findings, the researcher found out that there are three forms of communication found in International Hospital Kampala. They were upward, downward and lateral communication. It was also found out that communication affects performance by making employees make guided decisions, performance management, controls behavior and perception, bonds people together, helps in achieving the organizations mission and vision, and it leads to good interpersonal relations. The methods included, meetings, internet system, bulletin boards, complaint procedures, suggestion programs, and employee manual books were the ones used in International Hospital Kampala.

The researcher made a recommendation that the forms of communication, upward, downward, and lateral have got to be used because they are the ones responsible for the existence of the organization. Also the methods used have got to be emphasized since they help the organization to reach a large number of employees.

## TABLE OF CONTENTS.

Declaration .....	i
Approval .....	ii
Dedication.....	iii
Acknowledgement.....	iv
Abstract .....	v
Table of contents.....	vi
List of tables.....	vii
CHAPTER ONE.....	1
1.0 Introduction.....	1
1.1 Background of the study.....	1
1.2 Statement of the problem.....	4
1.3 Purpose of the study.....	4
1.4 Specific objectives of the study.....	4
1.5 Research questions.....	5
1.6 Scope of the study.....	5
1.6.1 Geographical scope.....	5
1.6.2 Contextual scope.....	5
1.7 Significance of the study.....	5
CHAPTER TWO.....	6
LITERATURE REVIEW.....	6
2.0 Introduction.....	6
2.1 Theoretical framework.....	6
2.2 Conceptual framework.....	8
2.3 Related literature.....	9
2.3.1 Forms of communication.....	9
2.3.2 The effects of communication.....	11
2.3.3 Methods of communication.....	12
CHAPTER THREE.....	15
METHODOLOGY.....	15
3.0 Introduction.....	15
3.1 Research design.....	15
3.2 Area of study.....	15
3.3 Study population.....	15
3.4 Sample design.....	15
3.5 Data collection instruments.....	15
3.5.1 Observation.....	16
3.5.2 Interview.....	16
3.5.3 Questionnaire.....	16
3.6 Research procedure.....	17
3.7 Data presentation and analysis.....	17

CHAPTER FOUR: DATA PRESENTATION, INTERPRETATION AND ANALYSIS.....	18
4.0 Introduction.....	18
4.1 The forms of communication in International Hospital Kampala.....	18
4.2 The effect of communication on employee performance.....	20
4.3 The methods of communication used in International Hospital Kampala.....	22
CHAPTER FIVE: DISCUSSION, CONCLUSION AND RECOMMENDATIONS.....	24
5.0 Introduction.....	24
5.1 Discussion of the findings.....	24
5.2 Conclusions.....	26
5.3 Recommendations.....	28
5.4 Areas for further study.....	29
5.5 Limitations of the study.....	29
References.....	30
APPENDIX.....	31
Appendix 1 Timeframe of the study.....	31
Appendix 2 Budget of the study.....	32
Appendix 3 Questionnaires.....	33
Appendix 4 Interview guide.....	35



## LIST OF TABLES

Table 4.1. Forms of communication in International Hospital Kampala.....	18
Graph 4.1.....	19
Table 4.2. The effect of communication on employee performance in International Hospital Kampala.....	20
Graph 4.2.....	21
Table 4.3. The methods of communication used in International Hospital Kampala.....	22
Graph 4.3.....	23

## **CHAPTER ONE.**

### **1.0 Background**

Communication is the transformation of the message through the media or communication channels from the sender to the receiver and in order for it to be effective there must be feed back from the communicators.

Communication is considered to be an asset for the organization and therefore it is of paramount importance that it should be handled with care in order to have effectiveness in organization activities. For an organization to achieve its objectives and goals, communication has to be among the set priorities. Communication provides a means of gathering and disseminating information during employee selection process. Through communication managers give feedback and counsel to employees in the performance appraisal process. Compensation programs depend on the communication skills of those who gather information for setting wage rates. Human Resource Managers are charged with ensuring that their employers have an effective program of organizational communication well as understanding how to communicate with employees at all levels of the organization. Communication improves on the organizations productivity, reduces the rate of accidents if conducted effectively.

Communication is the process of exchanging information in a way that achieves mutual understanding between two or more people about work related issues. (David, 1990).

Communication can be defined as the transference and understanding of meaning (Robbins, 1998).

According to Steven (2003) defines communication as the process which the information is transmitted and understood between two or more people.

Communication is defined as the process of one person sending a message to another with the intent of evoking a response (cook, 2000). It is also defined as the sharing of information between two or more individuals or groups to reach a common understanding Jones (2001).

According to Daft (2000), communication is the process by which information is exchanged and understood by two or more people, usually with intent to motivate or influence behavior.

Communication is essentially a channel for exchanging information, such as ideas, facts, feelings, recommendations and proposals. It's used to inform, instruct, request, persuade, negotiate and build good relations. Satterwhite (2003) said it's a two way process that provides dissemination of information and feedback to ensure that the message is understood.

Performance is defined by the English dictionary as the accomplishment, execution, carrying out of anything ordered or undertaken.

Aldag (1987) defined performance as the accomplishment of some organizational goal. It has four variables namely: ability, motivation, clarity of expectations and opportunity. Ability is what a person knows and can do if he/ she chooses to do so. Motivation is what a person is willing to do. Clarity of expectations refers to clarification of goals, tasks, objectives and the agreed upon performance measurement criteria such that it can be understood. It provides direction of action. Opportunity to perform refers to the provision of necessary tools, resources and appropriate psychological and emotional support to enable performance (Allen, 2000).

Performance is a means of getting better results with in an agreed framework of planned goals, standards, and competency requirements (Armstrong, 2001).

Despite the importance attached to communication, many managers use one –way communication, giving the impression that the feelings and input of employees do not matter. This fact is supported by one employee survey which showed that 40% employees believed that they had no opportunity for upward communication Sherman (2003). This trend is contrary to the fact that management system of command and control has been outlived. Managers no longer handle people but have to motivate, guide and organize workers to accomplish organizational goals. According to Drucker (1984), managers effectiveness is determined by his/her communication competency. In seminars conducted by Sherman and collaborating authors, managers appreciate the importance of communicating with employees, and many concur that organizations need to improve communication between employees and management (Sherman, 2003).

International Hospital Kampala is located in Kampala District eighth street industrial area along St. Banabas road Namuwongo. It stated operating in 2005 by a sole proprietor known as Ian Clerk. However due to poor communication in international hospital Kampala, it has led to poor interpersonal relations, poor customer care, increased labor turnover and redundancies. This therefore required a focus on an effective communication. Poor communication in International Hospital Kampala had proved to be a problem to performance in that organization.

## **1.2 Statement of the problem.**

The biggest challenge is to make all employees contribute to the success of the organization in an ethical socially responsible way. Human Resources offer a unique competitive edge because competitors can not match another organizations talented, motivated employee, the way it can purchase some quality of natural resources (Boone 2003). Communication enables managers and supervisors to transmit organizational policies, rules and task information, to identify problems and get feedback from employees. This equips workers with knowledge, awareness, expectations and feelings of worth so that they can exhibit desired behavior and get motivated for effective performance on their jobs. However due to poor communication in International Hospital Kampala, it had led to increase in accidents, low employee morale, poor customer care, reduced commitment, lack of participation, poor interpersonal skills and failure to meet deadlines. This had affected the overall organization performance. (Barry, 1996).

## **1.3 Purpose of the study.**

To establish the relationship between communication and employee performance in Kampala International Hospital.

## **1.4 Specific objectives of the study.**

1. To establish the forms of communication on employee performance.
2. To establish the effect of communication and employee performance in International Hospital Kampala.
3. To establish the methods of communication used in International Hospital Kampala.

### **1.5 Research questions.**

1. What are the forms of communication that exist in that organization?
2. What is the effect of communication on employee performance?
3. What methods of communication are used in International Hospital Kampala?

### **1.6. Scope of the study.**

#### **1.6.1 Geographical scope.**

The study was conducted in Kampala District at Kampala International Hospital eighth street industrial area along st. Banabas road Namuwongo.

#### **1.6.2 Contextual scope.**

The researcher chose this case study because of it convenience and easy access to the information that is required. The study will be conducted between May and June 2010.

### **1.7. Significance of the study.**

- The study will contribute to the researcher's fulfillment of as one of the requirements for the ward of a bachelor's degree of human resource management of Kampala international university.
- The study will help other researchers or students conducting research on the same topic as a point of reference .
- It will add knowledge to the areas of communication and employee performance.
- The study will help the management of international hospital to realize the importance of communication in an organization as something very important that can make them achieve their objectives and goals.

## **CHAPTER TWO.**

### **LITERATURE REVIEW.**

#### **2.0. Introduction.**

This chapter was about the ideas and views of other researchers and how they studied the related topics in this response. The chapter comprised of the introduction theoretical framework, conceptual frame work, related literature, forms of communication, effects of communication and the methods of communication.

#### **2.1 Theoretical framework.**

Uses and gratification theory.

This theory was propounded by Katz (1970), he was concerned with how people use media for gratification of their needs. An outcome of Abraham Maslow's Hierarchy of needs, it propounds the fact that people choose what they want to see or read and the different media competes to satisfy each individuals needs. The researcher has therefore adopted this theory simply because an organization has a routine or duty to provide information to the employees of what they are supposed to hear and work upon it. Employees need to read valuable information that benefits both the employees and the organization.

Communication accommodation theory.

This theoretical perspective examined the underlying motivations and consequences of what happens when two speakers shift their communication styles. Communication accommodation theorists argue that during communication, people will try to accommodate or adjust their style of speaking to others. This is done in two ways; divergence and convergence. Groups with strong ethics or racial pride often use

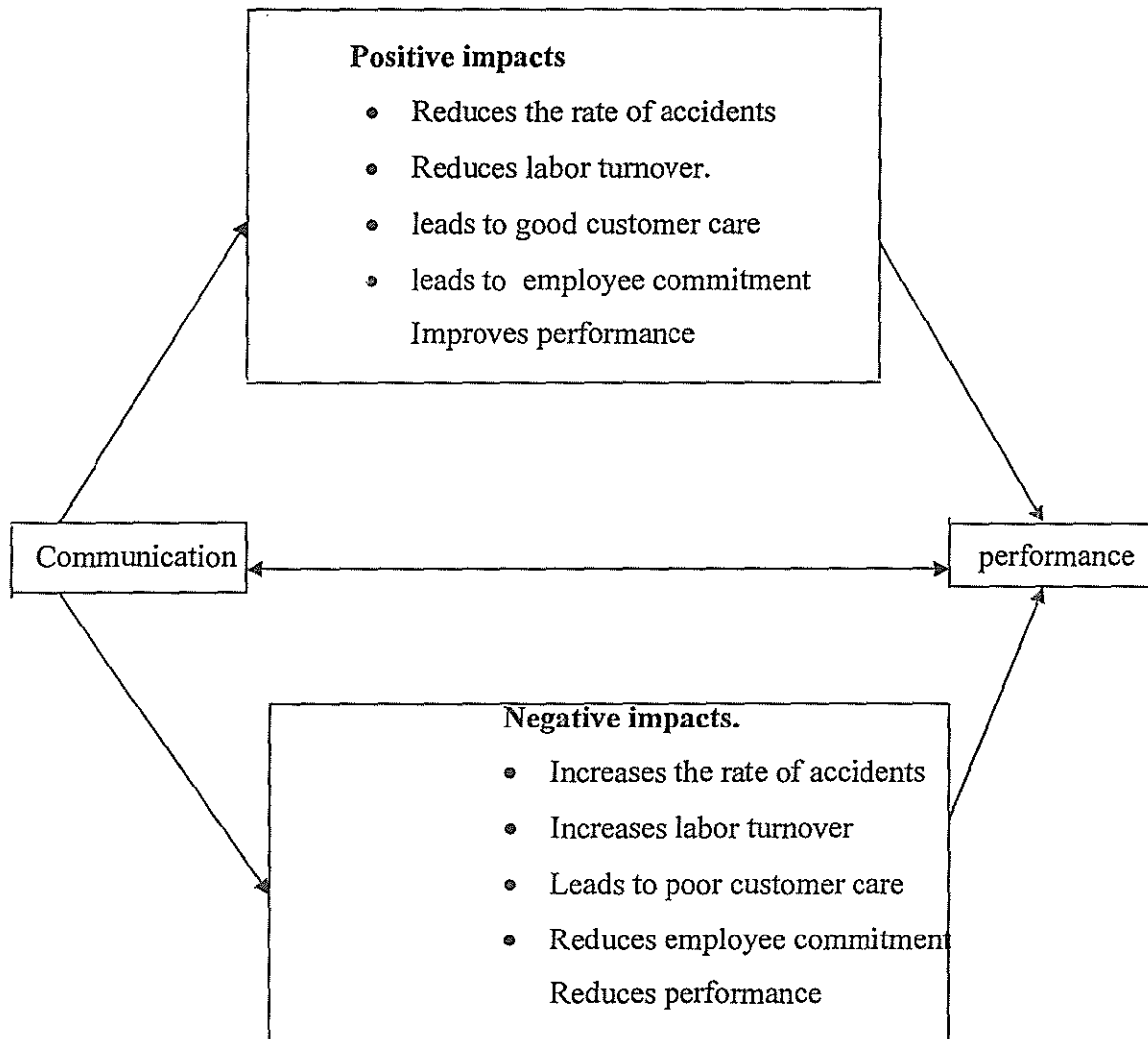
divergence to highlight group identity. Convergence occurs when there is strong need for approval frequently from powerless individuals. This theory is adopted such that the researcher can see to it that when it's applied it can add value to the organization. This is due to the fact that some people have to speak and others have to accommodate or adjust their style of speaking to others (Martinez. 1993).

Symbolic interaction theory.

This theory suggested that people are motivated to act based on the meanings they assign to people, things, and events. Further, meaning is created in the language that people use both with others and in private thought. Language allows people to develop a sense of self and to interact with others in the community. Therefore the researcher has also adopted this theory since it can bring about a change the way people have to communicate in a manner that has a polished language to their colleagues and the entire community at large ( Shane, 2003).



## 2.2 Conceptual framework



**Source. (Researcher. 2010).**

The conceptual frame work explains the effects of communication on employee performance. It explains both the positive and negative effects of communication on employee performance. It illustrates more on how communication can enhance performance if well conducted and how it can deter performance if not properly handled in the organization.

## **2.3 Related literature.**

It is reviewed objective by objective.

### **2.3.1. forms of communication.**

Organization communication has got two channels of communication. The informal and formal. Formal communication is the information approved by the organization where by informal communication is through employees to employees. (Robbins, 1998)

Downward communication. This flows from the management to the employees or subordinates. For this matter, downward communication was used by group leaders and managers to assign goals provide job instructions, inform understandings of policies and procedures, point out problems that need attention, vision, mission, rules and offer feedback about performance. it also defines and clarifies the organization benefits, and influence employees to adapt to the organizations mission and cultural values (holt, 1990).down ward communication helps in conducting performance appraisal and educating employees about health and safety and also to behave ethically at work. It does not always involve oral or face to face contact. The management can decide to send letters to employees that advise them on new organization policies (Goodwin, 1998). The tools which are used in this channel of communication may include the following employee hand book, policy manual, company news letters and magazines, bulletin boards, memos letters meetings and reports .(suba.2001)

Upward communication. This flows from the lower level of the organization to the higher level in the group or organization. It's used to provide feedback to higher-ups, inform them of progress toward goals, and relay current problems. Upward communication

keeps managers aware of how employees feel about jobs, co-workers and the organization in general. Managers also rely on upward communication for ideas on how things can be improved (Mabel, 2006). This helps the manager to assess organizational performance effectiveness, it also gives chances for the employees to participate in the decision making and share their concern with the top management. The managers obtain useful ideas for the improvement of quality and efficiency, resolve problems and encourage organizational commitment. This is achieved through grapevine procedures; performance reports suggestion systems, and open door policy and attitude surveys. (Sherman, 1998)

Lateral communication. This flows or takes place among members of the same work group, among members of the same work group at the same level, among managers at the same level or among any horizontally equivalent personnel (Barry, 1996). It promotes inter and intra department coordination and cooperation, facilitates conflicts resolution and provides social and emotional support. Conferences, meetings and seminars are some of the tools used (Wayne, 1998)

The grapevine is an informal communication that arises from the employee's curiosity to know what is happening in the organization and how it will affect them. It links all employees from top to the bottom and conveys information from all directions. It dominates when the formal channels are closed or ineffective, and is more active during change anxiety or excitement. (Prasad, 2001). According to Barry (1996), the grapevine satisfies employee's social needs, provides clarification and interpretation of organization

Police and order and helps recruits to gain skills through coaching by experienced colleagues.

### **2.3.2 The effects of communication on employee performance.**

Communication plays an important role in knowledge management (Subba, 2001). Employees are the organizations brain cells and communication represents the nervous system that carries information and shared meaning to vital parts of the organizational body. Effective communication brings knowledge into the organization and disseminates it quickly to employees who require the information.

Effective communication allows employees to make more informed decisions about corporate actions (Armstrong, 2001). These corporate actions can be in form of policies, rules, procedures and the overall organization mission and vision.

Along with decision making and knowledge management, an effective communication coordinates work activities with in the organization (Steven, 2003). This is because when the communication is disseminated to the employees, every employee is expected to do as per the organization favors.

Gasco (1998) suggests that effective communication also helps in guiding employees' perceptions and behaviors so that they can synchronize an independent work activity through common expectations and assumptions. This is due to the fact that employees are told what to do and this helps to guide their behavior and perception since their doubts can be clarified.

According to Sherman. (1992), communication if at all done effectively, it is the glue that bonds people together. It fulfills social needs and as part of the dynamics of social support, eases work related stress.

Communication helps in the achievement of organization mission and vision, this done through encouraging employees to get committed to work, having good working condition, having good communication skills. (Shane, 2003)

According to David (1994) communication emphasizes use of good inter personal relations which maintains mutual understanding among the employees leading to the development of the organization.

### **2.3.3 Methods of communication.**

Bulletin boards. These are used for a variety of types of messages that must be communicated to abroad audience. Job openings are posed there as well as safety information and announcements of a broad range of organization or department wide events including meetings, picnics and base ballgames. Using bulletin boards effectively means placing them where employees are likely to pause in the course of their day for example near water fountains, time clocks or reception areas. Getting employees to read posted messages requires that the bulletin boards be routinely monitored with notices arranged neatly for easy reading and dated postings removed (Sherman, 1992).

Organizational news papers. These provide convenient means for announcing changes in organizational policy and procedure. They may also be used to publish notices of job openings for the organization in-house job posting program. They are also a way to

convey the organizations mission and long term goals. They also offer management a means of responding to questions (Sherman, 1992).

Employee handbooks and policy manuals. This describes the rights and responsibilities of employees and often explains the organizations disciplinary system. Its also one of the important means of training and socializing new ideas (Sherman, 1992).

Meetings. In the meetings the division head, departmental manager or other senior managers give an overview of some major changes in the organizations long-term goals. Members sit quietly, while the speaker drones on about an interesting topic (Sherman, 1992).

Complaint procedures. The employees can complain about supervisors, the job or the organization. Problems are magnified when supervisors are not receptive to the problems their employees face and some times the supervisors them selves can be the source of the problem. When this happens employees need to be able to communicate their complaints or observations of wrong doing to management. In response to this organizations have developed a variety of complaint systems that are usually managed by the human resource department that is to say voice-mail technology (Sherman, 1992).

Suggestion programs. This is a type of upward communication that is widely used to stimulate participation by rewarding their employees for their suggestions. Suggestions may cover such areas as work methods and procedures equipment design safety devises

and other matters relating effectiveness of the organization. It must have the support of the managers and supervisors (Sherman, 1992).

Attitude survey. Attitude survey is another method designed to help employees communicate with management. The survey is best accomplished through the use of questionnaires that are completed anonymously. From the response to the questionnaire the management can learn how employees view their jobs, their supervisors, their wages and benefits, their working conditions and other aspects of their working conditions (Sherman, 1992).

Committees. Committees can be used to make decisions, provide suggestions and represent other employees, resolving grievances, evaluating jobs and employee performance, selecting candidates for promotion and administering recreation as well as benefit programs (Sherman, 1992).

Magazines. Glossary magazines or house journals are an obvious way to keep employees informed about the company and are often used for public relations purposes as well. They can extol and explain the achievements of the company and may thus help to increase identification and even loyalty. If employees are encouraged to contribute, the magazine may become more human.

Internet system. Organizations are increasingly relying on an internal e-mail system (intranet) to communicate information, especially in workplaces where all or most of the employees have direct or indirect access to the computer. The advantage of intranet is that communication can be transmitted to a wide audience (Armstrong, 2001).

## **CHAPTER THREE.**

### **METHODOLOGY.**

#### **3.0. INTRODUCTION.**

This chapter includes: research design, area of study, study population, data collection instruments, processing and analysis as well as research limitations.

#### **3.1 Research design.**

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

#### **3.2 Area of study.**

The study was conducted at Kampala International Hospital Namuwongo. The respondents were the entire staff of the organization but with an exception of the supporting staff, part-timers, and consultants.

#### **3.3 Study population.**

The population under study was of 300 workers of which a sample size will be taken such that generalization can be made.

#### **3.4 Sample design.**

The researcher used cluster sampling where a sample size of 150 workers chosen from the total population of 300 workers. For this approach the researcher randomly selected a cluster of employees all having some features in common and there after the researcher administered the survey method to all workers in their selected clusters.

#### **3.5 Data collection instruments.**

The researchers focus was on observation method, interview method and questionnaire methods.



### **3.5.1 Observation method.**

The researcher observed workers / group of workers doing a job without interfering them. The researcher then recorded the pertinent, hypothesis. The respondents did not have any knowledge of what the researcher was doing. The researcher observed what was happening in the real situation, and there after the records were taken and an analysis was made on what had happened.

### **3.5.2 Interviews.**

There are many jobs that are not possible for the analyst to actually observe especially when it comes to situations where observation can not be used. The method helped the researcher to get first hand data from the respondents. This method also saved time since the information was got from the real employees. The interview served as an opportunity for the analyst to explain how knowledge and information gained from the job incumbent was to be used. It was also cheap because it did not involve the drafting of questionnaires and also in terms of time since a researcher got into direct contact with the respondents and the information was got there and then.

### **3.5.3 Questionnaire.**

The researcher used this method because it would collect large amounts of information in a short period of time. The researcher got various options and solutions that were suggested by the respondent's. The method was so useful in that it gave the respondents the chance to tell out what they felt. The method was also less costly since it was filled in even outside the work place which made the researcher to save on time for data analysis. It was also e-mailed to the respondents which helped the researcher in terms of time saving.

### **3.6 Research procedure.**

The researcher obtained an introductory letter from Kampala international university school of business and management as a request to Kampala International Hospital to allow the researcher conduct her research in that place. The respondents were be guided by the questionnaire provided, and the interviews conducted with an exception of observation that was conducted without their notice.

### **3.7 Data analysis and presentation.**

After data was collected, it was analyzed and coded by use of frequencies, tables and percentages which gave true findings from the field.

## CHAPTER FOUR.

### DATA PRESENTATION, INTERPRETATION AND ANALYSIS.

#### 4.0 Introduction.

The chapter was about data presentation, interpretation and analysis of the data which was related to the topic under study which was the impact of communication on employee performance in International Hospital Kampala. The chapter was analyzed in relation to the objectives of the study.

#### 4.1 The first objective was to establish the forms of communication on employee performance in international hospital Kampala.

The respondents gave their findings as seen in table 4.1

#### Opinions about the forms of communication used in International Hospital Kampala.

**Table 4.1**

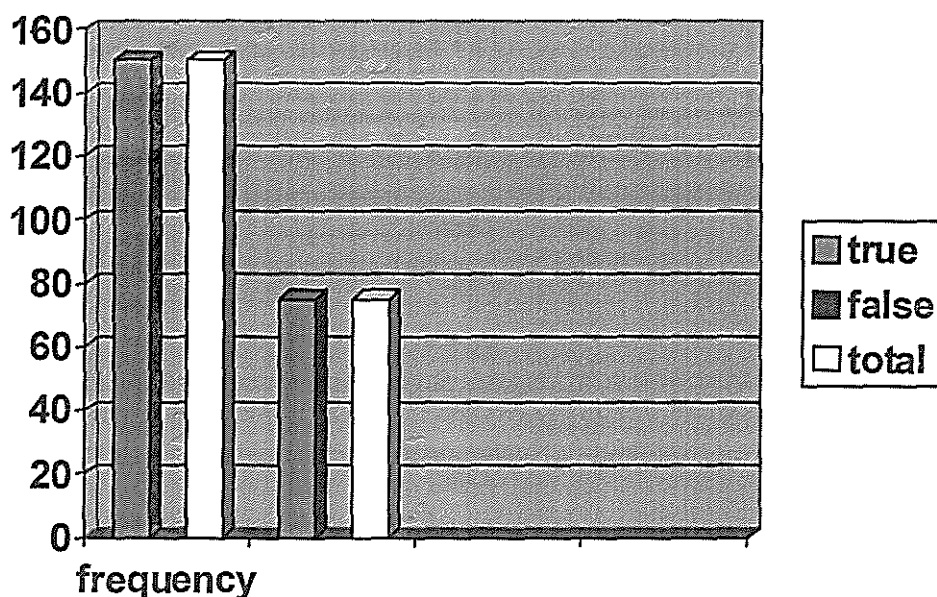
Are the following forms of communication used in International Hospital Kampala: upward, downward, and lateral?	True	False	Total
Frequency (f)	150		150
Percentage (%)	75		75

Source: questionnaire.

In the table 4.1 when employees were asked to give their opinions about the forms of communication used in International Hospital Kampala, it was realized that all the employees reported it as being true that the forms of communication listed in the table are

used in Intentional Hospital Kampala. 150 (75%) of the respondents said that its true downward, upward and lateral forms of communication are used. There was no mixed reaction from the employees only that they all supported the view and were very optimistic to what the researcher wanted from them. Further more the researcher also conducted a face-to-face interaction which was verbal with almost all the respondents and all of them just acknowledged the truth that the mentioned forms of communication were used in International Hospital Kampala. According to the observation logic that the researcher used, many employees could get communication from above before they begin acting or performing tasks. Employees could also give feed back to the management about their feelings of the organization through their leaders (upward) and some other communication could be get from peers or colleagues (lateral communication) concerning particular tasks to be performed in the organization. The findings got therefore made the researcher to endorse or give an analysis that downward, upward and lateral forms of communication were used in International Hospital Kampala.

Table 4.1 can also be presented on the graph below



**4.2. The second objective was to establish the effect of communication on employee performance in International Hospital Kampala.**

The findings got from the respondents are presented in table 4.2.

**Opinions about the effects of communication on employee performance in International Hospital Kampala.**

**Table 4.2**

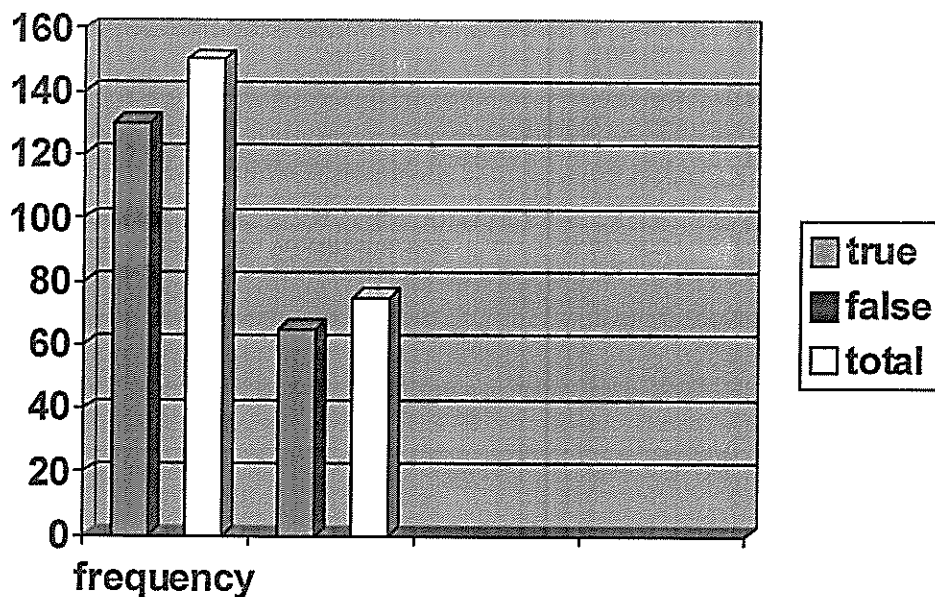
Does communication have an effect on employee performance in International Hospital Kampala?	True	False	Total
Frequency (f)	130		150
Percentage (%)	65		75

Source: questionnaire.

The researcher noted that from the above findings got, 130 (65%) responded in a positive way in that it's true that communication had an effect on employee performance. For that matter they further supported their view in an interview that the researcher held with some of them. About 35% of the respondents had this to say: "effective communication allows employees to make more informed decisions about corporate actions, communication guides employees behaviors, and perceptions about the organization activities, expectations and assumptions, It also brings knowledge into the organization and it also quickly disseminates it to those who need it, Communication helps in the achievement of the organizations mission and vision since employees are told what to do,

how to do it, and when to do it, it makes employees committed to their tasks assigned to them and of course leads to interpersonal relations”. In the researcher’s session of observation, she noted that employees can not do anything unless they have been told to do so. The researcher observed some of the employees being told to perform their tasks and duties. The researcher therefore concluded that International Hospital Kampala can not exist without communication. There was also a minority group who had their own opinions about the effects of communication on employee performance. They made their reasons personal and did not let the researcher know about them and that made the researcher to ignore their suggestions and moved on with the majority opinion which therefore made her to conclude that communication has got an effect on employee performance.

Table 4.2 can also be presented on the graph as below



**4.3 The third objective was to establish the methods of communication used in International Hospital Kampala.**

The findings got from the respondents were as seen in table 4.3.

**Opinions on about the methods of communication used in International Hospital Kampala.**

**Table 4.3**

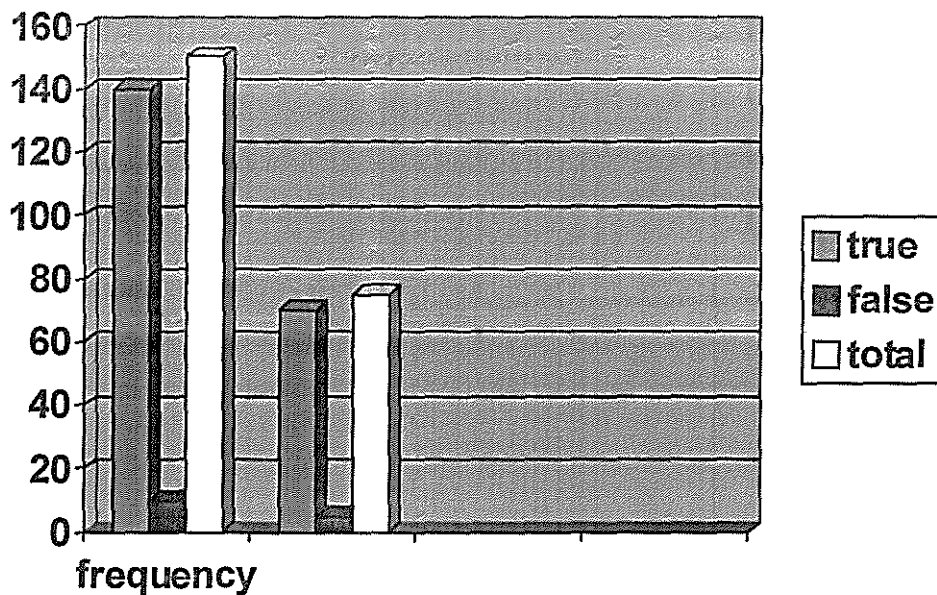
Are the methods of communication say: bulletin boards, meetings, internet system, complaint procedures, attitude survey, magazines, employee manual books, and organizational news papers used in International Hospital Kampala?			Total
Frequency (f)	140	10	150
Percentage (%)	70	5	75

Source: questionnaire.

In table 4.3, 140 (70%) of the respondents revealed that the methods of communication mentioned in table 4.3 are used in International Hospital Kampala. They made their justification clear to the researcher in an interview that she held with some of them who indeed seemed to be assertive that almost all the mentioned methods were used in International Hospital Kampala. However some of their colleagues 10 (5%) of them said

that some methods are used and that others are not used. They cited some of the frequently used methods and those that are not used. They said organizational news papers, meetings, committees, employee handbooks and internet system where so much used as opposed to attitude survey, suggestion programs that were not frequently used. However though the researcher welcomed their idea, she could not dwell on it and so she decided to ignore its significance and went on with the majority opinion. Also according to the researchers own findings during her observation, she noted that committees, magazines, meetings, bulletin boards, organization news papers and internet systems were truly used in International Hospital Kampala. Since it was noted that the hospital uses all those methods, they are very important for reaching the message to both the employees and the clients.

Table 4.3 can also be presented on the graph as below.





## **CHAPTER FIVE.**

### **DISCUSSION, CONCLUSION AND RECOMMENDATIONS.**

#### **5.0 Introduction.**

The chapter was about discussion, conclusions and recommendations of the study which where related to the impact of communication on employee performance in International Hospital Kampala.

#### **5.1 Discussions of the findings.**

The discussions of the findings on the impact of communication on employee performance were presented in relation to the research objectives.

The first objective of the study was to establish the forms of communication on employee performance in International Hospital Kampala. The study revealed that the forms of communication found in International Hospital include: downward, upward, and lateral communication. It was also noted that International Hospital Kampala used the only stated forms of communication. A ware of the fact that the above forms exist in International Hospital Kampala, it was realized that they were in line with what other organizations use. According to the research that the researcher conducted on the near by organizations like monitor publications in Namuwongo eighth street, it was found out that they also use upward, downward and lateral forms of communication. Also as noted by David (1994) in his book of management, it clearly indicates that upward, downward and lateral are the only forms of communication and the frequently most used by organizations. The forms of communication in International Hospital Kampala where

also in line with what Armstrong (2001) expressed in his book of Human Resource Management and Practice. He cited upward, downward and lateral as the only forms of communication that all organizations use.

The second objective of the study was to establish the effects of communication on employee performance in International Hospital Kampala.

The study reveals that communication plays an important role in knowledge management as noted by subba Rao (2001) that employees are the organization brain cells and communication represents the nervous system that carries information and shared meanings to vital parts of the organizational body. It was at the same time confirmed by the researcher as the respondents pointed the idea of knowledge management. The study conceded that effective communication allows employees to make more informed decision about the corporate actions just like what Armstrong (2001) noted in his book of human resource management and practice. The study confirmed that every decision made either by employees or managers must be communicated to them the same way they also communicate it to others. The study also reveals that communication helps in guiding employee's perception and behavior Gasco (1998) where he noted in his book of managing human resource. That was in line with what the respondents had suggested that communication is the remote controller of peoples perception and behavior. Its no until some one is told that his / her behavior and perception will change. Further more Steven (2003) noted that communication coordinates work activities in the organization which of course was in line with what the respondents had suggested in the study. The respondents

noted that when communication is disseminated, it makes every employee to do what is expected of him/ her.

The third objective was to establish the methods of communication used in International Hospital Kampala.

The methods like bulletin boards, meetings, internet system, organizational news papers, committees, suggestion programs, magazines and handbooks as noted by Sherman (1992) were in line with what most of the organizations use. According to the respondents opinions that the researcher got, it was realized that the above methods of communication where truly used in International Hospital Kampala. Gilbert (2000) also conducted a study on the impact of communication on an employee performance in Entebbe hospital and found out that most of the methods used include: committees, magazines, suggestion programs, meetings and internet system. The above opinions made the researcher to conclude that sincerely the above methods of communication are used in international hospital Kampala.

## **5.2 Conclusions.**

Conclusions of the study where presented in relation to the research questions.

The first research question was to find out the forms of communication used in International Hospital Kampala. The study found out that the forms of communication that exist in international hospital Kampala where upward, down ward and lateral communication. The forms identified do help the entire organization to conduct the communication process. In most cases the managers use upward and lateral forms of

communication. The forms of communication in International Hospital Kampala help the entire organization to conduct its duties with ease without or with reduced wastage since employees would have been informed of what they are expected to do.

The second research question was to about the effects of communication on employee performance in International Hospital Kampala.

As per what the study revealed it was realized that communication has got an effect on employee performance in that without it performance can not be. The respondents suggested that communication helps the organization in decision making and that in order for one to make a decision he or she must be informed about what to say. More emphasis was on the fact that communication bonds people together. It fulfills peoples social needs, eases stress since it works as a social support. More response was also on the way communication helps in the achievement of the organizations mission and vision since the corporate goals are communicated to the employees and of course it enhances performance as the main aim and it also reduces communication barriers. Due to the fact that communication leads to good interpersonal relations, it therefore leads to the development of the organization.

The third research question was about the methods of communication used in International Hospital Kampala. The study revealed that the methods used are meetings, internet system, bulletin boards, manual books, and suggestion programs. The above methods were in line with what other organizations also use. The methods have a crucial significance in that they enhance employee performance since everyone is directed or

told what to do through a particular method. The methods help in reducing the communication problems which in turn helps employees to meet their deadlines.

### **5.3 Recommendations.**

The researcher decided to make the recommendations below since she noted that they were of great use.

Communication is the backbone of every organization. That means that an organization can not exist without communication which of course leads to performance. According to the study, the researcher therefore embraced the ideas and opinions of the respondents about the forms of communication used in International Hospital Kampala. The forms like upward, downward, and lateral communication are so much important in that they are the only ones that can be used by even other organizations. The employees and the entire International Hospital Kampala has got to use those very forms to enhance performance. Not forgetting the effects of communication where the respondents suggested that communication is a basis of decision making in the organization, it helps in guiding employee perception and behaviors in the organization, and that it's important for knowledge management. Since communication plays such a great role, more emphasis more emphasis has got to be put mostly in areas that it creates change in behavior. The methods of communication say meetings, internet system, suggestion programs, and employee manual hand books have to be emphasized for the success of the organization.

#### **5.4 Areas for further study.**

The researcher has got a right to claim that the study was conducted well. However not each and everything about communication was exhausted. There still more topics under communication that need to be handled for the benefit of even other organizations since the researcher only concentrated on International Hospital Kampala. Areas like the communication process and it's applicability in organizations, the barriers to effective communication, and the importance of communication to the organization.

#### **5.5 Limitations of the study.**

- Many employees seemed to be confidential and they could not easily release the information to the researcher the way she wanted.
- Other employees could make themselves so busy and that they had no time to either answer the questionnaire or be interviewed. That affected the researcher so much in terms of information or data collection.
- The researcher also had a serious challenge for funds that could help in printing out the questionnaire, transportation and air time for contacting the respondents who were not the work place.
- The study was also generally so tiresome in that it was very hard for the researcher to collect, interpret and present the information.

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## APPENDIX 1

### Time frame of the study.

<b>Proposal</b>	<b>May</b>
<b>Gaining access to the study</b>	<b>May</b>
<b>Data analysis and interpretation</b>	<b>June</b>
<b>Preparation of first draft of the report</b>	<b>June</b>
<b>Writing of the final report</b>	<b>June</b>
<b>Submission of the report.</b>	<b>June</b>
<b>Total</b>	<b>Six months.</b>



## APPENDIX 2

### Budget of the study.

Item	Amount in Ugandan shs
Transportation	30000
Stationary \$ Binding	25000
Air time	10000
Typing and printing	50000
Total	115000

### APPENDIX 3 QUESTIONNAIRES.

The main purpose of the questionnaires is to help the researcher gather the data or collect information from the respondents. The topic under study is the impact of communication on employee performance. The researcher is a student of Kampala International University on the school of business and management.

#### Back ground / personal information.

Please tick in the most appropriate box.

Does International Hospital Kampala use downward, upward and lateral forms of communication?

Yes ☐ No ☐

Does communication have any effect on employee performance in International Hospital Kampala?

Yes ☐ No ☐

Does the effectiveness of communication improve on the performance of employees in International Hospital Kampala?

Yes ☐

No ☐

Are the following methods of communication used in International Hospital Kampala?

Meetings

Bulletin boards

Complaint procedures

Suggestion programs

Committees

Attitude survey

Organizational news papers

Employee handbooks

Yes ☐

No ☐

Do the obstacles below affect communication methods used in International Hospital Kampala?

Incomplete messages/ information

Autocracy/ coercion.

Use of jargons and terminologies.

Lack of communication.

Yes ☐

No ☐

If the following solutions are applied, can the above obstacles be overcome?

Availing proper channels of communication

Use of easy language that can be understood by every one.

Use of employee involvement and participation.

Availing complete messages to employees.

Yes ☐ No ☐

Is there any relationship between communication and employee performance?

Yes ☐

No ☐

#### **APPENDIX 4 INTERVIEW GUIDE.**

1. What do think are the effects of communication in your organization?
2. What forms of communication would you adapt in your organization?
3. What is the limitations communication in your organization?
4. Does communication impact on the employee performance?
5. Is there any relationship between communication and employee performance?
6. Does communication improve on the performance of employees?