FORMAL COMMUNICATION AND ORGANISATIONAL PERFORMANCE

A CASE STUDY OF AGENCY FOR TECHNICAL CORPORATION AND
DEVELOPMENT (ACTED) KARAMOJA, UGANDA

BY

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DECLARATION

This work is as a result of an independent investigation and in circumstances where it's under obligation to the work of other people, due acknowledgement has been made.

Signature

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LONGOLE GIDEON

Date:

.... 15th AUG/2014 ....

APPROVAL

I certify that this research has been under my supervision and recommend it for submission with my approval to the department of Human Resource Management, College of Economics and Management of Kampala International University.

Signature

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MS CHARITY K. KAGUBAIRE

(SUPERVISOR)

DATE:

~~19|Sept|~~2014   19|Aug|2014

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DEDICATION

I dedicate this piece of work to my parents' Benjamin Ademaan and Esther Ademaan, brothers, Ken and Gabriel, sisters Jemimah, Salome, Maureen, & Evalyne and friends Cornelius, Charles and others. It is the achievement they have indeed worked for. Thank you and be rewarded abundantly, your assistance is greatly honored, and May the good Lord bless you abundantly.

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To all my dear friends, colleagues and relatives thank you very much for directly or indirectly supporting me in studies. May the Almighty God who is the fountain of everything bestow his blessings, guidance and protection upon you.

TABLE OF COTENTS

LIST OF ABBREVIATIONS

1. BHR – Bachelors of Human Resource Management

2. ACTED – Agency for Technical Corporation in Development

3. NASA – National Aeronautics And Space Administration

4. ORT – Organizational Role Theory

5. et al.'s – and the rest

6. SAQ - Self Administered Questionnaire

7. CEMS – College of Economics and Management Sciences

8. SPSS- Statistical Package for Social Scientists

9. PhD – Philosophical higher Degree

10. HOD – Head of Department

ABSTRACT

The purpose of the study was to establish if there is any relationship between formal communication and employee performance at ACTED. To establish the relationship between downward communication and employee performance in ACTED. To establish the relationship between upward communication and employee performance at ACTED as well as to establish the relationship between horizontal communication and employee performance at ACTED.

The literature was reviewed from other researchers' and scholars' views about the topic under study, it consists of the forms of communication, the communications and employee performance and guidelines to effective communication basing on the research objectives and questions.

The study used a descriptive case study design. This study followed a quantitative research paradigm and used a correlation, cross-sectional survey design. The study was quantitative in that variables were measured and analyzed using numbers (Amin, 2005). The study was correlation in that it was interested in relating each of the three forms of formal communication (downward, upward and horizontal) to Performance of employees in ACTED (Amin, 2005). The study used a survey design since it involved a large sample (Fanning, 2005 & Devaus, 1996) and was cross-sectional, as data were collected at once (Olsen & Marie, 2004). The design was chosen on account of limited time and costs.

The findings revealed that employee performance at ACTED depends on formal communication. The study established that; Most employees of ACTED are literate with minimum qualifications. Table 1 presented that the education level of the employees is generally high as indicated by the highest percentage having Bachelor's degree.

In the view of the study findings, the researcher concludes that the formal communication at ACTED in Karamoja is effective, most employees at ACTED are literate with minimal qualifications and that employee performance at ACTED in Karamoja depends on formal communication.

In recommendations the management should always sit and evaluate the performance of the employees and if possible give them allowances and holidays to motivate them.

CHAPTER ONE

THE PROBLEM AND ITS SCOPE

1.0 Introduction

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

1.1 Background of the Study

Communication has been practiced since the creation of man as a source of understanding, inspiration and cooperation; we read in the bible of how early man cooperated and coordinated efforts to construct the tower of Babel to reach Gods abode, but were only impounded by communication break down when God decided to replace their common language with diverse toughs (the holy bible: king James version)

Organization communication philosophies have been changing with changes in management philosophies from bureaucratic, impersonal approaches, through human relations approaches such human resources approaches, through human relations approaches to contemporary approaches such as human resources approaches, systems approach and balancing concern for tasks and people (Farace, Monge & Russell: In Miller, 1999).

However, despite the changing management philosophies, bureaucratic structure has remained predominant in organizations, thus maintaining one way communication system. This is particularly true in developing countries, where bureaucracy has been maintained without modification, making employees quite distant from mangers. This has greatly inhibited the voice of the lower masses, leading to strikes, conflicts turn over, tardiness, and other negative behaviors that affect individual and organizational performance (http//:www.eric.ed.gov/ericweb portal). As observed by Miller (1999) classical management traces are still widely visible in the structural setup of many organization Sherman, (2003), concurs that many mangers use one way communication, giving the impression that the feelings and input of employees do not matter.

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However without effective communication, employees cannot know what their colleagues are doing; management cannot receive the required information for appropriate decision making; supervisors and leaders cannot issue instructions appropriately. Work coordination cannot be attained; and cooperation cannot be achieved. At Levi Strauss, Donna Goya, Sinor vice president for personnel, in his management challenge analysis, almost exclusively forecast on communication (Sherman & Bohlander, 1992).

In a study of causes of hospitals, researchers from Harvard University discovered that mistakes where caused by communication problems such as physicians lacking necessary information to order correct medication or nurses lacking sufficient information to correctly administer medication. A safety group at Nasser tracked six thousand unsafe flying incidents and found communication difficulties caused 10%. Workers strikes, which can cause arm especially in essential services, normally occur due to lack of understanding between the parties as a result of poor communication (Jones, 2001). Berger, (2008), observed that the relationship between managers, among employees and interactions between the two is not thoroughly understood; indeed in Uganda destructive strikes have occurred due to failure of top managers to listen to employees grievances.

In this study, formal communication which is the independent variable is conceptualized as the exchange of facts, ideas, and opinions, and knowledge by two or more people whether by speech, writing, or signs, which follow the formal organization structure (Jain & Saakshi, 2008). Formal communication in this study will be conceptualized in two three forms of communications, following directions, of flow of information as downward (flow of information, ideas, reports, requests, queries, etc. from the superiors to the subordinates), upward (flow of information, Ideas, reports, requests, queries etc. from the subordinates to the superiors) and horizontal (exchange of information between or among managers or workers at the same level, Jain & Saakshi, 2008; Baker, 2002; Karl, 2009).

ACTED where the study is to be conducted was established in 2008 and is situated in the three districts of Nakapiripirit, Moroto, and Kotido and its one of the several non-governmental organizations that has been established in Karamoja in the past decades prompted be the need to take closer humanitarian support to the people of Karamoja. For over forty years Karamoja has been hit by acute shortages of due to its semi arid climate which does not favor crop production.

ACTED has been working in the sectors of Agriculture & Food Security (e.g. distribution of crop seeds, and livestock), Economic Recovery and Market Systems (e.g. income-generating activities such as cash for work), and WASH (e.g. rehabilitation of water supply facilities, hygiene promotion). ACTED's food security activities include distribution of food vouchers, which are rapidly becoming the key component to the future of ACTED's interventions in the country Through its active involvement in coordination mechanisms, ACTED has been a lead agency in the provision of humanitarian assistance in the three governorates in which it operates. The organization is for instance the WASH Cluster focal point for IBB Governorate.

Recently the organization has been experiencing high labor turnover due to a number of reasons ranging from employee satisfaction to communication breakdown thus the organization needs to put in a number of human resource management systems so as to address the problem. The study assessed the effect of communication on employee performance.

1.2 Problem Statement

The greatest challenge of human resource managers is to make all employees contribute to the organization in an ethical and socially responsible manner. It is believed that talented, motivated employees offer a unique competitive age which competitors cannot easily match as they would purchase as they would purchase quality technology (Boone & Kurt, 2003). Communication enables managers and supervisors to disseminate organizational policies, rules and tasks information, identify problems and get feedbacks from employees. It equips workers with knowledge, awareness, and a feeling of worth, which causes motivation for effective performance through information sharing. However insufficient information about job tasks and organizational goals can prevent workers from fulfilling their obligations towards organizational goals. Ineffective communication systems deprive workers off the opportunity to address their problems or opinions to management or have a say in decisions concerning their jobs. This causes dissatisfaction and lowers employees' morale and commitment. This often compels employees to lower efforts through absenteeism and tardiness and to look out for alternative employment.

ACTED has been experiencing employee turnover, and general lack of commitment, that is exhibited by absenteeism and tardiness. This was coupled by publicly aired grievances, which threatens the image of the organization and leads to the assumptions that formal, downward,

upward and horizontal communication channels do not exist. This research aimed at assessing the impact of formal organizational communication on the performance of workers at ACTED

1.3 The Purpose of the Study

The purpose of the study was to establish if there is any relationship between formal communication and employee performance at ACTED.

1.4 Objectives of the Study

I. To establish the relationship between downward communication and employee performance in ACTED

I. to establish the relationship between upward communication and employee performance at ACTED

II. to establish the relationship between horizontal communication and employee performance at ACTED

1.5 Research Questions

I. what is the relationship between downward communication and employee performance at ACTED

II. what is the relationship between upward communication and employee performance at ACTED

III. what is the relationship between horizontal communication and employee performance at ACTED

1.6 Hypotheses

I. there is no significant relationship between down wards communication and employee performance at ACTED

II. there is no significant relationship between upward communication employee performance at ACTED UGANDA

III. there is no significant relationship between horizontal communication employee performance ACTED UGANDA

1.7 Scope of the Study

Geographical scope

The study was to be carried out in the three districts of Nakapiripirit, Moroto, and Kotido in Karamoja sub region.

Content scope

My research is zeroed down to communication and employee performance in ACTED Karamoja regional office Nakapiripirit.

Time Scope

The research was carried out between Dec 2013 And July 2014

1.8 Significance of the Study

The study alerted employers and managers of ACTED on the current status of communication in the organization, and how it impacts on the employees' performance, and motivate them to establish an effective communication system for the effective realization of the goals and objectives of the organization.

The study sensitized supervisors about the need for effective communication with subordinates and motivate them to acquire and use appropriate communication skills that will motivate and influence subordinates for higher performance. Theoretically, the study tested several hypotheses on how formal communication impacts on employee performance in a developing organization like ACTED.

The study will serve as a source of reference for other researchers to be used as a basis for further research. The study will help the researcher to fulfill the requirements of attaining a bachelor's degree.

The study helped ACTED to appreciate and improve the performance their employee through proper management.

The study provides a reliable local source of literature for further studies on the concept of communication and employee performance especially in the developing countries like Uganda where there is still inadequate research on such a topic concept.

The study benefits both policy makers by enhancing their understanding of inter-relationship of soft factories like communication and employee performance as prerequisites to achieving envisaged communication outcomes and eventual advancement of performance indicators for efficient management

CHAPTER TWO

Review of the Related Literature

2.0 Introduction

This chapter reviews other researchers' and scholars' views about the topic under study, it consists of the forms of communication, the communications and employee performance and guidelines to effective communication basing on the research objectives and questions.

This chapter begins with theoretical and conceptual perspectives of the study, then presentations of the literature on the two study variables, beginning with formal communication (the independent variable) and then employee performance (dependent variables). It then presents a review of literature related to the research study objectives, arranged in three sub-sections representing the three objectives namely; downward communication and employee performance (2.3.1); upward communication and employee performance (2.3.2); horizontal communication and employee performance (2.3.3)

2.1 Theoretical perspectives

This Research was Based on Organizational Role Theory (ORT) this was developed in 1960's by Kahz. This theory provides an insight into the processes that affect both the physical and emotional state of an individual in the work place that affect their work pace behavior (Kan, Wolf, Quinn and Rosenthal 1964). Since employee behavior is directly related to their work performance, understanding the determinants of employee's behavior in the work place ca allow organizations to maximize employee performance.

The initial concept of ORT was modified further by Katz and Kahn (1978) who conceptualized and expanded the basic components of communication, (source, receiver, channel and message), specifying direction of information flow in terms of superior-subordinate relationship. They suggested that communication from the supervisor to the subordinates (downward communication). Contains five types of information: 1) Job instruction; 2) Job rationale; 3) Procedures and practices; 4) Feedback; 5) Indoctrination of goals. Meanwhile, communication for example from subordinates to their superiors (upward communication) mainly contains: (1) information about themselves, their performance and their problems; (2) their co-workers

problems; (3) organizational practices and policies and; (4) what needs to be done and how it can be done, (Katz and Kahn, 1978).

Based on Katz, et al.'s (1978) notion of supervisory communication, Huseman et al. (1980) through a series of qualitative and quantitative studies developed seven types of communication that occur in communication relationships, namely: (1) direction; (2) information; (3); rationale; (4) feedback; (5) positive expression; (6) negative expression; and (7) participation. Hatfield & Huseman (1982) later tested these types of communication and they found that these seven types of communication have significant impact on employees' job satisfaction, which eventually impacts on their job performance. Miles, Patrick & King (1996) employed and tested Huseman, Hatfield, Bolton & Gate Woods (1980) seven types of communication and found four separate dimensions of supervisory communication behaviours that can reflect working and social communication in superior subordinate relationships, namely (i) positive relationship communication (ii) upward openness communication (iii) negative relationship communication and (iv) job relevant communication. All this are relevant in four dimensions of Katz & Khan (1978) and the seven dimensions of Huseman et al. (1980). And this study closely tested their impact on employee performance in an organization like ACTED.

The researcher in these study used each of the four concepts or variables of communication identified by Huseman et al. (1978) to organize discussion of previous research and test the hypotheses later on after conceptualizing them (for example using seven types of communication developed by Huseman et al. (1980).

2.2 Conceptual Framework

In this section, the concepts and variables to be operationalized to achieve study objectives were extracted from theories (sub-section 2.1). a conceptual model (figure 2.1) is derived from theoretical suggestions of Katz Organizational Role Theory (sub-section 2.1) which tries to suggest that some intervening factors in formal communication (in this case called downward, upward & horizontal communication) interact with antecedent variables to impact on employee performance. This conceptual model is presented in figure 2.1. The model shows some of the main variables in formal communication and employee performance, and demonstrates the nature of relationship between the two.

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The conceptual model (figure 2.1) depicts three formal communication flows; downward, upward and horizontal, all conceptualized to affect performance levels of employees. Downward communication is conceptualized to be the exchange of information originating from top level managers to lower employees and its conceptualized to involve messages pertaining policies, rules, regulations and instructions; organization mission, vision and strategies; performance appraisals and feedback; recognition efforts; coaching; counseling; rationale; orders; negative and positive expressions. All this variables except orders and negative expressions which have a negative effect, the rest are conceptualized to have a positive effect on employee performance. Upward communication is conceptualized to involve the flow of information from lower level employees to managers above them and it is measured by feedback, grievances, suggestions, and opinions, appeals, requests, problems, performance reports, replies, difficulties in information for planning. All the 10 aspects are conceptualized to positively impact on employee performance. In the same way all the seven aspects of horizontal communication (coordination of effort, relationship with peers, team work, discussion on product type, quality, quantity etc. sharing ideas, information, suggestions and solutions, advises and problem solving) are conceptualized to have a positive impact on employee performance. Employee performance is conceptualized into effective performance (measured by quality work increased productivity, innovation, commitment, cooperation, coordination, time management and engagement) and ineffective performance (measured by poor quality, errors, conflicts, absenteeism and delays).

Fig: 2.1 Conceptual Models Relating to Three Forms of Formal Communication to Employee Performance

Independent variable; **Formal Communication**	**Intervening Variables**	**Dependent Variable Employee Performance**

ιnward communication
ιlicies, Rules & instructions (+)
·ganizational vision, mission,
ategies (+)
rformance appraisal & feedback
)
cognition of effort (+)
ιaching (+)
ιunseling (+)
tionale (+)
:ections (-)
gative expressions (-)
sitive expressions (+)

ard communication
:dback (+)
evances (+)
·gestions & opinions (+)
ιuests (+)
blems (+)
formance reports (+)
ιlies (+)
ιrmation for planning (+)
ficulties (+)

:ontal communication
ιrdination of efforts (+
ationship with peers (+)
m work (+)
:ussions on product type,
lity, quantity etc (+)
ring ideas, information,
·gestions and solutions (+)
ices (+)
ιlem solving (+)

- Motivation

- Commitment

- Job Satisfaction /
  Job Dissatisfaction

Effective performance
- Quality Work
- Increased productivity
- Innovation
- Commitment
- Cooperation and
  Coordination
- Time management
- Engagement

**Ineffective
Performance**
- Poor quality
- Errors
- Conflict
- Absenteeism
- Delays

(Constructed using ideas from sub-section 2.1; Jain & Saakshi, 2008; Huseman et al. 1978; Katz & Khn, 1978, Hatfield & Huseman 1982)

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2.2 Formal Communication in Organizations

Communication is defined by Jones, (2001), as the sharing of information between two or more individuals and groups to reach a common understanding. It is defined by Daft (2000), as the process by which information is exchanged and understood by two or more people, usually with the intent to influence behavior. According to Satter White (2003) communication is a two way process that provides dissemination of information and feed back to ensure that the message is understood. Communication essentially involves two or more parties, is a two way process, and aims at creating mutual understanding and evoking or influencing behavior. Listening, speaking, writing, and reading are used as basic communication skills.

2.2.1 Organizational Communication

Organizational communication is defined as the exchange of oral, non-verbal, and written messages among people working to accomplish tasks and goals (O'hair, Fredrich, & Dixon, 2002). This definition incorporates communication exchanges between managers and employees, among employees and across departments, since workers at all levels, work towards achievement of organizational goals. Robins &Langton, (2003), posit that organizational communication can refer to all patterns, networks and systems of communication within an organization. This definition incorporates all nature of communication occurring in an organization, including socially related communications.

The concept of formal communication in organizations as been widely researched and has been generally defined has that communication where the information flows following formal organizational structures and the official status of position of the communicator and recipients (Jain & Saakchi, 2008). Messages flow through the formal channels officially recognized positions in the organization chart.

Communication is a process which comprises a message, such as ideas and feelings; a sender, a receiver, and a communication media through which the message is transmitted. Communication begins when someone receives a message, encodes and translates into an appropriate format such as words or symbols, and sends it to the receiver through an appropriate medium such as face-to-

face communication, telephone, memos, or electronic mail. The receiver then decodes or perceives and interprets the message into and sends feedback to the sender shared meaning or mutual understanding is achieved when the sender and all the intended receivers interpret the message the same way. However, has the message travels between the sender and the receiver, it is susceptible to noise or interference which may distort the meaning. Noise could be physical or psychological, such as filtering, frames of reference and distrust on both or either of the party (Cook & Hunsaker, 2001). The communication contexts such as social relationships and power distance can influence the content, quality and effectiveness of a communication event (O'hair, Fredrich, & Dixon 2002)

2.2.2 Formal Communication Channels

Communication consists of verbal and non-verbal communication. Verbal and oral communication is transmitted through speeches, meetings, phone calls, or discussions mainly through face to face interaction. Non-verbal communication channels include touch, facial expression, tone and pitch of the voice, posture, and can convey nuances of meaning that mere words communicate. Written communication channels include letters, memos, reports, manuals; can provide hard copies for storage and retrieval for later reference and evidence. Electronic channels include, e-mail, voicemail, telephones, facsimile, internet and video conferencing (Cook & Hunsaker, 2001).

2.2.3 Formal Organization Communication Network

Organizational communication networks are the pathways along which information flows in groups and teams and throughout the organization. Organizational communication networks consist of formal and informal communication channels or pathways. Formal channels carry organizationally approved messages through the chain of command defined by the organization (Daft, 2000). Formal channels comprise of downward, upward and horizontal communication. In formal communication channels are pathways that transmit messages from employee to employee outside of formal communication channels.

Downward Communication

Downward communication disseminates information from higher to lower levels in the organization. It is used to transmit new strategies and goals; instructions on how to perform certain tasks; and explanations of how the task fits into the wider organization goals and strategies. Managers use the channel to disseminate and justify the organizations vision, mission, policies, rules and procedures; define and clarify employee befits; and influence and indoctrinate employees to adopt the companies mission and cultural values and conduct performance appraisal and feedback (Greenberg, 1996). It used to inform workers on social and career issues, such as vacancies, new appointments, and obituaries. Tools used for these communication include, policy manuals, employee handbooks, company letters and magazines, bulletin boards, videos, memos, letters, meetings and reports (Daft, 2001)

Performance appraisals act as a tool for downward communication; but also enhance upward communication as it involves mutual discussions between a supervisor and a subordinate. Tim & Brent, (1993), refers to performance review as one of the powerful organizational communication tools, as it clarifies expectations and objectives for both supervisors and workers, and create a mutually beneficial relationships

Upward communication

Upward communication is defined by Gomez-Mejia, Balkin, & Cardig (1995) as communication that allows at lower levels of the organization to communicate their ideas and feelings to higher level decision manners. It follows from lower levels of the organizations to higher levels, and transmits employee feedback on operational problems, suggestion for improvements, and feelings on pertinent issues such as working, conditions, promotions, pay, supervision, work assignments, and disciplinary actions. According to Nelson & Campbell (2003) upward communication enables managers to assess organizational performance and effectiveness, get awareness of impending problems, and obtain useful information and ideas for the improvement of quality and efficiency; resolve problems, and organizational commitments. The channel also transmits records of employee's performance and job-related problems and relays concerns and complains about fellow employees and supervisors, such as poor supervision and helps them release stress (O'Hair, Fredrich, & Dixon 2002). It is basically achieved through suggestion

systems, meetings, personal contacts, grievance procedure, performance reports, open-door policies and attitude surveys. (Sherman, 1998)

Horizontal communication

Horizontal communication conveys information across departments and sections, on the same hierarchy. It enhances inter and intra departmental coordination and cooperation for cross cultural tasks accomplishment; conflict resolution; and employee social satisfaction and emotional support conferences, meetings and seminars, are the main tools used Bateman (1990). However the frequency and effectiveness of horizontal communication depends upon the organizational structure. Tall organization structures mainly rely on vertical communication, whereas flat organization structures mainly use horizontal communication (O'Haire, Fredrich & Dixon 2002).

2.3 Employee Performance

Performance is defined as a record outcome produced on a specific job, function, or activity during a specified time period (Bernadin & Russell, 1993) it is also defined as the accomplishment of some organizational goal (Aldag & Kuzukara, 2001). Armstrong (2006) elaborates that performance is a function of what people accomplish and how they achieve it.

High performance result from appropriate behavior, and the effective use of knowledge, skills and competencies

Allen, (2000), postulates that performance has four variables namely; ability, motivation, clarity of expectations and opportunity, where opportunity represents situational factors. Similarly (Harris, 2000) identifies three performance variables, competence, motivation, and situational factors such as constraints. He elaborates that even people possessing competencies may be poor performers unless they are motivated and willing to exert effort. The above assertions imply that effective individual performance is not only determined by ability, but also by motivation and situational factors.

As regards performance measurements, Hariss (2000) contribute that performance is a multi-faceted concept; comprising both the quality and the quantity of work output; and that many

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organizations emphasis quality in their mission statements. Mathis & Jackson (1988) identified three individual performance perspective; productivity, innovation and loyalty, where loyalty implies employee commitment and identification with the organization. Scholar (1994) proposes that performance can be measured based on employees attitude such as the extent of cooperation, intuitive behavior and work out comes.

2.4 The Effect Formal Communication on Employee Performance

In this section, the researcher presents empirical studies trying to relate the three sub-components of the independent variables (downward, upward and horizontal communication) to employee performance.

2.4.1 Downward Communication and Employee Performance

Theoretically, downward communication is expected to correlate positively with employee performance (Bryson, 1998). Downward communication plays most important part in raising motivation level of employees, because downward communication run from top level 0f the organization to inferior level of organization or workers. This communication is very helpful for raising the total efficiency of organization, because when elder officers motivate there workers, the working level of employees is very high. Anderson & dale (1980) found that downward communication significantly impacts on job performance. They contend that environmental factors influence job performance and mentioned factors within the organization, within the task and factors within the employee.

Through downward communication, managers give general directions and specific orders to their subordination, which help them (employees), understand rules, orders and regulations and then follow it. This improves their performance, than would be the case if this form of communication is pot effective (Jain & Saack Shi, 2008). However, they mentioned that these orders must be clearly put so that they are understood by the subordinate, if they are to follow them. The issue of clarity depends on the type, nature and ability of the manager giving the orders. Weak mangers are poor communicators and there orders are not always well understood by their subordinates and in such a case a job performance is curtailed. For example, a manger may use wrong words

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that trigger poor reactions from the listeners. If employees disagree with the instructions or misunderstand directives, implementation may be a problem and performance will be low. Clarity here means show in expectations for the results and completion of dates and given a direction not suggestions on directions.

Downward communication through giving recognition to employees helps employees to know what they have done right and wrong, so that they go ahead. It also helps employees to know what behaviors are wanted and expected. For example if the feedback is given to the employees to their satisfaction increases because acknowledgement for a job well done. This boosts their performance.

Downward communication helps correct behavior, when employees deviate from performance expectations. According to Jain & Saakchi (2008), downward communication channels, helps managers to guide advice and motivate their subordinates in their jobs, which results into improved performance. According to Goris et al (2000), high level of job performance and satisfaction are significantly influenced by downward communication received. In their regression analysis, these researchers showed that downward messages received are significant moderators and predictors of job performance of 302 employees which they examined.

2.4.2 Upward Communication and Employee Performance

Upward communication is theorized to have positive impact on employee performance, (Goris et al, 2000). Several empirical studies have been conducted to establish the impact of upward communication channels and employee performance. For example, Goris et al 2000, in their study found that, whereas downward communication flow impacts significantly on job performance, upward communication did not. They however explained that upward communication can predict job performance but does not moderate. This means that moderating performance is a function of downward communication, but this should be true if there is no overlap between the types of messages communicated in downward communication. Penly & Alexander (1999) & Goris et al (2000), found that as Wone Group Technology becomes less routine, emphasis is shifts from downward to upward communication. This is supported by Jensen, (2003) when she puts it that, upward communication is likely to increase and have a

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bigger impact on job performance with narrow spans of control. This may be true in that in organization where there is a big gap or distance between the superiors and subordinates, it takes long for subordinates to communicate to their bosses, which delays work. But since with narrow spans of control, it is faster and quicker for the two to communicate, work becomes easier to be done.

Jain & Saakshi (2008) it through upward communication that mangers get to know whether messages has been transmitted and received properly. These all others showed that effective upward communication networks in an organization helps to remove workers frustration and demoralization hence increased output.

Toursh (2005) showed that upward communication improves decision making, because it tell s management about the mood of their people, their perceptions, behaviors, decisions and believes. Without such communication, mangers may simple make inaccurate impressions which may have dangerous consequences on performance of employees. Without employees, contribution implementations so many decisions that affects their performance face resistance from them which results into organizational failure.

Toursh (2005) laments that many times top management tries to block feedback from their subordinates without being critical. They do this by failing to respect such feedback or negatively reacting to it or failing to encourage it and eventually employees become used and bother them not any more. This means that all errors in decisions will remain and things will not move well with these errors.

Communication is constantly recognized as an integral part of participative process and its role in these has been widely studied (Toursh 2005). Toursh noted that upward communication does into stop at improving employee performance at lower levels, but it has also improved performance of management. The more channels of accurate and helpful feedback, managers and employees have access to, the better they are likely to perform. But it is argued that most managers appear to believe that in relation to staff communication, feedback is only required from the top down. But such perceptions are just blazes that need to be changed. Without

effective upward communication, employee morals and commitments are lowered. Without debate, disseat and dialogue, employees lack not only the organizations strategic direction, but also the information required to align their behaviors to it.

Effective upward communication an opportunity to express what they intend to do as if it is not there, employees feel loose of control, disconnected and isolated (Brown, 1990). This lowers their morel and eventually productivity. According to Donald in Brown (1998), if a manager wants to increase employee productivity and more, they should let them know that their ideas are wanted and should communicate that they will react to their ideas and implement them. Brown further found that effective upward communication increases task accomplishments, helps to solve problems, improve employee attitudes and feelings and so assignments will be accomplished faster.

2.4.3 Horizontal Communication and Employee Performance

Horizontal communication flows are theorized to have positive correlation with employee performance (Katz & Kahn, 1978). This type of communication, which is quiet new, are scantly empirical evidences relating to performance. However, a few ones exist and possibly many modern researchers in modern organizations are developing interests in it. Neither the less horizontal communication helps to coordinate tasks, share information on goals of the organization, resolve interpersonal or work related problems and build a rapport. It enhances team work and ensures that co-workers work together towards achieving organizational goals.

According to Baker, horizontal communication involves communication among persons who do not stand in hierarchical relation to one another and it helps in increasing speed of production through simultaneous as opposed to sequential work processes. Baker argues that with recent trends to flatter, organizations have enhanced the importance of horizontal communication though studies on this subject still lag behind as compared to upward and downward communication. Due to such changes, there is a greater emphasis on communication across distributed workers and geographically separated work groups during similar kinds of work in an attempt to promote learning and sharing of experiences, expertise, best practices and lessons learned.

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Koehler et al (1981) found a significant relationship between horizontal communication and employee performance. These authors showed that lateral communication enhance moral and afford a means for solving conflicts, which improves performance. McClelland & Wilmont, (1990) also found a positive significant correlation between lateral communication and employee performance. They further explained that lateral communication occurs among co-workers during staff meetings, information presentations, shift changes ad it keeps personnel informed of all correct practices, policies and procedures, all of which are critical to boost performance. It also enhances information sharing and interpretation quickly, especially those messages from the top.

In service based organizations, horizontal communication enhances the sharing responsibility of the organization decisions and activities and since members are equally responsible, members recognize, accept and respect each other as equals, even those executive members who have been assigned special duties (Carrel, 2005). Putnan in Carrel (2005) provided evidence that horizontal communication in organization improves performance higher than upward or downward communication. On the other hand Gorris et al (2000) did not find a significant correlation between lateral communication and performance.

This chapter looked at the review of related literature basing on the stated objectives of the study. The next chapter will look at the methodology used within the entire research.

CHAPTER THREE
METHODOLOGY

3.0 Introduction

The chapter describes the methods and approaches that were used in the study. It describes the research design, the research instruments that were used to collect data, the research procedure, and data analysis techniques. It also mentions the limitations of the study.

3.1 Research Design

The study used a descriptive case study design. This study followed a quantitative research paradigm and used a correlation, cross-sectional survey design. The study was quantitative in that variables were measured and analyzed using numbers (Amin, 2005). The study was correlation in that it was interested in relating each of the three forms of formal communication (downward, upward and horizontal) to Performance of employees in ACTED (Amin, 2005). The study used a survey design since it involved a large sample (Fanning, 2005 & Devaus, 1996) and was cross-sectional, as data were collected at once (Olsen & Marie, 2004). The design was chosen on account of limited time and costs.

3.2 Population of the Study

The target population of this study was the staff of ACTED from all the three field offices in Karamoja. The organization was chosen due its emergence as one of the most promising Non-Governmental Organizations in Karamoja that could serve as a benchmark for providing humanitarian support to the vulnerable people in Karamoja. The three branches are situated in the districts of Nakapiripirit, Moroto, and Kotido. It has a population of 45 staff members with 10 administrative 22 and technical staff, and 13 support staff. The support staffs include guards, cleaners, and office assistants

3.3 Sampling Procedure

The target population was obtained using the Slovenes formula.

$$n = \frac{N}{1 + N\alpha^2}$$

Where;

n = the sample size

N = total population of respondents, that is 45.

α = the level of significance, that is 0.05

$$n = \frac{N}{1 + N\alpha^2}$$

n = $\dfrac{45}{1 + 45\ (0.05*0.05)}$

n = $\dfrac{45}{1 + 45 * 0.0025}$

n = $\dfrac{45}{1 + 0.1125}$

n = $\dfrac{45}{1.1125}$

N = 40.449

n = 40

Table 3.1: Study Population and Sample siz

e selection

CATEGORY	POPULATION	SAMPLE
Administrative Staff	10	10/45 x 40 = 9
Technical Staff	22	22/45 x 40 = 20
Support Staff	13	13/45 x 40 = 11
Total	**45**	**40**

Source: primary data

3.4 Data Collection Procedure

The researcher obtained clearance from ACTED, and a letter of transmittal which were photocopied and attached to each questionnaire. Questionnaires were distributed and collected in person, to ensure understanding and minimize ambiguity.

Respondents were briefed about the rationale of the study, and given guidelines on how to answer the questions, and clarification on any question they do not understand. Then the researcher picked the filled out questionnaires for editing, coding, entering into computer and finally analyzed them. After analysis, a final report was written and after supervisor's approval, submitted for marking.

3.4.1 Data Collection Instruments

There was one set of SAQs directed to all the staff members of ACTED. Questionnaires were equally distributed to all the Departments of ACTED. The questionnaire consisted of the main title, an introductory letter, then questions on dependent variable (employee performance), operationalized into questions on effective performance (Quality work, increased productivity. innovation. commitment, cooperation & coordination, time management and engagement) and

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questions on ineffective performance (poor quality, errors, conflicts, absenteeism and delays). There are also questions on the independent variables, namely downward, upward and horizontal communication as indicated in the conceptual model (Fig. 2.1). The Questionnaire ends with a section of bio data questions on gender, job category, educational level, and length of service at the Organization, to help classify respondents. Most questions in the SAQ are closed-ended, based on the five point Liken Scale. This helped to establish the extent to which employees perform and to which they perceive communication to be effective.

3.4.2 Validity and reliability of instruments

Content validity of the SAQ was ensured through use of valid concepts and/or words which measure the study variables as cited in literature and as indicated in Fig. 2.1. Fellow undergraduate students in the department of Human Resource Management were also used to evaluate the relevance, wording and clarity of questions or items in the instrument. Supervisors and other staff from faculty of Economics and Management Sciences and other related faculties will also be used in this endeavor. A content validity index of 0.5 will be used to determine content validity, as per Amin (2005). Construct validity was ensured using factor analysis. Cronbach alpha was used to ensure reliability of the instrument, using SPSS. A Cronbach Alpha stated by Amin (2005) of at least 0.5 was to determine reliability of the instrument.

3.5 Data Analysis

Data on completed SAQs was edited, categorized or coded and entered into the computer SPSS to summarize them, using simple and complex frequency tables or cross-tabulations. The same package will he used to analyze data further, by computing relative frequencies, means, standard deviations and other relevant statistics at the univariate level. At bivariate level, employee performance will be correlated with the respective forms of formal communication using Pearson's correlation coefficient.

3.6 Limitations of the Study

The following limitations were encountered during the study:

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Data collection was difficult as most respondents had excessive workloads and could hardly spare time for the questionnaire. This caused a low collection response rate. Some respondents did not open up sufficiently due to fear of information leaking to top management to the detriment of their jobs.

Another limitation was poor transport which affected movement within the three field offices. 100% the transport system of Karamoja is mainly comprised of all-weather roads (Maram roads) that are in a dilapidated state. This means that they are vulnerable to weather changes. Recently the weather of Karamoja has been changing, the region experiences continuous rainfall throughout the year thus making movement difficult.

The research was expensive in terms of costs incurred. Transporting me from one field office to the other, meals, and accommodation are some of the things that shot my cost high.

3.7 Ethical considerations

The researcher ensured that the study fulfills moral considerations of research. This was done through avoiding questions on personality identity like on sexual behavior, cheating, bribery, corruption, etc. In addition, all respondents had a right to participate or not and no one shall be coerced to participate. More so, all academicians whose ideas were used in this study were fully recognized and originality was fully ensured. Researcher assured respondents that the information they provide will be used only for the research study and would be treated anonymously, with utmost confidentiality.

In nutshell this chapter described the different methods and approaches that were used in the study, however, It described the research design and research instruments which were used to gather data, the research procedure that were followed during the conduct, and data analysis techniques that were employed in the field. In addition the limitations of the study have also been employed in the chapter stressing the problems that hampered the researcher's activities during the exercise. The next chapter will look at data presentation, analysis of the findings.

CHAPTER FOUR

DATA PRESENTATION ANALYSIS AND INTERPRETATION

4.0 Introduction

This chapter shows the background information of respondents, in terms of profile, the description of independent variable and dependent variable and testing the relationship between formal communication and employee performance at ACTED.

4.1 Genders

Table 1: Showing Gender of Respondents

Gender	Frequency	Percentage
Male	22	55
Female	18	45
Total	40	100

Source: Primary Data

From table 1 above, 22 out of 40 respondents were male representing 55% while 18 were female representing 45%. The results were further represented in figure 1 as shown below

Figure 1: Pie Chart Showing the Gender of Respondent
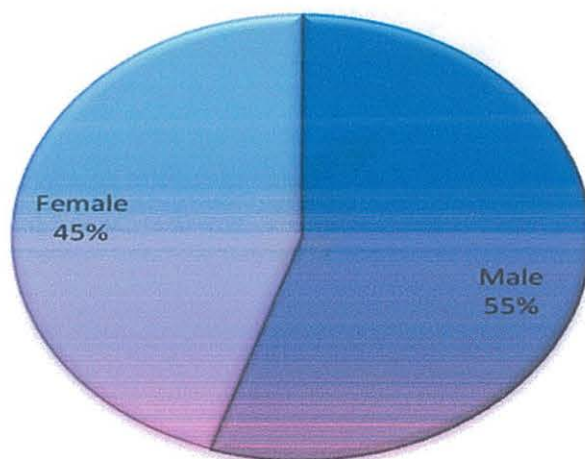
Source: Primary Data, *July 2014*

4.1.2 Education Level

Table 2 Showing Education Levels of the Respondents

Level of Education	Frequency	Percentage
Diploma	3	7.5
Degree	24	60
Post graduate Diploma	3	7.5
Master's Degree	7	17.5
PhD	3	7.5
Total	**40**	**100**

Source: **Primary Data,** *July 2014*

From Table 2 above, 3 respondents were found to be Diploma Holders representing 7.5% , 24 Degree Holders, 3 Postgraduate Holders, 7 Masters Holders, and 3 PhD Holders respectively totaling to 40. They were further represented in figure 2 below

Figure 2: A Line Graph Showing the Education Levels of the Respondents
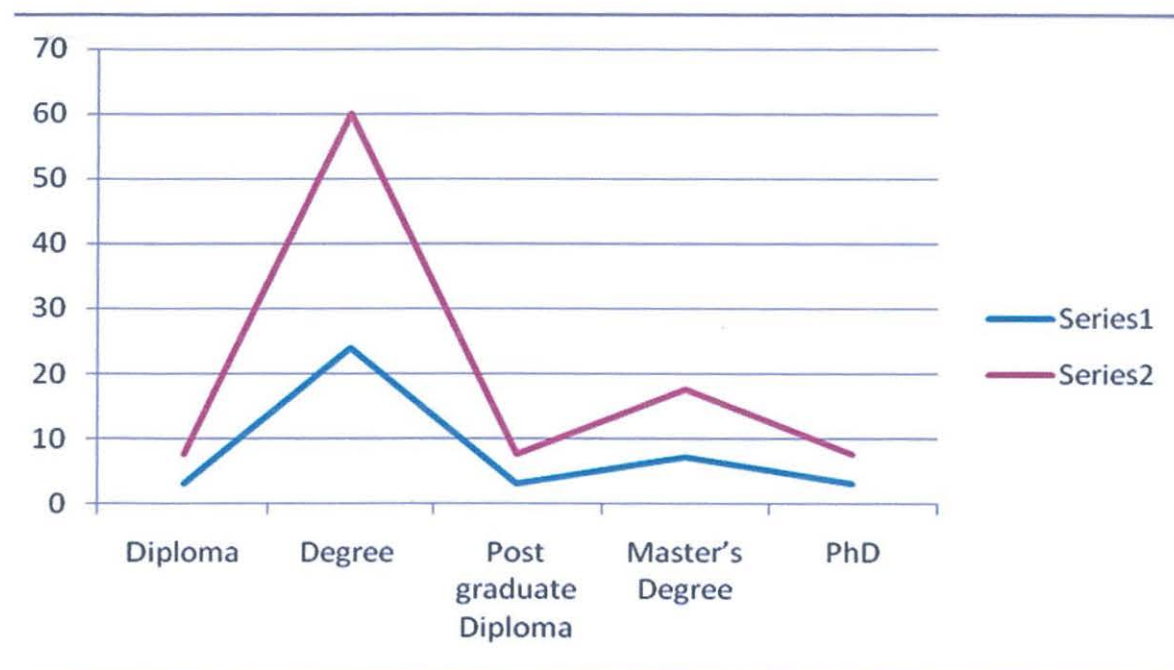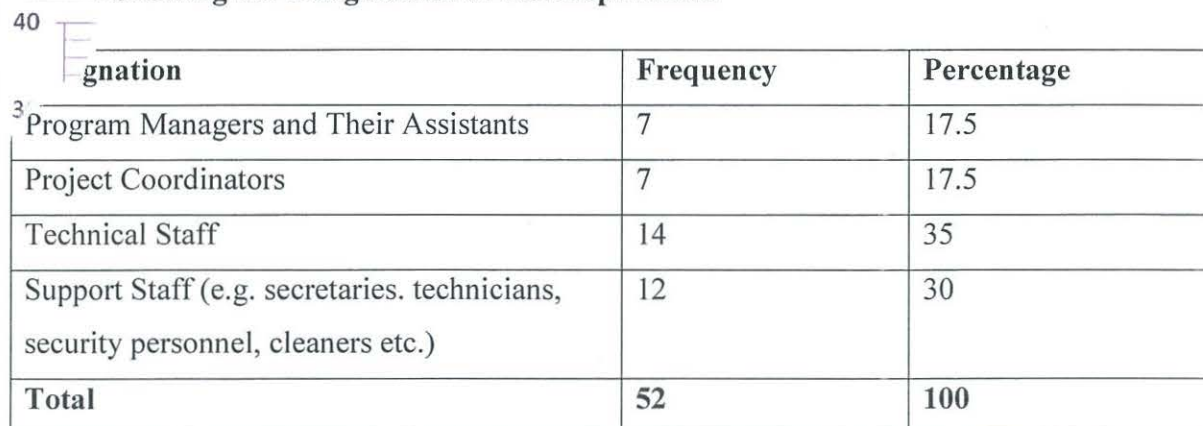
Source: **Primary data,** *July 2014*

Figure 3 Designation

Showing the Designations of the Respondents

gnation	Frequency	Percentage
Program Managers and Their Assistants	7	17.5
Project Coordinators	7	17.5
Technical Staff	14	35
Support Staff (e.g. secretaries. technicians, security personnel, cleaners etc.)	12	30
Total	**52**	**100**

Source: **Primary data**, *July 2014*

In Table 3 above, it was found out that 7 respondents were Program Managers and Their Assistants amounting to 17.5%, 7 were Project Coordinators amounting to 17.5%, 14 were Technical Staff amounting to 35%, 12 were Support Staff (e.g. secretaries. technicians, security personnel, cleaners etc.) amounting to 30%. When you total all of them you get 100%. They were further represented in figure 3 below

Level of education			
	Diploma	3	7.5
	Degree	24	60
	Post graduate Diploma	3	7.5
	Master's Degree	7	17.5
	PhD	3	7.5
	Total	**40**	**100**
Designation			
	Program managers and their assistants	7	17.5
	Project Coordinators	7	17.5
	Technical Staff	14	35
	Support Staff (e.g. secretaries. technicians, security personnel, cleaners)	12	30
	Total	**52**	**100**
Work Experience			
	1-2 years	5	12.5
	3 -5 Years	10	25
	6 – 8 Years	13	32.5
	9 and above	12	30
	Total	**52**	**100**

Source: **Primary data**, *July 2014*

Table 5 presents information on the profile of respondents, the responses. Findings on the gender of respondents reveal that majority of respondents were male constituting 55% of the total respondents while the female counterparts were 45%. The responses imply that the study took into consideration both genders hence information attained can't be doubted on gender grounds, it further implies that employee performance involves both male and female.

The table further presents data regarding the education level of respondents. The findings on this perspective gathered were that majority respondents were recorded for degree with 60% followed by Master's Degree with 17.5% of the respondents, next in the sequence were Diploma 7.5%, post graduate diploma with 7.5%, and finally PhD 7.5%. The array of data signal the positive implication of results with this meaning that information was attained from the elite who therefore understand the concepts of communication and employee performance.

The presentation on the designation of respondents who were interacted with at ACTED were that the research constituted the Program managers and their assistants 17.5%, Project Coordinators 17.5%, Technical Staff 35% and Support Staff 30%. This implies the study provided a balanced argument on the marketing communication and employee performance at ACTED points in Karamoja Branch.

Final verdict of the tabulation in table 5 provides an apex of the time, ACTED staff have been part of ACTED especially those in Karamoja Branch. The responses presented that majority of respondents were had worked with ACTED for a period of 6-8 years with 32.5% respondents, 9 years and above had 30% of respondents while 3-5 years had 25%, and finally 1-2 years had 12.5%. The prevalence of a high though moderate time of stay and interaction at ACTED means that data acquired is dependable since information was attained from respondents with more information on the operation of ACTED.

4.2 Description of the independent variable

The independent variable in the study was marketing strategy. It was measured by three quantitative questions in the research questionnaire, each of which was scaled among one to five, where 1= very ineffective, 2 = ineffective 3=neither ineffective nor effective 4=effective 5=very effective. Respondents were required to rate controlling on each of the items of formal communication by ticking the relevant numbers in the table. Their responses were analyzed using SPSS's summary statistics showing the mean as shown table 2.

Table 6: Mean and Standard Deviation of Formal Communication by ACTED (n=40)

Down Ward Communication	Mean	Standard Deviation	Interpretation
communication of policies, rules, roles & responsibilities of your job	4.15	0.864	High
Communication of organization's vision, mission, strategies	3.95	1.061	Moderate
Communication of Performance Appraisal and Feedback	3.85	1.122	Moderate
Communication in Recognition of your Effort	3.88	0.911	Moderate
Communication concerning Couching you	3.80	0.992	Moderate
Communication concerning Counseling you about work/related issues	4.10	0.778	High
Communication of the rationale of your job	3.57	1.174	Moderate
Communication of Directions & instructions for your job	4.00	0.877	High
Communication involving negative expressions	4.23	1.000	High
Communication involving Positive expressions	4.35	0.580	Very High
Communication of rights, benefits and career opportunities	4.25	0.809	High
Grand Mean	**4.01**		
Upward Communication	Mean	Standard Deviation	Interpretation
Communicating feedback to your boss (s) supervisors	4.30	0.687	Very High
Communicating Grievances to your boss (s) or supervisors	4.42	0.501	Very High
Suggesting and options to your boss (s) or supervisors	4.38	0.667	Very High
Making Requests from-your boss (s) or supervisors	4.43	0.636	Very High
Communicating Problems to your boss (s) supervisors	4.45	0.639	Very High
Giving Performance reports to your boss (s) or supervisors	4.42	0.501	Very High
Giving Replies to your boss (s) or supervisors	4.25	0.630	High
Communicating Information for planning to your boss	4.20	0.648	High
Communicating difficulties to your boss or supervisors	4.18	0.781	High

Grand Mean	4.34		
Horizontal Communication	**Mean**	**Standard Deviation**	**Interpretation**
Your Communication regarding Coordination of effort	4.12	0.686	High
Your Communication regarding your Relationship with fellows	4.38	0.490	Very High
Your Communication regarding Teamwork activities	4.52	0.506	Very High
Your Communication regarding discussions on product type	4.40	0.591	Very High
Your Communication regarding sharing ideas, information. suggestions and solutions with others	4.52	0.506	Very High
Your Communication regarding advices	4.50	0.506	Very High
Your Communication regarding problem solving issues	4.38	0.490	Very High
Grand Mean	**4.40**		**Very High**

Source: **Primary data**, *July 2014*

Results in Table 6 Present an average mean of 4.01 (High) on downward communication from respondents who were employees of ACTED service points located in Karamoja. The responses were because of agreement on ACTED having effective downward communication:

Communication of policies, rules, roles & responsibilities of your job. The presentation with mean of 4.15 (High) imply that the company has communication of policies, rules, roles & responsibilities.

Communication of organization's vision, mission, and strategies had a mean of 3.95 implying high responses; the responses which correspond to agreement denote a prevailing effective communication at ACTED.

On the strategy of Communication of rights, benefits and career opportunities at ACTED, the respondents argued with mean of 4.25 implying further effective downward communication at ACTED.

Upward communication at ACTED was presented with an average mean of 4.34 (Very High) from the respondents who were employees of ACTED service points located in Karamoja. The responses were because of agreement on ACTED having effective upward communication:

Communication regarding Coordination of effort had a mean of 4.12 (implying high) meaning that Communication regarding Coordination of effort at ACTED in Karamoja region.

On the Communication regarding your Relationship with fellows, the researcher found out a mean of 4.38 (very high) meaning that the respondents agreed that Communication regarding your Relationship with fellows is efficient and effective.

The average mean on horizontal communication used at ACTED presented by an average mean of 4.40 implying Very high means that the level of horizontal communication is good.

4.3 Description of the dependent variable

The dependent variable in the study was level of Performance of employees at ACTED. It was measured by twelve quantitative questions in the research questionnaire, each of which was scaled among one to five, where 1= very ineffective, 2 = ineffective 3=neither ineffective nor effective 4=effective 5=very effective. Respondents were required to rate controlling on each of the measures of employee performance at ACTED by ticking the relevant numbers in the table. Their responses were analyzed using SPSS's summary statistics showing the mean and standard deviations as shown in Table 7.

Table 7: Mean of Employee Performance at ACTED (n=40)

Employee Performance	Mean	Interpretation	Rank
Quality of the work you do	3.85	Moderate	25.0
Number of tasks you accomplish per year (productivity)	3.88	Moderate	23.5
Advanced and modernized ways of doing work	3.95	Moderate	21.5
Adopted skills and knowledge	3.95	Moderate	21.5
Binding yourself to a course of action	3.55	Moderate	28.0
sincerity and steadfastness to the activities of the organization	3.75	Moderate	26.5

Dedication to activities of the organization	4.28	High	9.0
Your level of engagement in the activities of the organization	4.50	Very High	1.0
The level of Supporting activities of the organization	3.88	Moderate	23.5
The way you feel Obliged to the activities of the organization	4.22	High	14.0
Your level of confidence in the activities of the organization	4.10	High	19.5
Your level of Cooperation in the activities of the organization	3.75	Moderate	26.5
Your level of coordination in the activities of the organization	4.10	High	19.5
Time tabling organizations tasks and activities	4.23	High	13.0
Determining which organizations activity to do and when	4.20	High	15.5
Fulfilling schedules of the organization activities	4.15	High	17.5
Putting up time saving measures	4.32	Very High	5.5
Timely planning all your organizations activities	4.32	Very High	5.5
Your setting of goals that can be quickly achieved	4.20	High	15.5
Your level of making decisions quickly	4.25	High	11.5
Your level of Completing organizations tasks on time	4.28	High	9.0
Your level of meeting organizations deadlines and appointments	4.40	Very High	2.5
Your speed in serving clients like development partners, community members	4.32	Very High	5.5
Your speed in responding to change in the organization	4.32	Very High	5.5
Your speed in responding to client's needs and complaints	4.40	Very High	2.5
Timely attending meetings	4.15	High	17.5
Your regularity at work	4.28	High	9.0
The quantity or number of tasks you accomplish	4.25	High	11.5
The rate of errors in the work you do	2.03	Low	29.0
The rate of conflicts you engage in at the while working	1.95	Very Low	30.0
The rate of delays in accomplishing work in the organization	1.68	Very Low	33.0
The number of days you are absent at work	1.83	Very Low	31.0
The amount, rate of poor quality services you produce (either intentionally or not)	1.72	Very Low	32.0
Grand Mean	**3.79**	**Moderate**	

Source: **Primary data**, *July 2014*

Table 7 present responses on the information gathered from the respondents of ACTED division on the level of employee performance. Responses were collected from respondents (employees) of ACTED branch located in Karamoja.

The findings in table 3 showed that respondents agreed upon the factors raised on levels of employee performance at ACTED.

Number of tasks you accomplish per year (productivity) had a mean of 3.88(moderate) this implying that most respondents were in agreement with the point stated meaning that employees complete averagely high tasks per year, which is high productivity.

Quality of the work you do was presented with a mean of 3.85 (moderate) meaning that most responses were recorded for agreeing with the statement. This implies that respondents believe in quality of the work done by the employees.

Employee's level of engagement in the activities of the organization had a mean of (4.50 very High) meaning that the respondents highly agreed with the notion of high level of engagement in the activities of the organization.

Employee speed in serving clients like development partners, community members as responded to by an average of 4.32 mean (very high) meaning that the ACTED employees always have a high speed in serving clients.

The rate of errors in the work done was recorded for 2.03 mean (low) implying that the respondents are in argument that there are very few errors committed during work.

The rate of delays in accomplishing work in the organization was recorded with 1.68 meaning low implying that the rate of delays in accomplishing work in the organization are minimal.

The average mean of 3.79 (moderate) implies that the level employee performance at ACTED is average given that the average mean is slightly above the average. The average mean generated from the respondents who were employees mean that employee performance trends are medium hence the need for focus on performance if ACTED performance is to be intensified.

4.4 Relationship between Formal Communication and Employee Performance at ACTED in Karamoja.

In order to find the relationship between formal communication and employee performance at ACTED in Karamoja: Pearson's product moment correlation was used to test correlation between marketing strategies and customer satisfaction. The relationship was generated from a combination of formal communication and employee performance formal communication and employee performance at ACTED in Karamoja.

Table 8: Pearson's correlations

Variable correlated	R-value	P- Value	Interpretation
Formal communication Vs Employee performance	0.87**	0.013	Positive correlation

Source: **Primary data**, *July 2014*

Using Pearson correlation it was observed that marketing strategies are positively correlated with customer satisfaction (correlation .coefficient 0.87 p =0.0132.

The r value in the table indicates a positive correlation between the two variables (r=0.87). The sig. values indicate that the two variables formal communication and employee performance are significantly correlated (the significance is less than 0.05, which is the maximum significance.

The assumptions of are confirmed leading to the conclusion that formal communication and employee performance are significantly correlated sign.= 0.0132 are significantly correlated at 0.05 level of significance.

Like in the above section, this part shows majorly the background information of respondents, the description of independent, dependent variable and testing the relationship between formal communication and employee performance at ACTED.

CHARTER FIVE.

SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.0 Formal Communication

The findings revealed that employee performance at ACTED depends on formal communication. The study established that;

There is effective formal communication, both downward communications, upward communication, and horizontal communication.

Most employees of ACTED are literate with minimum qualifications. Table 2 presented that the education level of the employees is generally high as indicated by the highest percentage having Bachelor's degree.

5.1 Employee Performance

The study found out that employee performance of ACTED is also relatively high. This is seen in Table 7 where the grand mean of 3.79 (moderate) implying that the level of employee performance is low given that the grand mean is slightly above the average. This is an implication that the performance of employees at ACTED is actually high.

5.2 Relationship between Formal Communication and Employee Performance at ACTED in Karamoja

The findings of the study show that there is a relationship between formal communication and employee performance at ACTED in Karamoja.

The R-value in the table indicates a positive correlation between the two variables (R=0.870). The significant values indicate that the two variables formal communication and employee performance are significantly correlated (the significance is less than 0.05, which is the maximum significance.

5.3 CONCLUSION

In the view of the study findings, the researcher concludes that the formal communication at ACTED in Karamoja is effective, most employees at ACTED are literate with minimal qualifications and that employee performance at ACTED in Karamoja depends on formal communication.

5.4 RECOMMENDATIONS

The management through meetings should encourage higher employee performance by interacting with the employees and understand their views and needs.

The management should always sit and evaluate the performance of the employees and if possible give them allowances and holidays to motivate them.

The management should endeavor to offer training to the employees at ACTED on customer care in order to further increase number of clients.

5.4 AREAS FOR FURTHER RESEARCH

The results presented in this dissertation are not very conclusive and treated as being preliminary. Further analysis of the survey data about the study needs to be done to validate these findings and provide greater confidence in explaining the relationship between formal communication and employee performance.

A study should be carried out to find out the contribution evaluation to production of a firm. Further research should be carried out to establish the relationship between level of education and employee performance.

The researcher also recommends a study on the relationship between motivation and employee performance.

Conclusively, this entire chapter is embedded with summary, conclusion and recommendations and areas for further research in the same discipline.

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APPENDICES

APPENDIX A: RESEARCH INSTRUMENT

SELF ADMINISTERED QUESTIONNAIRE FOR ACTED STAFF ON

FORMAL COMMUNICATION AND EMPLOYEE PERFORMANCE

COLLEGE OF ECONOMICS AND MANAGEMENT SCIENCES KAMPALA INTERNATIONAL UNIVERSITY

AUGUST 2014

Dear Sir/Madam;

As part of the requirements to accomplish my course (Bachelor's Degree in Human Resource Management), I am carrying out a survey in the three field offices of ACTED, with a purpose of identifying factors that affect employee performance, which is necessary if ACTED is to grow. ACTED employees are expected to perform effectively their duties (through quality work, increased productivity, innovation, commitment, cooperation & coordination, time management and engagement). It will thus be helpful if you assist me by answering the attached questions as per the general instructions provided at the beginning of each section. Please provide the most appropriate answer in your own opinion by ticking or writing in the given space. The success of this research will entirely depend on your positive cooperation by giving the most right answers. Your answers will be kept with much confidentiality and privacy, since my interest is in your response not in you as an individual.

Thank you very much!
Yours faithfully,

LONGOLE GIDEON (Researcher)

SECTION A: BACKGROUND INFORMATION

To help us classify your responses, please supply us with the following facts about you.

A1. Your sex;   Male   ☐   Female   ☐

A2. Education Qualification (Tick to the number corresponding with the correct answer)

Diploma	1
Bachelor's Degree	2
Post Graduate Diploma	3
Master's Degree	4
PhD	5
Others specify…………………………………..	

A3. Your experience in ACTED (Tick the number corresponding with the correct answer)

1-2 years	1
3-5 years	2
6-8 years	3
9 years and above	4

A4. Your designation (title as an employee of ACTED)

Program managers and their assistants	1
Project Coordinators	2
Technical Staff	3
Support Staff (e.g. secretaries. technicians, security personnel, cleaners)	4

SECTION B: DEPENDENT VARIABLE: EMPLOYEE PERFORMANCE

Please note that this section distinguishes between effective performance (subsection 1) and ineffective performance (subsection 2).

Rate your performance on the following aspects by ticking the appropriate number in the box: your respective answers should range between 1= very low 2= low 3= neither low nor high 4= high 5= very high; against the given aspect.

1	Effective Performance	1	2	3	4	5
1.1	Quality of the work you do					
1.2	Number of tasks you accomplish per year (productivity)					
1.3	Advanced and modernized ways of doing work					
1.4	Adopted skills and knowledge					
1.5	**Commitment**					
1.5.1	Binding yourself to a course of action					
1.5.2	sincerity and steadfastness to the activities of the organization					
1.5.3	Dedication to activities of the organization					
1.5.4	Your level of engagement in the activities of the organization					
1.5.6	The level of Supporting activities of the organization					
1.5.7	The way you feel Obliged to the activities of the organization					
1.5.8	Your level of confidence in the activities of the organization					
1.6	Your level of Cooperation in the activities of the organization					
1.7	Your level of coordination in the activities of the organization					
1.8	**Time Management**					

1.8.1	Time tabling organizations tasks and activities					
1.8.2	Determining which organizations activity to do and when					
1.8.3	Fulfilling schedules of the organization activities					
1.8.4	Putting up time saving measures					
1.8.5	Timely planning all your organizations activities					
1.8.6	Your setting of goals that can be quickly achieved					
1.8.7	Your level of making decisions quickly					
1.8.8	Your level of Completing organizations tasks on time					
1.8.9	Your level of meeting organizations deadlines and appointments					
1.8.10	Your speed in serving clients like development partners, community members, and other stake holders.					
1.8.11	Your speed in responding to change in the organization					
1.8.12	Your speed in responding to client's needs and complaints					
1.8.13	Timely attending meetings					
1.8.14	Your regularity at work					
1.9	The quantity or number of tasks you accomplish					
2	**Ineffective Performance**					
2.1	The rate of errors in the work you do					
2.2	The rate of conflicts you engage in at the while working					
2.3	The rate of delays in accomplishing work in the organization					
2.4	The number of days you are absent at work					
2.5	The amount, rate of poor quality services you produce (either intentionally or not)					

3. SECTION C: INDEPENDENT VARAIBLE 1: DOWN WARD COMMUNICATION

Please rate the effectiveness of communication flows to *you from your bosses* or supervisors (those workers above your position but are supposed to give information) regarding the following job aspects; 1 = Very ineffective; 2 = Ineffective; 3 = Neither ineffective nor effective; 4 = effective; 5 = very effective

3.1	Communication of policies, rules, roles & responsibilities of your job					
3.2	Communication of organization's vision, mission, strategies					
3.3	Communication of Performance Appraisal and Feedback					
3.4	Communication in Recognition of your Effort					
3.5	Communication concerning Couching you					
3.6	Communication concerning Counseling you about work/related issues					
3.7	Communication of the rationale of your job					
3.8	Communication of Directions & instructions for your job					
3.9	Communication involving negative expressions					
3.10	Communication involving Positive expressions					
3.11	Communication of rights, benefits and career opportunities					

4. SECTION D: INDEPENDENT VARAIBLE 2: UPWARD COMMUNICATION

Please rate the effectiveness of communication flows from you to your bosses or supervisors (those workers above your position whom you are supposed to give information) regarding the followings job aspects; 1 = Very ineffective; 2 = Ineffective; 3 = Neither ineffective nor effective; 4 = effective; 5 = very effective

4.1	Communicating feedback to your boss (s) supervisors					
4.2	Communicating Grievances to your boss (s) or supervisors					
4.3	Suggesting and options to your boss (s) or supervisors					
4.4	Making Requests from-your boss (s) or supervisors					
4.5	Communicating Problems to your boss (s) supervisors					
4.6	Giving Performance reports to your boss (s) or supervisors					
4.7	Giving Replies to your boss (s) or supervisors					
4.8	Communicating Information for planning to your boss					
4.9	Communicating difficulties to your boss or supervisors					

5.SECTION E: INDEPENDENT VARAIBLE 3: HORIZONTAL COMMUNICATION

Please rate the effectiveness of communication flows between you and your fellow employees at the same levels of work, with whom you are supposed to share information regarding the followings job aspects; 1 = Very ineffective; 2 = Ineffective; 3 = Neither ineffective nor effective; 4=effective; 5= very effective

5.1	Your Communication regarding Coordination of effort					
5.2	Your Communication regarding your Relationship with fellows					
5.3	Your Communication regarding Teamwork activities					
5.4	Your Communication regarding discussions on product type, quality, quantity etc.					
5.5	Your Communication regarding sharing ideas, information. suggestions and solutions with others					
5 6	Your Communication regarding advices					
5.7	Your Communication regarding problem solving issues					

BUDGET

I tem	Quantity	Unit Cost	Total Cost
Photocopying Paper	1 Carton	30,000/=	30,000/=
Secretarial Services			60,000/=
Photocopying (Thesis & 45 Questionnaires)			20,000/=
Printing			30,000/=
Communication (Air-time)			40,000/=
Internet Searches			50,000/=
Binding			60,000/=
Data Analysis			100,000/=
Facilitation of Data Collection Assistants			100,000/=
Transport			60,000/=
Miscellaneous			50,000/=
TOTAL			**600,000/=**

WORK SCHEDULE

Stage	Period
Choosing the topic, area of study, and study population	2 weeks
Surveying Libraries and Other Information Sources	2 weeks
Getting Consent from Study Population	1 week
Literature Review	1 month
Preparing Research Instruments	2 weeks
Writing Research Proposal	1 month
Collecting Research Data	2 months
Cleaning and Preparing Data	2 weeks
Analyzing Data	2 weeks
Writing Research Report	1 month
Presenting Report and Making Appropriate Amendments	2 weeks
TOTAL PERIOD	**6 months**