

**COMMUNICATION AND EMPLOYEE PERFORMANCE  
CASE STUDY: TORORO DISTRICT  
HEADQUARTERS**

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**A RESEARCH REPORT SUBMITTED TO THE SCHOOL OF BUSINESS  
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### DECLARATION

I **OWOR MICHAEL** hereby declare that this work is my original work. No any other work known to me has been submitted either in part or full to any academic institution on this topic for any award for academic requirement or publication thereof. Theories, ideas and materials obtained from existing literatures and other sources have been duly acknowledged.

Signature.....

Date.....18/9/2010.....

OWOR MICHAEL

### **APPROVAL**

This is to satisfy that my approval has been given for this research report to be submitted to the faculty of business and management as a requirement for the partial fulfillment for the award of degree in Bachelor of Human Resource Management.

Signature.....

MR. WANDIBA AGUSTINE

Date.....12/09/2010.

## **DEDICATION**

This research is dedicated to my dear parents Mr. Othieno Henry and Mrs. Nyachwo Jesca Loda, and to my brothers and sisters.

I dedicate this research in full gratitude for what you have done for me both materially and spiritually and for believing in me despite odds.

In all humility, this dedication is my humble recognition of your importance to me and my destiny.

## **ACKNOWLEDGMENT**

First and foremost, all the praises and thanks be to God for giving me a sound mind and body through out this research and peace be upon our beloved savior Jesus Christ.

I wish to thank my dedicated and committed supervisor Mr. Wandiba Augustine for his intellectual, parental and academic guidance that has enabled me produces this work.

I thank the L C. V chairman, Mr. Osuna Emmanuel, the chief administrative officer all of Tororo district and their team for allowing me to use Tororo district headquarters as my case study for this research.

To my course mates and friends; Adippa Michael, Abalisa, Consolata, Rogers, Kirr Bulabeck, I thank them sincerely for all their friendly assistance, encouragement, moral support and prayers.

I would also like to thank the respondents who returned the questionnaires and those who were cooperative to me.

## **ABSTRACT**

The topic was communication and employee performance in Tororo district headquarters.

In effective communication can negatively affect employee performance.

The objectives of the study were the following: to establish the forms of communication, to examine the effects of communication and lastly to establish the barriers of communication.

The researcher used both qualitative and quantitative research design. The researcher used sample population of 60 respondents from the whole population of employees from various departments.

The study revealed that the most forms of communication and the least used were face to face and verbal communication.

They also revealed that communication affect performance are 92% of the respondents said so.

Further more the study revealed that rumours and grapevine is the most common barriers to communication followed by distortion and the rest follows.

The most common used form of communication were written and down ward communication.

Basing on the opinion from the respondents communication affect performance.

Rumours and grape vine is the major barrier to communication.

To overcome the problem of effective communication the following should be put into consideration. Use of feedback, simplified language, active listening, building trust, mode of delivery, use of proper follow up ideas and messages should be clear.

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## **CHAPTER ONE:**

### **1.0 Introduction**

This chapter is to cover the background of the study, problem statement, purpose of the study, objectives of the study, research questions, and scope of the study and significance of the study.

### **1.1 Background of the study**

According to Vroom, Porter and Lawler (1997). The philosophers of expectancy theory argue that the degree of effort an individual exerts depends on his or her own perception of the performance. If individuals are not nor given the data necessary to make the perceived probability of these linkages communication will suffer. If rewards are not made clear, if the criteria for determining and measuring performance are ambitious it will lead to unsatisfactory performance, then effort will be reduced. So communication plays significant role in determining the level of employee performance.

Gareth R et al, (2000) a good communication can also help to increase responsiveness to customers. When the organisational members who are closed to customers such as sales in departmental stores and tellers in books are empowered to communicate to customers' needs and desires to managers, in turn must communicate with other organisational members to determine how best to respond to changing customers preferences.

V.S.P Rao et al (2000) define communication as the acts of inducing and influencing to interpret an idea in the manner intended by the speaker or writer.

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

According to Kerry Thomas (1995) defined performance as the way in which an activity is accomplished in a particular level of standards to which a task is to be accomplished. It's adopted, carried out, or reached within the working environment. The purpose of effective communication is to ensure that employee grievances, an ethical behaviour of managers, employee performance is communicated to the superior if performance is to be maintained.

According to Stephen J and Henry, performance is defined as a result of application of effort, mental or physical. It is usually evaluated against some standards which may reflect earlier achieved by others, the person himself or a standard developed from a time study.

Performance is a result of a number of factors, motivation to perform at high level is the result of individual ability and needs and the particular motivational strategy being used by management along with resources necessary to attain the desired performance level.

According to Gomez Mejia et al (2002), some organizations do not perform well because they lack team briefing. Leaders and their groups do not get together in groups for half an hour or on regular basis to talk about things that are relevant to their work.

According to Y.S. P Rao et al (2000), ineffective communication has created distrust, bickering confusion and complain. These affect performance in the organization. So the above point may also lead to poor performance in Tororo district headquarters.

In effective communication in Tororo district headquarters leads to decreased efficiency, decreased responsiveness towards customers, and lack of coordination.

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

According to Kerry Thomas (1995), ineffective communication can negatively affect employee performance because their grievances with not be communicated and then an ethnical behaviours of managers will also not be communicated which affect the performance of employees. That is why the researcher is to find out the relationship between communication and employee performance.

### **1.2 Purpose of the study**

The purpose of the study was to establish the relationship between communication and employee performance in Tororo district headquarters.

### **1.3 Specific objectives.**

- i. To establish the forms of communication used in Tororo district headquarters.
- ii. To examine the effects of communication on employee performance in Tororo district headquarters.
- iii. To establish the barriers of communication in Tororo district Headquarters.

#### **1.4 Research questions.**

- i. What forms of communication are used in Tororo district headquarters?
- ii. How does communication affect employee performance in Tororo district headquarters?
- iii. What are some of the barriers of communication in Tororo District Headquarters?

#### **1.5 Scope of the study.**

##### **1.5.1 Geographical scope;**

The study was carried out in Tororo District headquarters and the respondents were got from different departments that is to say education, health, administration and finance.

##### **1.5.2 Content scope**

This focused on communication and employee performance.

#### **1.6 Significance of the study**

The following are some of the significance of the study;

- To find out how best the management of Tororo district can communicate effectively for better performance at the district headquarters.
- To provide up-to-date literatures for academicians and managers in the department of human resource management and findings may be used for literature review.
- To be useful to the policy makers of Tororo district in providing effective communication systems for performance of employees.



- To contribute to the researcher's fulfillment of the requirement for the award of bachelor's degree in human resource management.
- To be used by the researchers, students of Kampala International University, lecturers and others administrators for further references.

## **CHAPTER TWO: LITERATURE REVIEW**

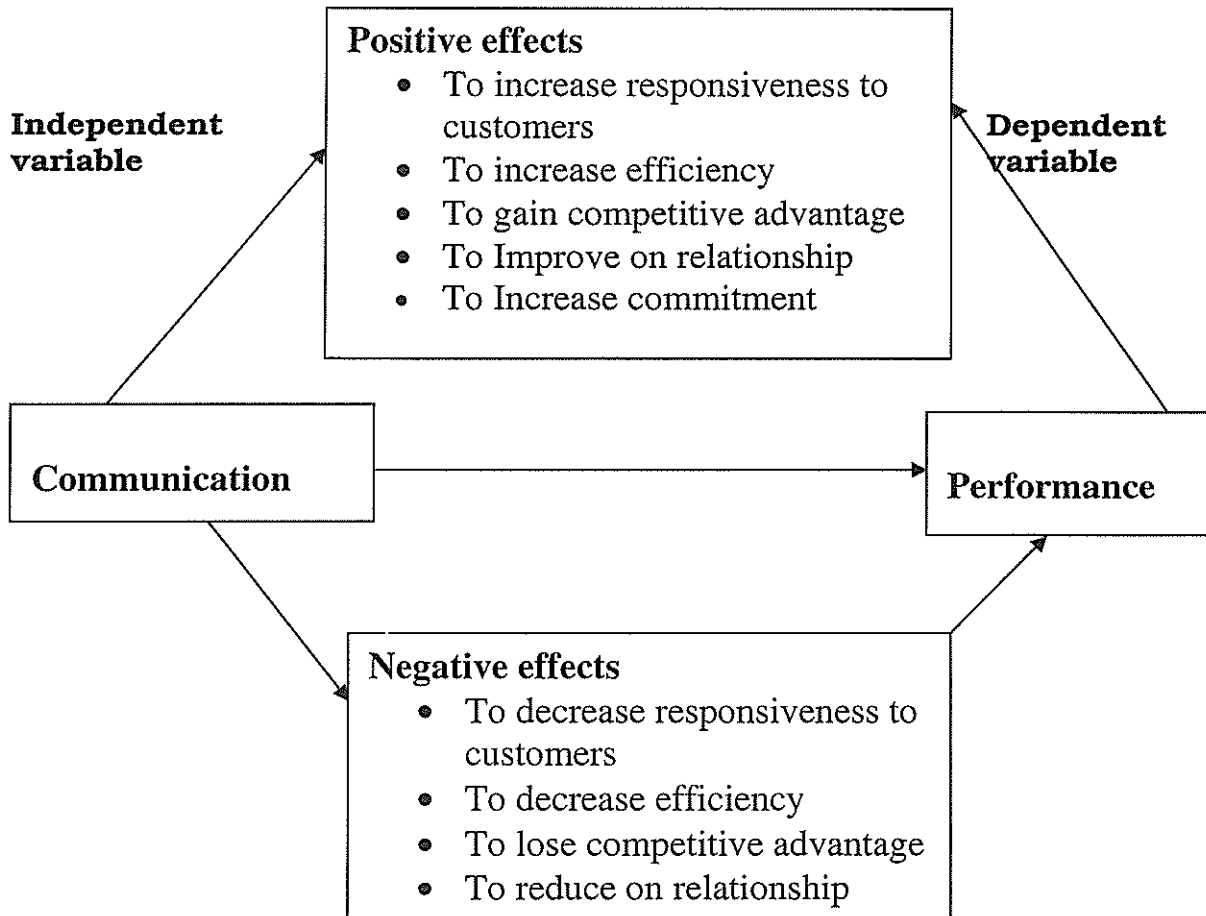
### **2.0 Introduction**

The chapter is to deal with theoretical framework, conceptual framework and the related literature.

### **2.1 Theoretical framework**

According to Vroom, Porter and Lawler (1997). The philosophers of expectancy theory argue that the degree of effort an individual exerts depends on his or her own perception of the performance. If individuals are not nor given the data necessary to make the perceived probability of these linkages communication will suffer. If rewards are not made clear, if the criteria for determining and measuring performance are ambitious it will lead to unsatisfactory performance, then effort will be reduced. So communication plays significant role in determining the level of employee performance.

## 2.2 Conceptual framework.



Source; Gareth R. Jones.

Effective communication increases competitive advantage, increased commitment, increase relationship and increased efficiency whereas ineffective communication decreases responsiveness, decreases efficiency, decreases competitive advantage and reduces relationships.

## **2.3 Related literature**

The related will be built objective by objective.

### **2.3.1 Forms of communication**

There are different forms communication used by the organisation and they include down word communication, upward communication, horizontal communication and diagonal communication, verbal and non verbal communication.

Down word communication. Greenberg et al (1997) in down word communication the message is sent from high position in the organisation to an individual group lower in the hierarchy, down word communication frequently occurs between managers and subordinates and helps managers to provide directions, feed back and critical information which helps the subordinates to perform to the expected levels. Through down word communication managers can carry out employee performance evaluation, job description ,orientation of new employees, communicate policies ,orders ,instructions, raise and recognise employees and all these above in the long run helps to improve and maintain performance.

Upward communication. Greenberg et al (1997) in upward communication the message is sent from position lower in the hierarchy to a receiver higher in the hierarchy. It makes managers know how individuals, team and units of the organisation are performing. When performance deviates from expected standard, managers can make corrective adjustments. One of the most important components of upward communications feed back to managers about employees feelings about the organisation policies, organisation are likely to have barriers

that filter information from subordinates before its received by managers. Employees should however be made aware of the tendencies to punish the bearer of bad news. Its is also considered disloyal for employees to take a problem "over the head" of the boss to a higher echelon manager. There fore its necessary to design special communication channel that encourage employees to express their true feeling, un filtered information. However in this case, organisations can introduce open communication policy where every employ is free to enter and present his or her own un wanted feeling to the superior so this in along run helps to improve and maintain performance upward communication include employee grievance, information about un ethical behaviour of managers, seeking clarifications and response to policies.

Horizontal communication. Ivancivich Matteson et al, (1996) occur between sender and receiver at similar level in the organisation. It's likely to take place between members, between different teams, between employees and different units such as when safety specialist and quality control inspector discusses proposed changes in the manufacturing process; horizontal communication is becoming increasing important in the organisation because it involves collaboration between employees with different skills and competencies. Managers and team members need to have ability to give feed back to subordinates or peers. Feedback may be communicated either horizatantally (from peer to peer), or vertically (from superiors to subordinates). All employees need feed back to improve on their skills, post feedback, lets them know how they are progressing towards their goals and is used to strength en behaviour that are already learnt. Negative feedback tells employees which behaviour needs to modified so that performance so that performance is mantaine3d and improved.

Diagonal communication. Balkin et al (2002) while it's probably the least used channel of communication in the organisation, diagonal communication is important in situation where members are not communicating effectively through other means for example, the comptroller of a large organisation may wish to conduct distribution cost analysis. One part of the task may involve having sales forces send special reports directly to comptroller rather than going to tradition channels in the marketing departments. Thus, the flow of communication as proposed to vertical and horizontal. Diagonal would be the most efficient in terms of time, and effort for the organisation.

Verbal communication. This is the transmitting and receiving ideas using words. Verbal communication be either using spoken, in form such as face to face talks, written forms such as memos, letters, employee hand book and electronic mail because both oral and written communication involves the use of words, they fall under the heading verbal communication.

Face to face communication. Ivancivich Matteson et al, (1996) this provides opportunities for sending rich information(potential information carrying capacity data) content and can offer high levels of interactivity between sender and receiver. Job interview are likely to be done face to face. One of the most important types is face to face meeting. Meetings are purposeful gathering of organisational members, they are held to inform and train participants, solve problems, monitor and coordinate activities, delegate tasks and create social bonds between diverse organisational members, and all these are tailed towards maintaining and improving performance the organisation.

Written communication. Gareth R .Jones, (2000) written communication includes memos, policy manuals, employee hand book, bulletin boards,

letters and files. The advantage of written communication is they can be revised, stored and made available when needed and this disseminate in identical copies so that the send messages is received by all. Written communication can be personalised for small audience. The popular form of written communication includes:

- i)** Memos. Memos are business communications that provides information to employees. They inform employees about the agenda, time and places of meetings, the work schedule or a change in an employment policy. A memo should be brief and to the point so that it will be read and understood.
- ii)** News letters. News letter is a short monthly or quarterly publication designed to keep employees informed of the important events, meetings and transactions and provides inspirational stories about employee and team contribution to the organisation. News letters help to foster community spirit of keeping everybody informed about what others are doing.
- iii)** Employee hand book. Another internal publication used is the employee hand book. A document describing to employees the basic information about the organisation. It provides general reference regarding the organisation back ground, the nature of its activities and its rules specifically the major purpose of employee hand books are:
  - To explain of organisation policy.
  - To clarify the expectation of the organisation and employees toward each other
  - To express the organisational philosophy.

Employee hand book helps in the process of socialising new employees and promoting organisational values thus keeping performance stable.

Electronic communication.

Richard L et al, (2000) advance in electronic communication makes interactive communication possible between sender and receiver who are

separated by physical distance and busy schedule. Electronic communication channels vary in the richness of the information that is transmitted and can include text, voice, graphics or videos. The two commonly used forms of electronic communication include voice mail and email.

- ❖ Voice mail. Voice mail lets a sender transmit detailed audio messages that are recorded electronically and can be played back when convenient. Managers play back all the messages at once and answer in concentrated blocks of time so that redundant telephone tags can be avoided. Voice mail also allows the sender to set up menus of responses to commonly asked questions which saves additional time.
- ❖ Electronic mail. Emails allow employees to communicate via written messages through personal computer terminals linked to networks. Email is the first way to distribute important information to a large number of employees; it permits virtual teams of employees to work simultaneously in documents even though they are separated geographically or by busy schedule. Email is often used to exchange information (such as coordinating project activities and scheduling meetings) for social reasons (keeping in touch with colleagues).

Non verbal communication. Gerald Greenberg et al, (1997) non verbal communication is the transmission of messages without use of words such as say, gestures, the non verbal cues such as smiles, glances are important sources of information influencing our impression of people. Some of the most relevant non verbal communication cues in the organisation have to do with people's manner of dress and the use of time space.



### **2.3.2 The effects of communication**

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

Gareth R et al, (2000) in order for an organisation to gain competitive advantages, managers must strive to increase efficiency, quality, and responsiveness to customers and innovation. A good communication is an essential for reaching each of these four goals and this is necessity for gaining a competitive advantage.

Gareth R et al, (2000) efficiency is increased by updating the production process to take advantage of new and more different technology and by training the workers to operate the new technologies and expand the ir skills. Effective communication is necessary to learn about new technologies, implement them in their organisation and train workers in how to use them. Similarly improving quality hinges on effective communication.

Gareth R et al, (2000) a good communication can also helps to increase responsiveness to customers. When the organisational members who are closed to customers such as sales in departmental stores and tellers in books are empowered to communicate to customers' needs and desires to managers, in turn must communicate with other organisational members to determine how best to respond to changing customers preferences.

Gareth R et al, (2000) innovation which often takes place in cross functional teams, also requires effective communication. Members of cross functional team developing a new kind of compact disc player for example must effectively communicate with each other to develop a disc

player that customers will want, there will be high quality and that can be produced efficiently.

Coordination Gareth R .Jones,(2000) communication enables organisation to coordinate their various department and that is through giving direction ,instruction on how activities are supposed to be done and when different organisation departments are coordinated performance will be maintained and improved and wastage will be minimal.

### **2.3.3 The barriers to communication**

Perception- No two individuals can perceive the same message in exactly the same way; people normally perceive things in a manner consistent to their beliefs, experiences, culture and general upbringing. People also tend to perceive selectively; selecting out of the message what they want to hear and ignoring what they don't want to hear (examples in being bias or stereo typing).

Semantics- Words have different meanings to different people from various parts of the world and cultures. Semantics is the meanings of words and can be the cause of miscommunication or hindrance to effective communication (for example "that car is hot", can mean the car is beautiful to some and it can mean the car is overheating to others).

Conflicting Verbal and non-verbal communication- people pick up signals and messages on what is being said not only by words but also from non-verbal communication, such as facial expression, bodily posture, speaking volume, etc. conflicting verbal and non-verbal communication creates confusion due to the fact that the receiver will not be sure on which of the two messages should be taken seriously.

**Ambiguity**—This also can with the meaning of words but in the context of the message for example “meet me soon” can mean, now, in 2 minutes, in 3 weeks, 1 month or “it is 2” can imply 2 cars, 2 million dollars, 2 (anything).

**Defensiveness**- information that clashes with a person’s credibility and integrity can lead to defensive reactions, this is due to the fact that the person will not want to contribute anymore because of the fear of farther dampening his/her image. In some cases most of the communication will be spent of trying to vindicate self and not on the issue at hand.

**Distortion**- in the process of relaying a message from person to person in the organisation the message is filtered, summarized, added on to and in the process distorted by the time it gets to the intended recipient.

**Rumours and the grapevine**- These are fast moving messages that move through informal groups in the organisation. They tend to be mostly false and are the result of communication gaps between the management and staff of the organisation, they lead to communication being distorted and mistrusted.

**Information overloaded or under load**- Excess information or too limited can lead to confusion and disorientation which ultimately leads to failure in effective communication.

**Narrow view point**- some people have a tendency to focus on their areas of specialisation in the organisation and undermine others (from different departments, branches, sections, etc) this has a negative impact on resource allocation and hinders effective communication.

Status- positions in the organisation can also be a barrier to effective communication, the difference in rank translates to communication breakdown due to the fact that subordinates are intimidated by the image and position that a superior holds and in some cases where communication of bad news is required they will prefer not to relay the bad news to the boss. Some bosses also have a habit of forgetting subordinates and isolating themselves instead.

Structural restrictions- the organisational chart can hinder the communication process due to formally sanctioned routes, procedures and protocols. This means messages have to travel through the ranks and the sender has to go through long bureaucratic processes, which most employees don't have the patience or the time for.

Diversity issues- when people from different backgrounds, cultures, countries and groups work together, there is a high level of diversity which means even simple non verbal behaviours can have conflicting meanings, not to mention the verbal aspects. All this impede effective communication when not managed properly.

Jargons- The use of technical terminologies when communicating with someone who is unfamiliar field or profession is definitely a barrier to effective communication.

## **CHAPTER THREE: METHODOLOGY**

### **3.0 Introduction**

This chapter will deal with the different methods the researcher will use to collect data. It will highlight on the study area, research design, study population, data collection instruments, processing and analysis.

### **3.1 The research design.**

The researcher followed a qualitative and quantitative research design. The researcher used a descriptive and explanatory research design which is qualitative and quantitative in nature to arrive at the findings.

### **3.2 Study population.**

The study was carried out in Tororo district headquarters. Most respondents were got from employees in different departments of the district headquarters.

### **3.3 Sample size.**

The researcher used a population of 60 respondents from the whole population of employees 20 from education departments, health department 10, administration department 20 and finance department 10.

### **3.4 Data sources.**

The sources of data collection were both primary and secondary. These may include the following.

#### **3.4.1 Primary data.**

This is the first hand information that was collected from the field by the aid of techniques like guide, observation and reference to the secondary data.

#### **3.4.2 Secondary data**

Under secondary data, information was extracted from the text books and work of other scholars whether published magazines, written data source including published and un published documents agency reports, news papers articles, internet sources, proposal books, journals, local government, acts among others so as to obtain relevant information

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

The researcher was in the field to use questioners and interview guide at the same time the records was to critically examine the data gathered and extra care was put on both the questionnaires and interview guide for better response and reliable findings.

#### **3.5.1 Questionnaires**

These are designed in the way that respondent was required to give a single answer among other alternatives on the question paper.

The respondents were approached and distributed with questioners which they fulfilled with the answers of different views. The researcher used this instrument because it permitted a greater depth of response

when a respondent is allowed to give a personal response usually reasons for the response given may directly or indirectly.

### **3.5.2 Interviews.**

The research involved interpersonal talk between the researcher and different respondents in order to obtain useful information about the impact of communication on employee performance in Tororo district headquarters. The researcher used this instrument because it was easily administered for example they do not require respondents to have ability to read, write and handle complex documents or long questionnaires.

### **3.6 Research Procedure**

The researcher obtained an introduction letter from Kampala International University, school of Business and management. Permission was sought from the district authorities to allow the researcher conduct this study. Participants willing to provide information were guided in the questionnaire filling process, and questions were asked by the researcher for clarification.

### **3.7 Data analysis**

Both qualitative and quantitative data collecting methods were used. After the collection of the data only correctly filled questionnaires were coded edited and analyzed. The researcher employed various tools to analyze the data collected including but not limited to frequency distribution tables, simple bar graphs, pie charts and percentages. Descriptive qualitative analysis was also adopted.

## CHAPTER FOUR: DATA PRESENTATION, INTERPRETATION AND ANALYSIS

### 4.0 Introduction

The chapter presents data presentation, interpretation and analysis.

#### 4.1 The forms of communication commonly used.

This subsection sought to find out from the respondents the forms of communication commonly used in the district headquarters. The respondents opinion are represented in the table 1. below.

**Table 1: The forms of communication used**

Forms of communication	Frequency	Percentage %
Written communication	20	33.3
Downward communication	20	33.3
Verbal communication	10	17
Face to face communication	10	17
<b>Total</b>	<b>60</b>	<b>100</b>

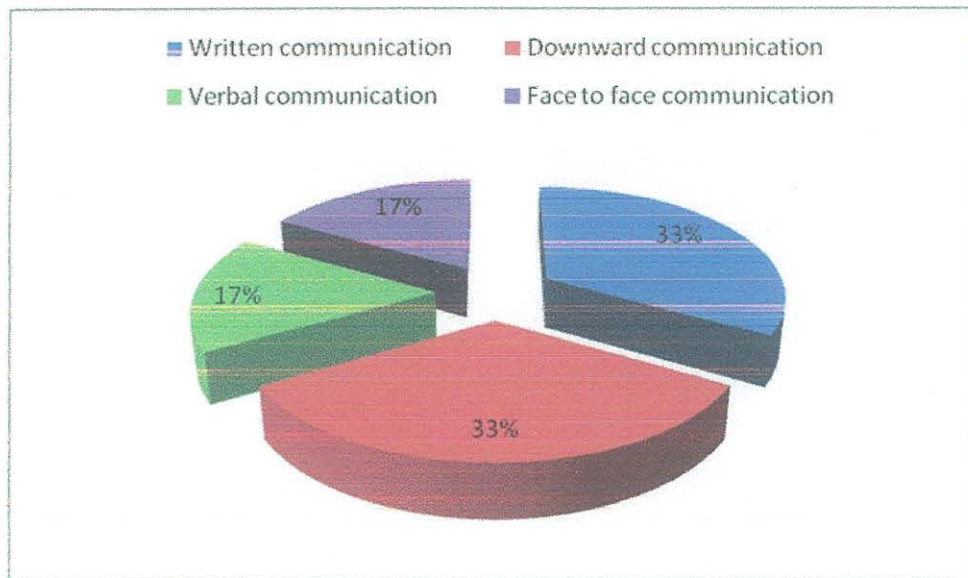
**Source: Primary Data**

The table shows the most common forms of communication are written constituting 33% and downward communication constituting the same percentage (33%) and verbal constituting 17% and face to face constituting 17%.

This data in table1 can be summarized in pie chart in figure1



**Figure 1: The forms of communication used**



Further more in the interview conducted the responses were as follows 33% said that written communication is the most commonly used form of communication 33% said that downward communication is the most common used forms of communication, 17% said that verbal communication is the most common used communication and 17% said that face to face communication is the most common form of communication used.

#### **4.2 The effect of communication on performance.**

This subsection sought to find out from the respondents whether communication has any effect on employee performance in the district headquarters. The respondents opinion are represented in the table 2. below.

**Table 2: suggest whether communication affects communication.**

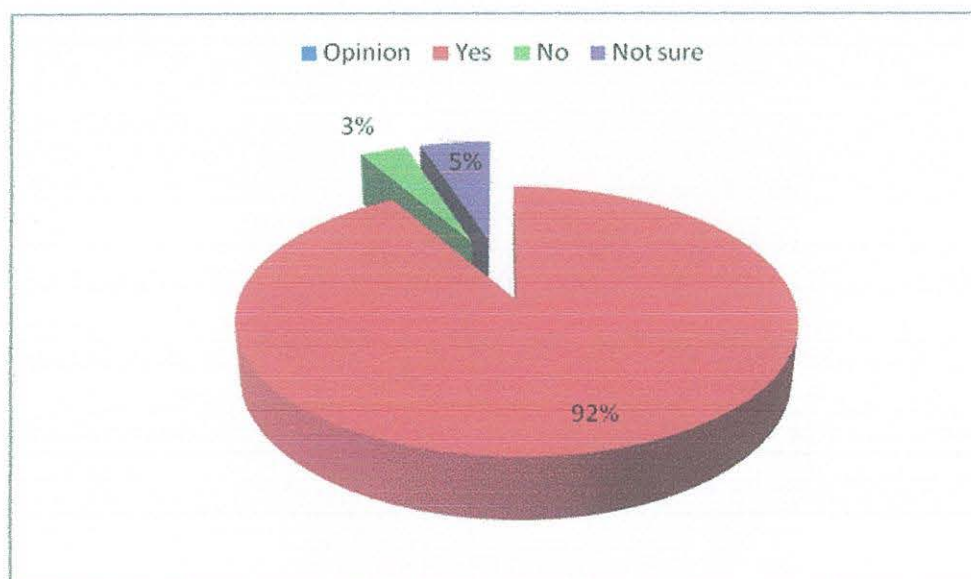
Opinion	Frequency	Percentage %
Yes	55	92
No	2	3.5
Not sure	3	5
<b>Total</b>	<b>60</b>	<b>100</b>

**Source: Primary Data**

From the figure above, the majority (92%) of the respondents said that communication affects performance in the district headquarters and (3.3%) said that communication does not at all affect performance, and 5% said that they are not sure.

The data in table 2 can be summarized in pie chart in figure 2

**Figure 2: Suggest whether communication affects communication.**



Further more on the interview conducted the responses were as follows 92% said communication affect performance, 3.3% said that communication does not affect performance, 5% said that there are not sure while communication affects performance or not.

#### **4.3 The barriers to communication**

To investigate some of the barriers to communication in the district headquarters, the respondents' views on this have been presented in table 3 below.

**Table 3: Barriers to communication**

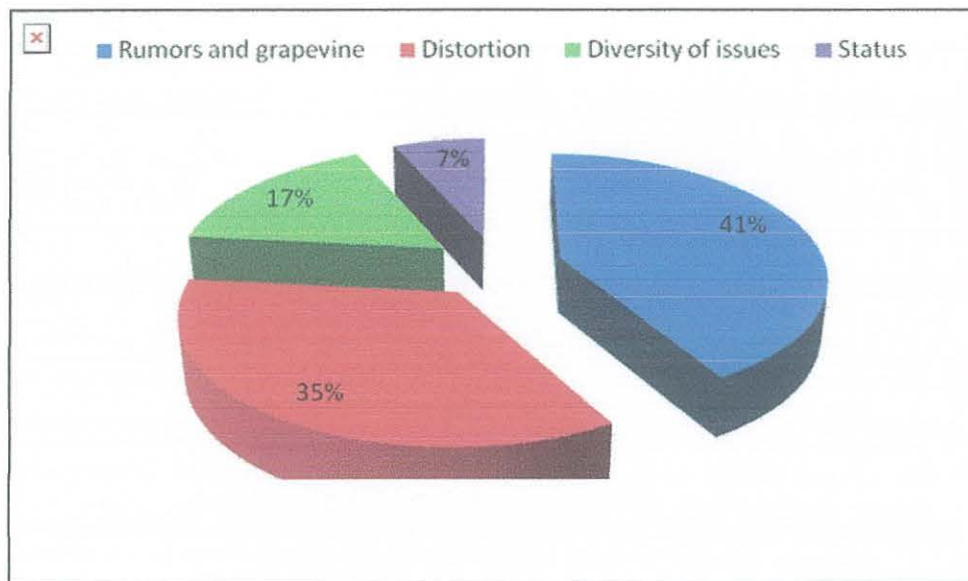
<b>Barriers</b>	<b>Frequency</b>	<b>Percentage</b>
Rumors and grapevine	25	42
Distortion	21	35
Diversity of issues	10	17
Status	4	7
<b>Total</b>	<b>60</b>	<b>100</b>

**Source: Primary Data**

The above table shows 42% of the respondents said that rumors and grape vines 35% said distortion are the major barriers to communication, 17% said diversity of issues is the major barrier to communication 7% said that status is the major barriers to communication.

The data on table 3 can be summarized in the pie chart in figure 3.

**Figure 3: Barriers to communication**



Further more from the interview conducting the responses were as follows 42% said that grape vine is the most common barrier to communication, 35% said distortion while 7% said that diversity of issues is the most common barrier to communication.

The previous chapter covers data presentation, interpretation and analysis. The next chapter will cover discussion, conclusions and recommendations.

## **CHAPTER FIVE: DISCUSSION, CONCLUSION AND RECOMMENDATIONS.**

### **5.0 Introduction**

This chapter covers discussion, conclusions and recommendation.

### **5.1 Discussion**

This was done objective by objective.

#### **5.1.1. Forms of communication**

The findings revealed that written and down word communication are the most common forms of communication used in the district head quarters. This in line with Ivancivich Matteson et al (1996) who suggested that down word communication provides opportunities for sending rich information(potential information capacity data content and can offer high level of interactivity between sender and receiver.

#### **5.1.2. Effects of communication.**

On the basis of the analysis of chapter four, the findings suggested that communication and performance are inseparable terms. The respondents and interviewees were quite aware on the influence of communication on the employee performance in the district headquarters. It was viewed that, communication had a very great impact on the headquarters' employee performance this is witnessed when 92% of the respondents said that communication affect performance a matter that is in line with other philosophers for example according to Gareth R et al 2000; a good communication can help to increase responsiveness to customers.

### **5.1.3. Barriers of communication**

The study also revealed that rumors and grapevine are the major barriers to communication constituting 41.6%. This is in line with what Gareth R Jones 2000 pointed out that these are the fast moving messages that move through informal groups in the organization. They tend to be mostly false and are as a result of communication gaps between the management and the staff of the organization, they lead to communication being distorted and mistrusted

## **5.2 Conclusions**

The study revealed that communication and performance are in separable terms. The study also revealed that written and down ward communication uses communication in the district the study further more revealed that the most common barriers to communication is Rumors and grapevine.

The study revealed that written communication is the most commonly used form of communication in the head quarters taking 33% of the reforms ward communication takes the same percentage (33%).

The study conducted showed that 92% of the respondents said that communication affect performance in the district head quarters and only 3% said it doesn't affect performance and 5% of the respondents said they are not sure.

Further more the study revealed that rumors and grape vine in the most common barriers to communication while 35% said that 17% said that diversity of issues is the major barrier to communication and said it that status is the major barrier to communication.

## **Recommendations**

In attempt to minimize the adverse effects of communication and employee performance the researcher made the following recommendations.

- Uses of feed back, the feed back helps the sender check whether the message ha been accurately received by the receiver by deducing from his/her response.
- Simplified language, the use of simple understandable language that can be understood by the receiver will facilitate effective communications; this excludes the use of foreign, flashy accents, sophisticated words or jargons.
- Active listening; the receiver should pay close attention to the message in its fulfilness without interpreting or giving premature judgment. The some applies to the sender when feed back is sent.
- Build trust; an atmosphere of trust must be cultivated in the organization to overpower rumors and the grapevine. This will make every communication trust worthy and effective.
- Mode of delivery; not only the clarity on intent and the content of the message is important and necessary but also the method of delivery. Avoid negative statements like "I am not sure it will work" but be confident and definite. The success of communication also depends upon the tone of voice.
- Use of proper follows up; unless it is a one-way communication that is simply meant t inform all communication need a follow up to ensure that it was properly understood and carried out. A verbal communication may need to be followed up by written confirmation. The response and feedback too communication would determine whether the action to the communication has been prompt, appropriate and accurate.

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

#### **5.4 Areas for Further Research**

The researcher identified the following as possible areas to carry out further research:

- Guidelines to effective communication in Tororo district head quarters
- Communication process in Tororo district head quarters



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## **APPENDECIES**

### **APPENDIX 1- INSTRUMENTS**

#### **RESEARCH QUESTIONNAIRES**

Dear respondent(s), am a student of Kampala international university pursuing a bachelor degree in Human Resource Management. Am conducting a research on the impact of communication on the employee performance, this research is purely for academic purposes all information given will be treated with good faith with high confidentiality, privacy and the consent of the respondent will be observed.

#### **SECTION A:**

##### **Back ground information**

Please tick the most appropriate answer by putting the symbol.

1. Age in years

A.18 - 24

☐

B.25 - 30

☐

C.31 - 35

☐

D.36 - 40

☐

E. 41 and above

2. Sex

A. Male

B. female

3. Marital status

A Single

B married

C divorced

4. Level of education

A. primary

B secondary

C. degree

D. Professional certificate

E. Diploma

5. Departments

A. Education

C. Health

B. Administration

D. Finance

**SECTION B:**

**Other Questions**

1. Mention the forms of communication in the district headquarters

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2. How do you find the communication system used in the district headquarters?

- A. Clear ☐
- B. Not clear ☐
- C. Non ☐
- D. Others (specify).....

3. Does communication affect performance?

- A. Yes ☐ B. No ☐
- C. Not sure.....

4. If yes, in which way?

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4. What are some of the barriers of communication in the district Headquarters?

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*Thank you very much for your time and co-operation*