THE EFFECTS OF COMMUNICATION ON SERVICE

COMPANIES IN UGANDA: CASE STUDY OF

KAMPALA PARKING INDUSTRY (KPI)

BY

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DECLARATION A

I hereby declare that the work submitted in this research is the original, has never been submitted to any other university or similar higher institution of learning for the award of a degree or any other academic award.

KIBIRIGE GEORGE WILLIAM   DATE

....   28/10/2014
                                                     ....

DECLARATION B

This report has been submitted as an examination with my approval as a university supervisor.

MR MUDOOLA HERBERT   DATE

....

DEDICATION

First and foremost, I thank God who has enabled me to accomplish my study. This piece of work is therefore dedicated to my beloved dad, my brothers and close friends who have encouraged me and gave me their support through prayers, discussions during class time.

ACKNOWLEDGMENT

My sincere gratitude goes to all those who enabled me accomplish this research work successfully, morally, spiritually and materially

In a very special way, I thank God the Almighty maker of heaven and earth all who lived in it for having enabled me accomplishes my study course.

Special thanks goes to my supervisor Mr. Mudoola Herbert who spared his time and guided me for the successfulness of this research, not forgetting the stuff and management of Kampala parking industry for having allowed me carry out my research in their company.

Still I cannot forget my daddy Mr.Gingo Frank I love you so much and how I wish there was a way to express it, not even time on earth is enough to explain how much I love you and how much you mean a world to me and all my Kenyan, Ugandan and Tanzanian friends, who have all supported me throughout my education.

May God richly bless you all.

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ABSTRACT

This study was at evaluating verbal communication and performance on service companies in Uganda. A case study of KPI security services limited as special reference.

The study adopted stratified random sampling. Secondary and primary data were used for analysis of data and was collected through review of literature from scholars. Findings were presented qualitatively and in a descriptive way to form the methodology.

Literature review focused on research variables as per objectives. It was obtained from journals, articles, textbooks, magazines and research publications.

The researcher was motivated to carry out the study because he wanted to find out whether it was exclusive verbal communications which has led to inaccessibility of needed information or other factors had an effect on communication. The researcher tested the hypothesis.

It was therefore necessary to design appropriate instrument in collecting data, which includes questionnaires, in-depth interviews, and documentary review and finally analyzed the result of the findings.

Section three presents methodological aspects of the study such as data collection methods, processing and analysis.

Presentation of findings and interpretations of findings of the study on the effect of verbal communication on service companies in Uganda are in section four.

Chapter five gives the summary of the study and draws a conclusion and recommendations. The section provides justifiable approach to the subject and deals with discussions of the results of findings of the research study, and the analysis of section four.

CHAPTER ONE

1.0 BACKGROUND OF THE STUDY

In recent time communication reflects organizational realities, communication is viewed as a formative process which creates and represents the process of organizing. In this contemporary view, organizations are structured and sustained through the articulation of meaning produced in communication. Organizational realities are established through these formative communication processes, power structures are developed and maintained and organizational outcomes determined, (Putnam, Philips and Chapman, 1996:396).

Communication is very important in any organization or institution; it cannot be done away with. In all organizations effective communication is very essential. The flow of communication in the organization is equated to the blood –stream of a living creature. The efficiency and the success of the organization depend mainly on its communication system. Poor communication may result in loss of business, loss of customer, and hence spoil the good image of the institution. Communication is the major shaping face in an organization. It takes the organization cooperative, system and dynamic, (Gibson &Hodgettets, 1990).

The importance of effective verbal communication is immeasurable in the world of business and in personal life. From a business perspective, effective verbal communication is an absolute must, because it commonly accounts for the difference between success and failure or profit and loss. It has become clear that effective business communication is critical to the successful operation of modern enterprise. Every business person needs to understand the fundamentals of effective communication, (Babigumira, 2002). Currently, companies in the developed and developing countries are working towards the realization of the total quality management. Effective verbal communication is the most critical component of total quality management. The manner in which individual perceive and talk to each other at work about different issues is a major determinant of the business success. It has been proven that poor communication reduces quality, weakens productivity and eventually leads to anger and luck of trust among individuals within the organization. Indeed, better communication has been considered an obvious solution too many managerial problems, (Carosseli, 2000).

1.2 STATEMENT OF THE PROBLEM

Most service companies in Uganda have reportedly been affected by poor interpersonal relations; reduce quality and low productivity, which have seen some collapse and others at the verge of decline, (Carosseli 2000).

One wonders whether this is the effect of poor verbal communication within these service companies. The study therefore sets out to investigate verbal communication and performance on service companies in Uganda.

1.3 GENERAL OBJECTIVE

The general objective was to establish the effect of verbal communication on service company performance.

1.3.1 SPECIFIC OBJECTIVES

1. To identify the various communication channels used in service companies.
2. To find the role of verbal communication on performance of service companies.
3. To establish the factors influencing effective communication in service companies.

1.4 RESEARCH QUESTIONS

1. What are the various communication channels service companies' use?

2. What role does verbal communication play on the performance of service companies?

3. What are the factors that influence effective verbal communication in service companies?

1.5 SCOPE OF THE STUDY

1.5.1 Subject scope

The study specifically looked at verbal communication and performance on service companies. It focused on Kampala Parking Industry (KPI).

1.5.2 Geographical scope

Kampala Parking Industry (KPI) is a private security company located on Nasser Road in the central Division of Kampala city in Kampala district.

1.5.3 Time scope

The study covered the period from 2007 to 2012. My choice of the case study being KPI was because they communicate regularly and only authorized persons are in charge of the communication management besides communication is managed by different channels and these channels are not effective enough and when one communicates to a particular receiver one can not easily access the information thus the choice of the case study.

1.6 SIGNIFICANCE OF THE STUDY

1. Study would help in the formation of policies that would necessitate proper flow of information in service companies hence improve performance.

2. Study would act as a base for the research about the study by other scholars as more information was needed in this area of study.

3. Study would help the authority in service companies to know how important verbal communication was to service companies if improved performance was to be achieved.

4. The research would be helpful in obtaining and improving views of the public as regards communication in service companies and therefore suggests solutions to those problems.

5. The research would be helpful in partial fulfillment of requirement for the award of bachelor degree of mass communication at Kampala international university

CHAPTER TWO

REVIEW OF RELATED LITERATURE

2.0 INTRODUCTION

In this chapter the research was dealing with some of the salient issues presented by various scholars in relations to this topic of research. Therefore, this section presented the literature related to the study as per the objectives in chapter one. It covered various communication channels, the role of communication and the factors influencing effective verbal communication.

2.1 CHANNEL OF COMMUNICATION

These are ways of passing on information to somebody. These are basically four media or channels of communication. The ways of passing on information are: oral, written, visual and audio-visual communication. These are briefly explained as below:

a) Written communication

A written communication is one that is put in writing and generally in the form of instructions, letters, memoranda, formal reports, rules and regulations, policy manual, information bulletins or minutes. These areas are covered in writing for efficient functioning of an organization. It is most effective when it is required to communicate information that requires action in the future and where the communication is that of general information nature. It also ensures that everyone concerned has the same information, (Murdock, 1997).

b) Oral communication

An oral communication is mainly face-to-face sharing of information. It may be inform of direct talk and conversation or public address. It also includes conversation over the telephone, radio, broadcast, interviews, group discussion, meetings, conferences and seminars.

c) Visual communication

This refers to the presentation of the information by use of diagrams and pictures without the use of words. It also includes gestures and facial expressions, tables and chats, diagrams, posters, slides or filmstrips. For example, in petrol station, we often see a slide showing a lighted cigarette with a cross mark on it. The meaning is "No smoking". Similarly, when by an orange tree you see some rapped up bundle with a feather, carcass etc, it implies; "it is dangerous to touch the orange without permission". Communication through such visuals is very effective because it is sure. No word as are uttered, no signs motioned and yet the message gets across, (Malcon 1990).

But visual communication alone is not enough. It can be use to transmit very elementary and simple ideas, order of warnings. It can be effectively used in combination with other media such as pie-charts with written information of them. Under visual communication, we have to the addition to the above, facial expressions and gestures, while written communication is expressed in terms of words alone. The non verbal elements include facial expression and gestures.

These are commonly called the body language. Rolling, smiling, shrinking, winking and twinkling of an eye, fidgeting in the seat, fumbling the pockets. Biting the nails, clattering the teeth and others are some of the expressions and actions that constitute the body language. There are some communication that are better done through body language that by words. Nervousness, anger, fear, determination, sympathy, lack of understanding or resentment can be much better expressed through body language than words.

Successful communicators make a very effective use of facial expression and gestures. A good manager, while scolding an employee for a serious mistake, does not show anger on his face, instead his face register a feeling of concern for the employee so that the latter goes with the impression that the scolding was directed improving him and making him more efficient in his work. The manager's rebuke to the employee delivered in a sarcastic tone is sure to demoralize him and he is certain to repeat the mistake that earlier earned him to rebuke or even worse mistakes. (Fawks and Gregory, 2000).

d) Audio visual communication

Audio-visual communication that makes use of telecasts, short films on the cinema screen and video tapes is one of the latest medium of communication. It is a combination of sight and sound. It may be used for the written words also. Audio –visual communication is found most suitable for mass publicity, mass propaganda and mass education with in the organization. This is when the workers can be educated by giving suitable demonstration on the close circuit screen.

In order to make an effective use of this technique, it is necessary to make the films and slides attractive and interesting. They should be accompanied with explanation and narration to facilitate interpretation and ensure that the message in driven home. It is also advisable to keep films both short and to screen them at an appropriate time for content and context, (Teraifi, 2000).

e) Silence

Communication can also take place through silence. It is not unusually to come across a situation in which nothing can be express one's response as effectively as silence. Silence can effectively communicate a number of responses. For instance, when the head teacher enters the staff room and the teachers who have earlier been talking suddenly become silent, it shows respect or may be fear.

Of when a teacher requests his head teacher for a rise in a salary and the head teacher remain silent, signifies refusal. Disapproval, anger resentment and lack of interest are other responses that can be effectively communicated through silence.

The most effective of silence can be made by giving a slight pause or after an important point creates suspense. It raised a sense of anticipation and the audience listens to the next point more attentively. A slight pause afterwards suggestions that something very important has been said and the speaker desires his audience to assimilate it and realize its significance before he posses on to the next point, (Berlo, 1960).

Based on the above premise, the communicator chooses channels that will best transmit the information he or she intends to send. The basic assumption about communication channels are that a channel must be appropriate to the message being transmitted. For example, if an

employee is being dismissed from job, the channel used to communicate to him should not be a letter primed on a notice board. He should be first told verbally and then be given a dismissal letter.

Similarly, if one of the employees has a relative the verbal channels, which involves talking to the recipient face to face could be used to communicate the bad news to him. The communicator, the initiator of the bad news talks to him while watching his reaction and then modifies the message accordingly. The channels must also be accessible to both the sender and the receiver. Before the sender of the message uses the telephone, he should make sure that the receiver of the message has access to the telephone in order to receive the message sent to him. A similar analogy is required when one is sending a message through an e-mail. (Teraifi, 2000)

2.2 ROLE OF COMMUNICATION

Communication is very important in any organization or institution; it cannot be done away with. Communication is a process of bringing the right information to the right people at the right time. It dominates every sector of human activity. There is no way any progress can be achieved without communication support. The degree of success in any field is decided by the degree of communication effectiveness, (abidi,1994).the best plan if not communicated stay on paper and are neither passed on nor implemented, this renders them useless. This implies that for communication to be effective it must have an exchange of ideas with understanding. Unless the flow goes both ways no real communication takes place, (okumbe, 1998).

Effective communication is part of the management. It is the process by which task of planning, organizing, leading, directing and controlling are accomplished. Managers devote a large proportion of working day to communication of all types, (Jewell B.R 2001). Effective communication is the core of all leadership activity. Leaders and all types of managers know they can best achieve their goals if they have the cooperation of the people they work with. Their ability to communication effectively enables them to influence the attitudes and actions of their 5 colleagues and subordinates. He adds that communication means a mutual exchange of information and understanding by any effective means, (D'Souza, 1999).

To be a manager is to be a communicator – the person and the function are intractably interwoven. Communication is basic to an organization's existent. A manager spends up to

nineteen-percent of the time communication so as to coordinate human and physical elements of the organization into an efficient and effective working unit. When communication fails, un coordinated or no activity prevails, (Hicks and Gullet 1976).

The first executive function is to develop and maintain a system of information –facts, feelings, and ideas-must be communicated before meaningful organizational decision can be made. It must continue if the objectives of the organization are to be reached efficiently. (Barnard, 1960).

Receiving and communicating information to and from subordinates are the most important aspects of manager's job. Managers need information to make intelligent decision and other people in the organization depends on the information delivered by managers, (Oneken, 2000).

From the classical perspective, communication is an instrument of command and control in some organizations, even today, communication is an instrument of command. The scholar principle also known as the chain of command is an invaluable tool because it establishes formal communication links –between management and subordinates telling them what to do. This is important to get subordinates involved, (Teraifi, 2000).

Downward communication from higher to lower is the most used channel for transmitting orders, instructions and directives. It can teach and explain new policies whenever management wants to send out wards to all employees and to students. It also builds morale by keeping every one informed. This is a transitive system. It focuses on transmission of information, ideas, and emotions from one person or a group of another. This is done essentially in linear way, (Fawkes and Gregory, 2000).

Besides, the purpose of communication is to get action. All the communication in the world is worthless if nothing gets done. Getting the right thing done through people is a vital part of the manager's function it is crux of communication. The researcher agrees with what they call the participative system and it focuses on notions of meanings and mutual understanding. It recognizes that communication process has value in itself and the social construction of the identity, meaning and knowledge require the active involvement of all parties in the communication process.

In order to minimize problems of misunderstanding between the sender and receiver of the message, feedback should be emphasized to cross check whether both parties have got the same meaning. Feedback is a special case of two- way communication. It involves checking responses to communication to determine if the messages are understood, (Babigumira, 2002).

It is only through the feedback that we receive, that we can know whether we have communicated our ideas. Feedback has a positive effective effect on both individual and group motivation and performance. Therefore, lack of feedback generally induces uncertainty, role ambiguity and stress, (Hoy, 1991).

As already mentioned, that for communication to be effective it has not got to be up-down, but also down-up. Suggestion boxes are on very important means carrying information from down-up. Suggestion boxes are used very successfully by some organizations as method of encouraging employees to put forward their own ideas on all aspects of the institution such as improving employees' welfare and so on. Communication is very crucial in managing process. Some people may fear to give feedback openly but suggestion boxes, due to their "secret" nature, can enable people give feedback, which would otherwise not be got, (Callaghan et al, 1986).

For individual and organizational effective to be realized, resources should be identified to include not just general economic categories like labor and capital but information as well. Information is power. The researcher adds that this information has to be communicated through the right channel. Otherwise it will be fruitless.

Having timely communication is vital and relevant information can make a whole world of difference to people's decision and actions. Prompt and adequate information should be the product of an effective information flow,(omosa 2003)

Prompt and adequate information contributes a lot to the realization of a sciatica mission because the members come to know what to do and how to do it in time. Effective information flow enables subordinates in an organization to get prompt information from superiors. It also enable superiors to receive relevant information from the surbodinates.Ineffective flow of information in an organization on the other hand gives few chances to superiors and subordinate to get the right information at the right time. Information may not be received at all or may be received late.

Under such circumstances, effectiveness and efficiency is reduced. It may lead to suspension, dismissal, losing a year and so on, (kiggundu).

There is a relationship between good verbal communication and performance. If the right information in the right form to the right person at the right cost, time and place is received, it will result in efficient decisions being made. On the other hand an inadequate communication system hinders the success of the organization in meeting its objective. Verbal communication in organizations is to facilitate the internal functioning of an organization. it links together the various parts of the organization and integrates all.

Managerial functions through the most suitable channel of communication,(freeman,1995)

Without communication there can be no organization. Verbal Communication is the organization's peripherical nervous system. Without it organizational behavior is haphazard. Communication from an organizational standpoint should influence behavior in ways conducive to attaining goals. Complete breakdown of communication is paramount, (castette, and 1976)

2.3 FACTORS INFLUENCING EFFECTIVE VERBAL COMMUNICATION.

It is in the interest of all business to promote effective internal communications there is no doubt that the increase in the range of media available to organizations can increase the actual volume of communication. Obviously, business has to be more concerned with the quality rather than the quantity of communication. There should be some one in the organization, ideally at senior level, responsible for internal communication.

Larger companies may build this into the management structure with smaller business may have to contribute this role with other duties. the important thing is that the responsibility exists at policy level, an internal communication strategy can ;(i)communication mission and objective;(ii)motivate teams and individuals (ii)accentuate strengths and achievements; and(iv)exact employees to address areas where performance 'gaps' exist,(clark et al,1930)

Communication is most effective when it flows in two directions; feedback mechanisms are therefore vital in order to ensure that messages are received properly and appropriate actions

taken. When messages are communicated electronically, there is a facility for I mediate feedback but the does the recipient get the message strait away and even if he does, due to the purely one-dimensional nature of the communication (words on a screen) can emotional aspect of the message such as agency debt of filling be put across.

As business relationships become more remote, it becomes more important to constantly address of how people feel in terms of what the can contribute to the team and how they personally would develop. Proper feedback systems are vital here in order to avoid alienating the worker and, more positively, utilize there skills and personal qualities to the optimum (Andrew,D.C and Andrew,1997).

We communicate to inform, instruct, motivate, persuade, encourage and negotiate. this shows the importance of verbal communication. One has to keep in mind that communication cannot be done without a channel. But before one thinks of selecting a channel a number of things have to be taken into consideration, (Murdock, 1997).

There are many factors that influence the medium used to impart information. One the message to be imparted. the seriousness of the message will affect the medium because of the accuracy that is required in conjunction with how urgent a message is.secondly, the medium to be used- this is not a mistake, as the type of information to be imparted affects the medium to be used so too does the medium used affects the message that is imparted and how it is imparted. Some things are best said face- to- face rather than relying upon a fax or e-mail, (Barrat and Mottershead, 2001). The management process the choice of medium is affected by need for record, direction of the information, length, complexity, speed of transfer and coast of medium,(Drunker,1977).

There are guidelines designed to help management improve their skills in communicating so as not only to avoid any barriers to effective communication but also to strengthen the basis for optimum results which depend upon the clear understanding of the desired communication, (Omosa, 2003). These guidelines are;

a) The ideas and messages should be clear, brief and precise. The ideas communicated must be well planned and clearly identified. This will eliminate ambiguity so that the message will not be subject to more than one interpretation. The message must be clear, precise and to the

point and free from distortions 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.

b) Sense of timing. The decisions and actions can be taken in time and when necessary, but also the timing of the message and the environmental setting in which the message is delivered and received is equally important. An important message delivered at the wrong time or in a non-conductive environment may lose its effectiveness. The environment involves physical setting, that is to say, whether the communication is conveyed in private, and also it involves the social climate which determines the work setting as well as interpersonal relationships.

c) Integrity. The communication must pass through proper channels to reach the intended receiver. The communication flow and its spread must avoid by-passed, it creates bickering, distrust, confusion and conflict. Accordingly, the establishment channels must be used as required.

d) Consult with others who are involved in planning process, they would be highly motivated to give active support to such communication and carry it through.   Also   such participation would widen the scope and the objectivity of communication. The people who are concern must know; exactly what they need and when they need the communication. The purpose of the communication must be clearly known by all as to what is to be achieved and low.

e) Be prepared to help the receiver. Take the receiver's interest's into Account, and then the receiver will be more responsive to the communication that may be necessary and must encourage comments, questions and feedback. The management must always be helpful in carrying out the intended message of the communication.

f) Mode of delivery. Not only the clarity on intent and the content of the message is important and necessary, but also method of delivery, Avoid negative statements like, "I am not sure, it will work", but be confident and definitive. The success of the communication also depends upon the tone of voice. If the communication is verbal, expressions and emotions exhibited attentiveness to the receiver etc. The written communication should be polite and unambiguous.

g) Use proper follow-up unless it is a one-way communication, which is simply meant to inform, all communications 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 to the communication would determine whether the action to the communication has been prompt, appropriate and accurate. Inappropriate or delayed responses should be immediately investigated and corrective measures instituted.

h) Verbal communication should be comprehensive. Verbal communication should be complete so as not only to meet the demands of today but should also be based on future need of the organization as well as individuals. A reasonable projection and assessment of future needs and environment both work and social-should be incorporated, when planning and executing communication.

CHAPTER THREE

METHODOLOGY

3.1 INTRODUTION

This chapter dealt with how the research was carried out, the procedures followed, the selection of the study samples, the source of data collection methods and the research instruments as well as techniques that were used to analyze the data, it also includes the limitations of the study.

3.2 RESEARCH DESIGN

The study employed both qualities and quantitative techniques in sampling, data collection and data analysis. The study was largely qualitative although some quantities methodologies were also used.

In order to obtain sufficient data, a cross sectional research design was used. This was based on the results from the questionnaires, observations and interviews to evaluate verbal communication and performance on (KPI) Security services limited.

3.3 STUDY POPULATION

The study used Kampala Parking Industry (KPI) as case study. Verbal communication is a global phenomenon but for purpose of this study, the researcher concentrated on respondents from Kampala parking industry (KPL)-Kampala Security Company limited.

The study population was compromised of the KPL management staff, security guard leaders, security guards and customers.

3.4 SAMPLES SELECTION AND SIZE

The study was mainly qualitative and it focused on the content of the body information from the respondents. Therefore, to obtain data to evaluate verbal communication and performance on Kampala Parking Industry (KPL) Security Services Limited, random approach to sample selection was used. The researcher sampled a population of 40 people that is, 10 management staff members, and 10 security guards leaders' 10 security guards 10 customers. Since the

population was too big to be researched on with limited resources and time, sampling was used and the study used different groups of respondents to provide answers and data for the purpose of the research. This was also done by simple random sampling.

3.5 DATA COLLECTION

Primary data

These are data I collected through distribution of questionnaires to different members of Kampala Parking Industry such channel members were, managers, stuff members, customers and security guards.

Secondary data.

These data I collected with the help of questionnaires which was distributed to selected respondent of Kampala Parking Industry.

During data collection, various research methods were used, these include:

a) In-depth interviews

Here, the respondents' demographic and socio-economic background that is age, religion, education, occupation and issue of verbal communication and performance in Kampala parking industry (KPI) was addressed. Interview schedule was also used to structure interviewing as well a researcher's personal observation of the activities taking place in the company that the researcher was covering.

I first visited the key informants and introduced myself with the help of a letter that I got from the university. I explained the purpose and objective of the study and also explained the importance of the respondent's participation. After the interview was given consent, the researcher assured the respondents of confidentially of their responses.

During the interview process, the effect of communication on (KPI) security services limited was probe and people's reactions and responses examined.

b) Documentary review

Secondary information was also collected using secondary sources including published textbooks, journals, magazines, newspapers and presented papers in workshops and seminars on the effect of communication on service companies in Uganda. This was to enable the researcher to find out as much as possible about the proposed research problem before embarking on it. Documentary data helped to build a picture of the group and to increase a venue of investigation. It also provided a base data for comparison with respondent's interpretation of the research problem and the attitudes of other people.

c) Questionnaires

Questionnaires were used to collect data mostly from KPI management officials and security guard leaders. It assumed that they are always busy and had no time to attend to interviews but still could fill questionnaires in their free time. Questionnaires were mainly used to collect data from the elite section of respondents.

d)DATA PROCESSING AND ANALYSIS

After data collection, the information was processed and analyzed. Data processing involve three processes namely editing, coding and tabulation.

e) Editing

This was done just after data collection. The completed interview response schedules were thoroughly checked noting the relationships between the given answers and questions that the researcher edited for completeness, accuracy, uniformity and comprehensibility.

It was also ensured that all the questions in the interview schedule (and guide) and questionnaires were answered. Respondents' answers were also checked to delete all errors arising out of carelessness in marking or recording. Responses that were recorded in short form were written out in full to make them legible and simple to facilitate the coding process.

f) Coding

Coding was done by classifying all the answers given by the respondents into meaningful categories for the purpose of bringing out their important patterns. Coding was made easier because some questions in the interview schedule were made open-ended. Responses to such questions were classified accordingly and a coding frame was constructed. Only one question was considered at a time, guarding against difficulties of complexity and inaccuracy. A representative sample of the complete interview schedule was selected and all their corresponding answers were listed down. Furthermore, those answers which were proved wrong or not clear were either paraphrased or left out.

At this stage, it was ensured that all codes made were exhaustive and mutually exclusive such that no answer was left uncategorized with in the provided codes. Where it was not possible to determine certain responses to a particular questions the code "others was used although this was not much revealing. Finally, it should be noted that all codes to be objectively linked to the study and entail the actual respondents' answers.

g) Tabulation

After editing and coding, tabulation was done to give a clear presentation of various responses and the significance of each of the interpretations. This was based on the magnitude of the corresponding numbers and percentages of total respondents. Tabulation involves the counting and adding up of all the answers to a particular question to enable statistical analysis of the data to be presented in form of tables. Simple statistical techniques were mutually done using descriptive tables since the study sample was not too big. Frequencies and percentages were practically used in tabulation to portray statistics of enumerable data in relation to the variables considered. The percentages were then used to analyze and interpret the findings of the study.

h) LIMITATIONS AND PROBLEMS ENCOUNTERED DURINGTHE STUDY

1. The study required money in order for the research to be a success. The money was needed for daily transportation to Kampala Parking Industry (KPI). Food expense during research, secretarial work like buying stationary, typing, printing the work, and accessing some library work on the internet and in public libraries were in short supply.

2. Locating the right respondents to provide the relevant information in time was also a problem. Most of the respondents were too busy and gaining access to them in their free time was proved very difficult. This and other unavoidable circumstances like uncooperative respondent prolonged the study time and increase d its costs in the process.

3. Aquiring of information was also very difficult especially from the managers and the stuff of the Kampala parking industry. In most times the managers thought I was trying to investigate on their company so they denied me some information which I ended up using the back door to get this information from the lower working stuff of KPI service limited. Hence this prolonged my work.

CHAPTER FOUR

PRESENTATION OF THE FINDINGS AND INTERPRETAIONS OF DATA.

4.0BACKGROUND OF THE STUDY

This chapter contains the presentation if research findings/result and data analysis. It presents data that was collected using the questionnaires and interviews. In this chapter, data is interpreted, discussed and analyzed along the themes namely: the effects of verbal communication on service companies in Uganda.

4. 1YOUR ORGANIZATION HAS A COMMUNICATION DEPARTMENT

Table 1 A: Shows number and percentage of people who communicate.

Category	Frequency	Percentage
KPI Management office	1	5%
Non staff	4	20%
Security guards	10	50%
Clients	5	25%
TOTAL	**20**	**100%**

Source: Primary data (questionnaire)

In table 1A, the figures indicated that the number of respondents who communicate was not uniform for all answers on category of people interviewed. It was found out that of random selection of twenty people the highest category or people were the KPI management office

With 50% and among others we have the clients with 25%, non staff members with 5% and security guards with 20%.

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4.2 TYPE OF COMMUNICATION CHANNELS

The researcher noted that the types of communication channels used in Kampala parking industry security limited include, radio calls, mobile phones, meetings, suggestion boxes, notice boards.

Table 1B: Shows types of communication channels used by number of respondents and percentage.

Types of channels	Frequency	Percentage (%)
Radio calls	10	50
Mobile phones	5	25
Meetings	2	10
Suggestions	1	5
Notice board	2	10
TOTAL	**20**	**100**

Source: Primary data

In the table 1B above, the information (data) shows the type of communication channels used in KPI security limited. The percentages of the findings are as follows:

Radio calls are used by 50% of the respondents, mobile phones 25%, meetings 10%, suggestion boxes 5% and notice boards 10%. In this matter, it was noted by the researcher's results that most of the communication channels used in KPI security limited are radio calls which had the highest percentage of 50%.

Table 2: Shows forms of communicating by number of respondents and percentage.

Form	Frequency	Percentage (%)
Direct talk	4	20
Indirect talk	10	50
Manual paper	5	25
All	1	5
TOTAL	**20**	**100**

Source: *Primary data*

According to the researcher's results it is noted that the amount of data transferred indirectly to one another is higher than the rest which gives it 50%, direct talk 20%, manual or paper 25% and all of the forms 5% respectively.

Therefore, it is by these results that the researcher finds out that the forms of communicating in KPI Security Limited are mostly indirect talk form since it recorded the highest percentage.

Table 3A: Shows accessibility of unauthorized entrants to the channels used

Response	Frequency	Percentage (%)
Yes	5	25
No	15	75
TOTAL	**20**	**100**

Source: *Primary data*

In the above table 25% of the respondents agreed to have good communications while 75% said they do not have proper communications hence it is noted that the majority of respondents interviewed do not have proper communications that is 75% and the least have proper communications that is 25%.

Table 4: Shows factors that affect the service company's ability to communicate.

Factors	Strongly agree	Agree	Disagree	Strongly disagree	Unconcerned	Total
Company's mission	40% (6)	20% (5)	18% (4)	12% (3)	10% (2)	100% (20)
Excessive communication	40% (7)	33% (6)	15% (5)	12% (2)	0% (0)	100% (20)
Management attitude	40% (7)	30% (5)	20% (4)	10% (3)	1% (1)	100% (20)

Source: Primary data (questionnaire)

4.4 ANALYSIS OF THE FINDINGS

The factors affecting the service company's ability to communicate from the Table 4 above were as follows.

Company's mission

Regarding the company's mission, 40% of the respondents strongly agreed that the company's mission was a factor that affects the company's mission was a factor that affects the company's ability to communicate.

Excessive communication

The respondents also strongly agreed that excessive communication was still a factor as it contributed 40% and 33% respondents that agreed respectively. The number of respondents who however, disagreed and strongly disagreed went for 15% and 12% also.

Management attitudes:

According to the researcher's results still it was noted that management attitudes towards the company's ability to communicate was very high that is 40% and 30% of respondents who agreed. However 20% disagreed with the statement while 10% strongly disagreed and only 1% of the respondents was uncertain and only it was management's attitude affecting the company's ability to communicate.

4.5 Reasons for communicating

Table 5: Shows reasons for communicating

Reason	Frequency	Percentage (%)
To inform	8	30
For instruction	10	15
Motivation	5	15
To persuade	8	10
Encouragement	10	10
Negotiation	5	20
Total	**46**	**100**

Source: *Primary data*

In the table above, the information shows why people communicate. 30% of the respondents said communication is used for informing, 20% said it is for negotiating, 15% said it is for motivation and institution, 10% believe communication is for persuading and encouragement.

According to the research findings, it was noted that communication at KPI Security Services Limited is as a means of getting information and informing since it shows the highest percentage that is 30%.

In the findings, the information got by the researcher from staff members states that communication is for:

i.   Informing and accessibility of information in case there is need for it.

ii.   Easy instruction between the members of the company.

iii.   For motivation to both the staff and non staff members in the company.

iv.   For persuading the internal and external members in the company.

v.   For encouragement between and among the members in the company.

vi.   Negotiation between and among members in the company.

4.6 Problems encountered in communicating

Table 6: Shows the problems encountered in trying to effectively communicate.

Problems	Frequency	Percentage (%)
Lack of clarity	8	9
Lack of sense of timing	12	10
Lack of integrity	6	5
Poor consultation	20	30
Lack of preparation to help the receiver	10	5
Poor mode of delivery	10	20
Lack of proper follow-up	5	1
Failure of comprehension	15	20
Total	**86**	**100**

Source: Primary data

According to the research findings, 30% of the respondents find the problem as being poor consultation, 20% said it is the poor mode of delivery and failure of comprehension. 10% say it is lack of sense of timing, 5% believed it was lack of integrity and lack of preparation to help the receiver 9% said it was lack of clarity while 1% said it was due to lack of follow up respectively rendering problems in effectively communicating in KPI.

i.   Lack of clarity that is messages are not clear, brief and precise.

ii. Lack of sense of timing i.e. the decisions and actions are not taken in time and when necessary.

iii. Lack of integrity, passing of information through improper channels to reach the intended receiver.

iv. Poor consultation with others involved in planning the communication

v.   Lack of preparation to help the receiver.

vi. Poor mode of delivery

vii. Lack of proper follow-up. There should be use of proper follow-up

viii. Failure of comprehension. The communication should be complete.

TABLE 7: SHOWS GENDER USERS OF KAMPALA PARKING INDUSTRY

CONSUMERS	FREQUENCY	PERCENTAGE %
MALE	24	100
FEMALE	0	0
TOTAL	24	100

SORUCE: primary data

The findings of the above table shows that the majority of the users of Kampala parking services are male compared to the female while a few of the female participated in the study as shown above.

The study shows that male respondents were the majority users of the Kampala parking service security guards compared to the female because majority of the business n Kampala are owned by the male compared to the female and seeks protection of their assets.

TABLE 8: SHOWS THE TIME GUARDS ARE AT WORK:

DURATION	FREQUENCY	PERCENTAGE %
MORNING	1	4.2
AFTERNOON	4	16.7
NIGHT	19	79.2
TOTAL	24	100

SOURCE: Primary data

The table above shows that 79.2% of the respondents who are users for the security receives their security workers at night.4.2% of the respondents have their security workers in the morning and 16.7% the respondents have their guards on guard In the afternoon.

According to the study, companies and business owners have their security guards on duty direct from the K.P.I Company distributed by their trucks at their different places of work.

TABLE 9: SHOWS IMPROVING ON THE VERBAL COMMUNICATION BY RECRUITING EDUCATED PERSONNEL.

RESPONSE	FREQUENCY	PERCENTAGE %
AGREE	14	58.3
DISAGREE	0	0
STRONGLY DISAGREE	10	41.7
TOTAL	24	100

SOURCE: Primary data

According to the respondents, it was clearly noted that by recruiting educated personnel can improve on the verbal communication by 58.3% while 41.7% of the respondents also responded that by recruiting educated personnel, it will improve on the effective verbal communication on the service companies in Uganda

TABLE 9: Effects of verbal communication on service companies:

RESPONSE	FREQUENCY	PERCENTAGE%
AGREE	16	66.7
DISAGREE	3	2.5
STRONGLY DISAGREE	5	20.8
TOTAL	24	100

SOURCE: primary data

The table above shows that most of the respondents agree that verbal communication has effects on service companies in Uganda with 66.7% while 20.8% strongly agrees that verbal communication has effects on service companies in Uganda and 12.5% were not sure whether verbal communication has effects on service companies in Uganda.

It is believed that recruiting educated personnel has great effects on service companies in Uganda.

4.7 OBSERVATION

From the actual communications, it was observed that:-

1. Types of communication channels/tools were not enough for both the staff and non staff.
2. Most people do not communicate in details because they do not see the value of communicating.
3. It was further noted by the researcher in the study that communication to some people is accidental simply because some do communicate because their bosses tell them to do so.
4. Lack of technical knows how. Most people communicating do not have skills of good communication with others which leads to ineffective communication.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 SUMMARY

In this chapter the researcher seeks to make observations, which provides justifiable approach to the subject, it deals with discussions of the results of findings of the research study, results of data analyzed in chapter four, and discussions of the researcher's personal experience on the subject under study.

The study was concerned with the effect of communication in KPI in Kampala district. The questionnaires were designed, distributed to the staff and clients to answer and then collected for analysis.

The study also involved some observation of the analysis of affected communication. Out of the selected number of people who were 20, it was found out that only 50% do communicate and this was the highest percentage.

5.2CONCLUSION

The intention of this study was not certainly to criticize the communication system in institution but to highlight issues to communication on performance in the institution from one of the findings of the study, communications managers identified many problem encountered during the process of communicating.

Negative attitudes of communications in the service company include, lack of clarity, lack of sense of timing, lack of integrity, poor consultation lack of preparation to help the receiver, poor mode of delivery, lack of proper follow-up, failure of comprehension and incomplete information was kept for completion and further references.

5.3 RECOMMENDATIONS

The personnel in charge of communications in this institution should ensure that:

a. Messages are clear, brief and precise so as to clearly identify the ideas communicated.

b. The decisions and actions should be taken in time and when necessary so as to effectively communicate in time.

c. Passing of information through proper channels to reach the intended receiver should be emphasized.

d. There should be good consultation between the people involved in planning the communication.

5.4 AREAS FOR FUTURE RESEARCH.

On the basis of findings and conclusion, the researcher made the following areas as suggestion for further studies.

a. The researcher felt that further research should be done to investigate into factors that affect communication in the company because 75% of respondents do not have access to the channels used to communicate.

b. Generally, it is through the findings that the researcher finds it very necessary for the whole mass in the institution to be taught how to communicate, why they should communicate, who should communicate and what should be communicated.

QUESTIONNAIRE TO THE MANAGEMENT OF KAMPALA PARKING INDUSTRY

APPENDIX A:

QUESTIONNAIRES.

KAMPALA INTERNATIONAL UNIVERSITY

COLLEGE OF HUMANITIES AND SOCIAL SCIENCE

DEPARTMENT OF JOURNALISM OF MASS COMMUNICATION.

This set of questions is on a study to find out the effect of verbal communication on service Companies in Uganda. A case study of KPI Security Service Limited.

Please spare some of your precious time to answer them.

I will be grateful if you would provide the information sought by the questionnaire provided. Your response will be treated with strict confidence, as this is purely an academic exercise. I hope the findings of this research will be beneficial to both the researcher and the company in general.

SECTION A:

Social back ground of respondent

1. AGE   10-20   ☐

                20-30   ☐

                40-50   ☐

                50-60   ☐

                60&Above   ☐

2. SEX: Male   ☐Female   ☐

3. EDUCATION

        Primary education   ☐

        No formal education   ☐

                                    ☐

        Diploma   ☐

        Degree

        Post graduate   ☐

4. OCCUPATION

        KPI management staff   ☐

        KPI security guard leader   ☐

Security guard ☐

KPI customer ☐

5. MARITAL STATUS

Single ☐

Married ☐

Widowed ☐

Divorced ☐

SECTION B:

Respondents views on the effect of verbal communication on service companies in Uganda

6. How do you pass information from one person and department to another?

....

....

7. Does your Company have streamlined system of communication?

....

....

8. If it does, how does it operate? ....

....

9. What other channels of verbal communication does your Company use?

....

....

10. In case of a problem how do you let the administration know about it?

....

....

11. Does your Company have somebody responsible for communication?

Yes ☐ No ☐

12. If Yes, what are his/her duties?..

....

13. How has the communication process used in your Company affected your performance?

....

....

14. How has the communication process used in your Company affected the Company?

....

....

15. How have you and your Company benefited from the system of verbal communication used

in your Company?...

....

16. What challenges has the above system of communication paused to you and your

Company? ....

17. What do you think can be done to ensure effective verbal communication in your

Company? ....

18. What possible measures do you suggest to improve verbal communication in service

Companies? ....

19. What should the Government do to improve communication in different Companies?..

20. What other information about verbal communication in service Companies would you like to provide? ....

QUESTIONNAIRE TO THE USERS OF KAMPALA PARKING INDUSTRY

APPENDIX A:

QUESTIONNAIRES.

KAMPALA INTERNATIONAL UNIVERSITY

COLLAGE OF HUMANITIES AND SOCIAL SCIENCE

DEPARTMENT OF JOURNALISM AND MASS COMMUNICATION

This set of questions is on a study to find out the effect of verbal communication on service Companies in Uganda. A case study of KPI Security Service Limited.

Please spare some of your precious time to answer them.

I will be grateful if you would provide the information sought by the questionnaire provided. Your response will be treated with strict confidence, as this is purely an academic exercise. I hope the findings of this research will be beneficial to both the researcher and the company in general.

SECTION A

1. BIO-DATA:

GENDER

a.)MALE ☐ .b)FEMA LE ☐

2. AGE a) 18-25 ☐

     b) 25-34 ☐

     c)35-44 ☐

     d)45 and above ☐

3. MARITAL STATUS:

a) Single ☐

b) Married ☐

c) Divorced ☐

d) Widowed ☐

SECTION B

Respondents views on the effect of verbal communication on service companies in Uganda.

4. Do you know Kampala parking industry?

    a) Yes ☐

    b) No ☐

    If yes, for how long?..

5. For how long have you known Kampala parking industry?

a.)One year ☐

b) two years ☐

c.)More than two year ☐

6. What influence you to use Kampala parking industry? ☐

a.)They have strong security personnel. ☐

b.)They are cheap compared to other security company. ☐

c.)They are easily accessible. ☐

7. What do you do when the security guards are defeated during an outbreak wit in your company?

a.)You resort to other security company. ☐

b.)Fire the security guards. ☐

c.)Make them pay for the damages caused in wit in the company.   [   ]

d.)If others, you may specify……….……………………………………………..

8. What there a day an outbreak occurred and the security guards failed to fight and protect the company's assets?

a.)Yes [   ]

b.)No [   ]

c.)If yes, what were the problems?…………………………………………………………………………

9. What measures can be adopted by the KPI management to improve their communication channels?

………

………

10. What a times leads to poor verbal communication in various service companies in Uganda?

a.)Lack of clarity. [   ]

b.)Poor deliverance mode of communication.   [   ]

d.)Poor sense of timing for communication.   [   ]

10. Kampala parking Industry can improve on their verbal communication by recruiting educated and dedicated personnel.

a.)Agree. [   ]

b.)Disagree. [   ]

c.)Strongly agree [   ]

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