THE IMPACT OF COMMUNICATION ON THE PERFORMANCE OF EMPLOYEES OF AN ORGANISATION

"A CASE STUDY OF KAMPALA INTERNATIONAL UNIVERSITY (KIU)"

BY

KATUNGUKA AARON

A DISSERTATION SUBMITTED IN PARTIAL FULFILLMENT OF A REQUIREMENT OF A DEGREE OF BACHELOR OF MASS COMMUNICATION OF KAMPALA INTERNATIONAL UNIVERSITY

2004

DECLARATION

I, Aaron Katunguka, hereby declare that this dissertation is my original work and has not been submitted for a degree in any other university or higher institution of learning.

Signed:...

Date:...

STATEMENT OF ORIGINALITY

The conception, organization and writing of this research is entirely a record and production of the candidate by the names of Aaron Katunguka. It has been carried out at Kampala International University (KIU), Kampala, Uganda under the supervision of Mr. Simon Peter Ogondia.

All quotations are distinguished and identified by references.

Signed: ....

KATUNGUKA AARON

Date: ....

Supervisor ....

SIMON PETER OGONDIA

Date: ....

DEDICATION

To my father Turyahaigura Nyansio who is a special person to me. To my beloved sisters and brothers, as a source of inspiration.

ACKNOWLEDGEMENT

I would like to thank all those people who helped me from day one of my education to date. Special thanks go to my dear parents, family members and my lecturers for your continued instruction, guidance and assistance.

To all my friends who have walked with me through this education struggle and to the realization of this book, I thank you very much.

Finally to my supervisor Mr. Simon Peter Ogondia for working untirelessly leading to the successful acompletion of this research.

MAY GOD BLESS YOU ALL.

TABLE OF CONTENTS

CHAPTER FOUR

CHAPTER FIVE

BIBLIOGRAPHY

CHAPTER ONE

1.1   Introduction

Communication is part of human existence because no one can live without communicating.

Whatever the act, event or activity one does, communicates a kind of message. It takes various forms, but the general underlying patterns remains the same.

It is a process of conveying and receiving information, ideas and messages from one party to another. It involves the source or sender the message, the channel and the receiver.

This process is illustrated by the diagram below

Diagram 1   The Interpersonal Communication Process
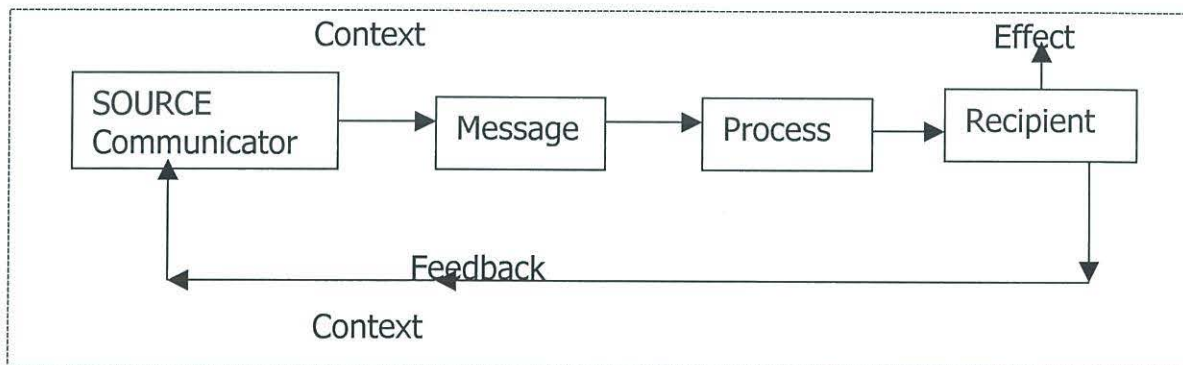
Source: *Lowe Genevieve*

Lowe defines this process as:

The act by one or more persons, of sending and receiving messages that are distorted by noise, occur within a context, have some effect and provides some opportunity for feedback (*Lowe Genevieve 1994: 19-21*)

Lowe continues that:

The sequency will be that the communicator sends a message to the recipient who receives and interprets the message and then responds. With this response, the recipient becomes the communicator and the initial communicator becomes the recipient.

These steps may be repeated a number of times. In order to carry out these steps, certain powers are necessary: these are the power of perception, encoding, decoding, interpretation and feedback *(Lowe Genevieve (1994: 19-21)*

At each stage of communication together with illustrations of what goes on or can go wrong and thus impair the process of communication.

Communication embraces all aspects of conveying and receiving information, ideas and messages which include; Mass communication, interpersonal communication, and organizational communication.

Communication can be both verbal and non-verbal. Verbal communication includes the spoken or written word, and non-verbal includes facial expressions, eye contact, patterns of touch, expressive movement, cultural differences and other acts.

The interpersonal process takes place in large group, small group and dyadic contexts. It involves exchange of verbal and non-verbal messages.

It is important for decision making, counseling, cultural transmission, entertainment and for building and maintaining relationships. Communication process is governed by the principles of adjustment, has content and relationship

dimensions; is transactional, is inevitable and is irreversible. Its purpose is to enable people relate, learn, influence, persuade, play, help and motivate one another.

People communicate to gain information, build a context of understanding establish identity and; to express and meet interpersonal needs.

1.2 Background to the study

This study is about the impact of communication on the performance of employees of Kampala International University.

This University was established as by private entrepreneurs in 2001 as Kampala International University.

It is governed by the Senate and University Council.

The university was set up with a goal of providing high quality education to students of Uganda, Kenya, Tanzania and the whole Africa at large. In this regard.

The Chairman Board of Directors expects that he should make Kampala International University the Harvard of Africa. This shows that the university has a mission of providing this quality education to Africa as a whole.

Basing on the above, employees need to communicate in order to achieve the intended goals of the organisation.

Employees communicate with virtually any one through Faxes, Internet, E-mail, letters, memos, face to face and Telephone. Whether it is face to face, or use of

technology, effective communication ensures that the message is clearly understood by the recipient as desired by the sender.

However, despite the use of modern information technology like the internet, face to face communication still remains the commonest means of communication in the day to day activities of Kampala International University.

Interpersonal communication is the basic tool because it is readily used by every one. Often times, employees do not know the channels of communication and how these channels influence their work performance which necessitated this study.

1.3   Statement of the problem

Employees' performance depends upon several factors. The organisation may have sufficient human resources and communication equipment, but the use of interpersonal communication from executives and subordinates: and between employees and clients determines its success. The study therefore seeks to examine the impact of effective communication on the performance of employees in K I U.

1.4 Definitions of Key Terms and Acronyms

K I U   -   Kampala International University

University Council -   the University administrative body including the
                                   Proprietor

Board of Trustees -   all those who have any dealing with KIU e.g.
                                   students, public etc

Executives   -   the top leaders of KIU in decision making e.g. Vice
                                   Chancellor, Deputy Vice Chancellor, Dean of Students

Director   -   Head of a section e.g. Director of Administration,
                                   Marketing, Finance etc.

Managers   -   the people responsible for different departments and
                                   sections e.g. Heads of Department.

Employees   -   workers for KIU both qualified and low cadre.

Scope of the study

The study was carried out at Kampala International University located 3 kilometers east of Kampala in the sub-urban area of Kansanga, off Ggaba Road.

1.5 Objectives of the study

i) To establish the channels of communication used in Kampala International University.

ii) To find out how communication influences performance in Kampala International University

iii) To find out other factors that affect employee's performance arising out of effective communication.

1.6 Hypothesis

Effective communication is the central factor to the employees' performance in Kampala International University

1.7 Justification

The study is conducted to generate information on the impact of communication on the employees of Kampala International University. The Directors, Managers, Secretaries, Visitor service officers (Receptionists) within and outside the organisation. Work performance has been affected because information communicated was not understood due to poor communication. The research would equip those who access its findings with the information on how best employees communicate in social situations and environment for best results. It is from this background that this study was conducted, and as a result, a few recommendations have been put forward which employees should find useful.

CHAPTER TWO

1.0 LITERATURE REVIEW

The study put into consideration other peoples views and opinions related to communication. It was divided into the Introduction of Communication in general, Interpersonal Communication and Purpose of Communication and Barriers to Interpersonal Communication.

2.1 Introduction of Communication

Communication is conveying and receiving information from one person to another through a medium. The study will enable employees to understand the communication process and interpersonal communication.

Rogers EM (1976:13) defines communication as the conveying of a message or an idea from one party to another in such a fashion that both parties perceive its identical meaning. He further terms it as the process by which an idea is transferred from a source to a receiver with the intention of changing his or her behaviour.

This process ensures that every employee disseminates and receives precise and accurate information.

Effective communication is realized when there is smooth flow of information within the organisation. Collective participation motivates both Management and Staff, which greatly contributes to the workers performance.

However Donoldson and Scannel also defines communication as:
The exchange of information and understanding by any effective means. *(Donaldson Land Scannel, E.E 1986: 2)*

People communicate through face to face interaction, the internet, faxes, telephone through letters, memos, reports etc depending on the type of message and the context.

Communication is effective when the message has been sent through a medium, and received and understood in a way it was meant and has had an effect.

Stanton posed such questions as:
How am I going to achieve the right effect? What tone must I use to achieve my purpose? What words must I use/avoid in order to create the right tone? (*Stanton Nicky 1986 : 41*)

Your tone of voice is part of communication in itself – for example, you may convey anger by speaking harshly or sympathy by speaking softly. The wrong tone may generate a counter productive response, so work towards improving your ability to manage your tone of voice.

Tayfoor says that:
People cannot communicate everything one does communicates a kind of information. Communication plays a very important part in our lives. (*Tayfoor Valerie 1989: 22*)

Living and working with others is a process of communication. Communication is part of every human being. Life would be meaningless without communication because it is just like a fish which cannot be separated from the water.

This was supported by Lowe who sated that:
The basis of human existence is that people are communicating beings. Each of us is always in the process of communicating with the world thereby making a sense of the situation in which we fins ourselves (*Lowe Genevieve 1994: 19*).

People inevitably find themselves communicating with others. Everybody communicates in one way or another. Communication takes many forms such as speaking, writing and listening. Communication is much more than just saying or writing the correct words. How we communicate is affected by frame or reference, emotional states, the situation and the preferred styles of communication.

Nicky Stanton (1986 : 39-40) says that whatever the task to be undertaken is, before starting to communicate, the following questions should always be put in mind for effective communication.

1. Why am I communicating?
2. What is my real reason for writing or speaking?
3. What am I hoping to achieve? Change of attitude? Change of opinion?
4. What do I want the receiver (s) to do as a result of my communication?
5. What is the purpose? To inform? To persuade? To influence? To entertain? To explain? Etc.
6. Who exactly is my audience?
7. What sort of people are they? I.e. regarding personality
8. How are they likely to react to the content of my message?
9. What do they know already about the subject of my message?
10. Where and when (place and context) (*Nicky Stanton 1986: 39-40*)

In some cases, the answers to these questions will come quickly or may seem obvious. But always be aware not to jump to easy conclusions. Remember, these questions help you to achieve effective communication.

2.2 Interpersonal Communication

Interpersonal communication is a human activity in our day-to-day activities. Whichever the communication systems are used, remember that they are all a supplement to, rather than a substitute for, face-to-face interaction.

Lani defines interpersonal communication as:

The person to person or face to face conversation. The prefix – inter means among or between, so interpersonal communication is not a one way communication.

It is an exchange that occurs through dialogue between two or more people or through discussion among several with participation by everyone involved. *(Lani Arredondo 1995 : 46)*

Informal meetings despite their casual nature, still benefit from well-chosen surroundings.

Lowe Genevieve (1994 : 48) identified three arenas in which interpersonal communication takes place as dyadic (2 people), small group and large group as shown in the pictures below.

Lowe Genevieve explains that:

Dyadic communication is communication between two people such as in dialogue. The two people interact directly with one another. (*Lowe Genevieve 1994: 4)*

Dyadic interactions are very common and characterized by instant response. Instant feedback is useful for quick, accurate, and informed decisions.

According to Lowe:

Small group communication involves at least three people. As it is informal, people tend to form cliques if thirteen or more people are present. Each member has the right to observe and participate. There is still dialogue, feedback is immediate and alterations and correction of the messaged is

possible. Members have a certain measure of interdependence, yet meaningful personal relationships can still be maintained. *(Lowe Genevieve 1994: 48)*

Small groups are very common in both formal and informal situations where issues are easily discussed.

Dialogue takes place during the interaction as defined by De Vito J (1989 : 15) that it is a conversation between two or more people in which both participants have the opportunity to express themselves and to interpret each other's messages. An exchange of thoughts, feelings and meaning takes place between them.

Dialogue is ideal for discussing issues frankly and reach decisions. The attitude and intentions of partners differ in the ways of communication.

Lowe (1994 : 48) continued to say that large group communication when informal, has features like those of small group, but differs in that there are more than twenty people.

Many social factors come into place in controlling which of communication is used on a particular occasion. Large group communication is useful in employee work coordination. For example a Manager uses staff meetings to review the organisational work progress.

During dialogue, there must be a message communicated irrespective of the social setting. Whatever one communicates holds an underlying meaning. Always bear in mind that any action conveys or is intended to convey a message or is intended to convey a message and elicit a response of some sort.

Inter-personal communication involves verbal and non-verbal message. Verbal messages include oral and written communication. Oral communication is by spoken words. For example, using telephone or in one to one intervention. Verbal communication can be in form of letters, memos, reports or e-mail. It is usually used as a follow up of a conversation or a discussion. Non-verbal messages are usually expressed through body language.

Andrews and Andrews (1994 : 122) noted that oral communication is direct and instantaneous and produces immediate feedback. A great deal of information is communicated orally. When people communicate face to face, or by telephone conversation, the response is provided immediately.

According to Heller and Hindle's observations
Verbal exchanges in person to person and by phone are used because of their immediacy, they are the chef means by which organisations work on a day to day basis. (*Heller & Hindle T 1998 : 11*)

Verbal messages are used to create a meaning in a given context.

However, some verbal exchanges cause emotions and resentment of the employees.

Ludlow and Panton identified such words
a)   Demanding words: words that are dictatorial or threatening. They leave people feeling they have no choice.
b)   Demeaning words, these include "stupid", 'dummy', 'hopeless. They are verbal put-downs that belittle a person.
c)   Discriminatory language which convey partiality or prejudice refrain from making inappropriate or possibly hurtful references to age, gender, sexual or entertain race and ethnicity. *(Ludlow 12. & Panton F 1992: 6)*

Different cultural backgrounds have a strong bearing on some of these words. It is important to understand the underlying meaning of words used. Wrong use of a language can cause humiliation and frustration leading to financial and human resource loss.

Interpersonal communication helps to resolve issues immediately. It is useful for discussions, problem-solving and giving feedback. These issues can be personal problems, work related or procedural.

According to Budeck & Plug:

Interpretation is a recipients' conception of the received message. *(Budeck M. & Plug 1993)*

Breaking down barriers in communication is one of the first steps towards proper interpretations. A full understanding and attention to other person's message is vital for correct interpretation.

When receiving feedback, Desmond says that:

Unless the message's sender is provided with prompt and unambiguous feedback, the receiver must take immediate steps to provide feedback however busy he may be.

2.3   Purpose of Communication

Communication enables people to learn, relate, influence, persuade, help and motivate one another.

According to Heller & Hindle:

Good communication is lifeblood of organisations. It takes many forms, such as speaking, writing and listening though its purpose is always to convey a message to recipients. *(Heller R. & Hindle T. 1998: 18)*

In management, you communicate to get things done, pass on and obtain information, reach decisions, achieve joint understanding and develop relationships. Use communication to handle information and improve employee performance.

According to Steiner:

Organizational communication occurs within a particular social system composed of interdependent groups attempting to achieve commonly recognized gals. It takes place in two ways;

> In a hierarchical structure as internal communication and horizontal as external communication (*Steiner, ID 1972: 80)*

Steiner gives an example:

Communication between the executive and subordinate, and communication between the organisation and its public. *(Steiner, ID 1972: 80)*

Effective vertical and horizontal flow of information indicates that good communication exists in the organisation. In many ways, the personal relationships that exist between colleagues are just as important as their professional relationships.

Gichira R Noted that:

Communication is extremely important in raising productivity through more effective work and enhanced cooperation. (*Gichira R (1997: 13)*

This is done through meetings. Meetings bring members of the organisation and/or clients together. You can build up teams of people who work well together but ensure that they are concise and constructive.

Heller Robert & Hindle Tim (1998 : 291) say that self-motivation is long lasting. Inspire self-motivated staff further by trusting them to work on their own initiatives and encouraging them to take responsibility for entire tasks. Highly motivated individuals are vital to the organisation. In their initiatives are necessary in the competitive business world.

2.4   Barriers to Effective Communication

Barriers to communication render it ineffective. Anything material or immaterial that acts to obstruct or prevent passage is a barrier. Such interference is called noise.

Tubbs S. I. & Moss S (1987) defined noise as anything that distorts the information transmitted to the receiver or distracts him or her from receiving it.

According to Cole G. A (1990) barriers include: individual bias and selectivity, status differences, fear and other emotional overtones and verbal difficulties. Individual bias and selectivity that is we hear or read what we want to hear or see.

Cole explains that:
People are un aware of their bias until it is brought to their attention. Much bias has to do with cultural background and status differences that is; subordinate may read more than intended.

Fear and other emotional overtones can cloud the communication. (*Cole G.A 1990 : 15)*

If a person has had bad news to pass on, which is almost certain to upset the recipient, he will tend to avoid the whole truth and be content to pass on part of it. Verbal difficulties are a frequent cause of confusion and misunderstanding.

Environmental barriers can be similar in effect to technical barriers. For instance bad weather, noise of thunderstorm. (*Lowe G 1994 : 44*)

Use of sheer language, lack of fluency on the part of the sender or use of jangos distorts communication

Koontz says:
Semantic distortion is another barrier to effective communication, which can be deliberate or accidental.

An advertisement, "we sell for less" is deliberately ambiguous. It raises the question: "less than what?" these words may evolve different responses. (*Koontz H 1986 : 428*)

It may happen that you are clear about what you want to say, but because your language is vague, the message will not be understood even though your objectives are clear. Take time to think about your message, rehearse through it, to avoid misinterpretation.

Communication barriers vary from one person to the other. You say what you do and feel/ may become a barrier to the other person in one way or another. (*Cole G.A 1990: 74*)

An article appeared in the Monitor Newspaper reading
"Workers strike at Jinja Power Dam"

Workers yesterday claimed that they were not given their terminal benefits in April 2001 .....

MD Eng. John Mugyenzi insisted that workers are only discontented but not on strike. (*The Monitor Newspaper (No. 126) Monday 06 May 2002*)

The ideal approach when providing information is that everybody should know everything that concerns them directly or indirectly, in full and accurate detail, as soon as possible. Any communication must overcome such barriers. If it is to be successful, and the first step is to recognize that they exist.

CHAPTER THREE

3.0 METHODOLOGY

3.1 Research Design

Both quantitative and qualitative study was adopted foe a detailed investigation into the impact of communication of employees of Kampala International University. Qualitative design allowed the researcher to get in depth information and make a comprehensive study of the subject. The research type that was that of case study, which allowed a concentrated focus on a single phenomenon and the utilization of a wide array of data-gathering methods. The phenomenon of this study was the impact of communication on the employees' performance in Kampala International University.

3.2 Methods of data collection

3.2.1 Questionnaires

100 questionnaires with printed lists of questions were given to respondents. A standard questionnaire (Appendix) was constructed by the researcher. Clear instructions were used to ensure that answers given by respondents would bring out the required information. The majority of the items were close ended. Few items were open ended that was calling for response in terms of views. This method enabled the researcher to easily collect large volumes of genuine date, as people responded without necessarily establishing their identity.

3.2.2 Interview Method

This involved a one to one verbal interaction between the researcher and the respondents to get views from the former.

Interviews were conducted using questions from the questionnaire (Appendix I). This was done most especially for the respondents who didn't have enough time

to complete questionnaires. Also members in casual labour group were interviewed so that immediate feedback is given.

Open ended questions were used because they allowed fir explanation of the issues that were not considered while planning the study and information was provided in the respondents own words.

3.2.3   Sampling Strategy

The sampling strategy that was used in the selection of respondents for the study was purposeful sampling. This strategy enabled selection of respondents from whom the researcher learnt a great deal about the issues of central importance in the study.

3.2.4   Population

All employees at all levels of hierarchy, communicate in the execution of day-today activities/programmes at Kampala International University. The research covered lecturers, administrative assistants, Secretaries, gate keepers/Receptionists and some casual labourers. Emphasis was on establishing how the channels of communication influence their work performance. All the categories of employees provided in depth information from experience and personal observation.

3.2.5   Sample Size

The number of 91 respondents out of 100, which is 91% of the total number, was a sizeable representation of employees in Kampala International University in light of the recommended sample.

3.3   Procedure

The researcher identified the problem area and formulated the research problem. The research was consolidated by the literature review obtained from information already tackled.

3.4   Instruments used in data collection

During the course of the study, the researcher used the interview guide, questionnaire, a Laptop computer to record raw data and a Personal Computer was employed in the final stages of data processing.

3.4.1 Methods of data analysis

After raw data had been collected, it was processed and thereafter organized into meaningful pattern. This enabled the researcher to present data in forms that are easy to understand and interpret. The exercise included editing, coding and finally tabulating it.

3.4.2 Editing

Editing mainly applied to the recorded responses to ensure that such responses were accurate and consistent. It was cross-checked for errors, completeness, accuracy, uniformity and reliability, validity of responses.

3.4.3 Coding

Coding was done to classify the answer to questions into meaningful patterns. This was done by the construction and fitting of coding frames into categories of answers.

3.4.4 Tabulation

The data was finally put into tables for some statistical analysis and the researcher did tabulation.   This was a useful method of data presentation

because it portrayed comprehensive results of the collected data thereby making it easy to understand. The data was thereafter processed and analysed.

3.5   Constraints

A few constraints negatively impacted the process of conducting the study. These included:

- The limited time framework within which the study was conducted
- The respondents from whom the information was gathered were busy with office schedules and not ready to give information at the convenient time for the researcher.
- Limited finances to facilitate movements in collecting information, purchase of materials for drafts; and binding the report.

However most Kampala International University staff members were well known to the researcher which facilitated the research exercise.

CHAPTER FOUR

4.0 DATA ANALYSIS, DISCUSSION AND FINDINGS

Introduction

This chapter discusses the findings, of the study. The findings are presented to table format in accordance with the objectives and the data collection methods stated below.

The researcher set out:

(i)   To establish the channels of communication used in Kampala International University

(ii)   To find out how interpersonal communication influences work performance in Kampala International University

(iii)   Ti find out the factors that affect employees' performance.

The study developed on the hypotheses that:

- Interpersonal communication is the central factor to employees' performance in Kampala International University.

4.1   Channels of communication used in Kampala International University

Table 4.1   methods of communication in the Organization

Response	Frequency	Percentage
Interpersonal	46	50.6
Organizational	30	33.0
Both Interpersonal and Organizational	15	16.5
Total	91	100.0

The study identified three most widely used methods of communication in Kampala International University namely; interpersonal (face-to face) with 50.5% statistical representation; organizational (between executives and employees) 33.0% responses, and a combination of both interpersonal and organizational methods, with 16.5% representation.

During the study the researcher found that 50.5% of the employees use interpersonal communication. This is attributed to immediate feedback, direct contact, time saving, encouraged self disclosure, easy communication during the interaction and to other related factors as discussed in Table 3.7 and 3.8 below.

It was also discovered that interpersonal communication takes place in formal and informal set up and that it is an interactional process as discussed in Diagram 1 on page 1. this confirms that the definition of Lowe Genevieve (1994:20) that is it the act by one to one or more persons, of sending and receiving messages sometimes distorted by noise, occurs within a context, have some effect, and provide opportunity for feedback. Respondents indicated that it involves verbal and non-verbal messages. The employees in Kampala International University consider interpersonal communication as a useful tool in their work performance because it enables them to relate, learn, influence, persuade, help and motivate one another. The study discovered that information disclosure plays an important role in employee performance and towards achieving the organizational objective.

According to the findings 33.0% of Kampala International University staff use organizational communication. Executives use organizational communication to formulate and implement policies. Examples cited were the appointment letter which stipulates the employees' Terms and Conditions of service to mention but a few. Detailed instructions, verbally and non verbally for different activities within and outside the organization are given and taken to facilitate employee

work performance. Respondents, especially the Directors, Co-ordinators and Heads of Departments gave their positive opinion about organizational communication that without it, it would be difficult for the organization to achieve its goals. Steiner, I.D (1972:11) asserts that organizational communication occurs within a particular social system composed of interdependent groups attempting to achieve commonly recognized goals. For example, communication between the executive and subordinates; and communication between the organization and its public. This proved that effective vertical and horizontal flow of information indicate that good interpersonal relationships exist in the organization.

From the findings 16.5% of Kampala International University employees use both organizational and interpersonal communication. During staff meetings, issues are discussed frankly to effect changes, reach decisions and solve problems. Both oral and written methods are used. This is because oral communication was found to be a basis of face to face interaction which is reinforced by written communication to have a permanent record of the proceedings. Employees obtain the required information in the right way through both oral and written communication.

Table 4.2   Most frequently used channels of communication

Response	Frequency	Percentage
Face-to-face	44	48.4
Combination of face to face, written communication and telephone	26	28.6
Written communication	18	19.8
Telephone	3	3.2
Total	**91**	**100.0**

The study revealed that the majority of Kampala International University staff prefer face-to-face communication as it evident in table 4.2 with the supporting percentage of 48.4%. 28.6% use a combination of face to face, written communication and the telephone while 19.8% enjoy written communication. 3.2% prefer telephone communication in their daily communication.

Interpersonal communication was found to predominantly involve face-to-face interaction. The statistics indicated that 48.4% use interpersonal communication. Interviewed respondents supplemented to the personal observations made by the researcher that interpersonal communication is the most frequently used channel. The non-verbal cues greatly contributed to the findings of the impact of interpersonal communication on the employees. Oral responses were reinforced by body language which include, hand gestures, facial expression, head movements, posture, touch, eye contact, voice and dress or appearance. This answers part of the researches objective of establishing the channels of interpersonal communication in the organization.

A combination of all the channels of communication was the second proffered with a representation of 28.6%. A combination of face-to-face, telephone and written communication improves employees' performance. Face to face meetings are most flexible than large formal gatherings and their duration is more easily controlled. The telephone is good because it makes people at a distance, and even strangers, immediately accessible to facilitate decisions. Written communication confirms and reinforces already discussed ideas by providing a permanent record and future reference. According to Heller & Hindle (1998:20) although each method work well individually, it is known that using two or more methods together increases interest, comprehension, and retention. Methods are more potent when combined with others. The combination of the three methods, opens the door to knowledge and understanding, how to improve performance and how such improvement will pay off.

The study found that 19.8% respondents preferred written communication because it is a permanent record for future reference. Heller & Hindle (1998:20) say that it is essential when communicating a message that you give due consideration in choosing between the spoken and written word. If you decide that you want speed and convenience, you may well choose speech as the best form of communication. Alternatively you may want something more permanent and orderly, have a typed document. Without written records, follow up the transactions would be extremely difficult.

During the study, respondents represented by 3.2%, preferred using the telephone. The telephone is useful for quick communication and instant feedback both within and outside the organization. For instance, inter-com system facilitates contact among the employees within the organization. To the Executives, Directors, Managers and other employees using the telephone is time saving because it provides simultaneous exchange of ideas. The telephone saves a large proportion of the average working time and effort that would otherwise be spent on moving up and down to send or receive information. The telephone also saves one written material which would result in volumes and volumes of paper work.

Table 4.3   Frequency of communication

Response	Frequency	Percentage
Daily	79	86.8
Weekly	6	6.6
Monthly	6	6.6
Total	**91**	**100.0**

The majority of the respondents communicate on a daily basis (86.8%), while 6.6% communicate on a weekly basis and the 6.6% communicate on a monthly basis.

The researcher found that communication is inevitable. The frequency of communication largely depends upon the type of activity in which one is engaged. Most employees (86.8%) communicate daily. Respondents said that they use all channels of communication as discussed in Table 4.3 above. Everything one does communicates a kind of information. Interpersonal communication involves verbal and non-verbal communication. Employees use spoken word by mouth and body language to communicate. As already discussed in Tables: 4.1 and 4.2 whatever act, event or activity one is engaged in involves communicating a message. The respondents supported Lowe Genevieve (1994:21`) that, the basis of human existence is and that each of us is always in the process of communicating with the world thereby making a sense of the situation in which we find ourselves. Communication is a human activity which goes on, so as long as one lives. As a routine activity, it is inevitable.

Table 4.4 Context of communication

Response	Frequency	Percentage
Between both 2 people; and 3-20 people	64	70.3
Between 2 people (dyads)	13	14.3
Between 3-20 people	12	13.2
More than 20 people	2	2.2
Total	**91**	**100.0**

70.3% respondents communicate in contexts of both 2 people and 3-20 people; 14.3% in dyads while 13.2% communicate in groups of 3-20 people in their day to day activities and 2.2%.

The researcher found that 70.3% respondents in Kampala International University communicate in both dyads and small group of 3-20 people contexts in their day to day activities.

Kampala International University being a heterogeneous community with clients from both within and neighboring communities, employees were found to communicate a lot within and outside the organization. From the findings, Directors use one to one consultations for quick decisions. Executives as strategic planners, interact with Heads of Departments and Clients in dyads for high level consultations and favourable policies. Regular staff meetings enable management to know employees' and clients' grievances and make full consideration of their views.

To the same effect Steiner's (1972:65) word are suited to the analysis. He says that whenever possible, involve people fully in developing long-term objectives and planning for change, as well as implementing plans. The interviewed secretaries indicated that during the day to day office activities of receiving and attending to clients, the telephone, scheduling meetings and taking minutes interaction is both in dyads and small groups.

The study established that 13.2% respondents communicate in small groups of 3-20 people. (Refer to Picture No. 3 page 15). Small groups communication help the Executive to review the organization's progress, maintain or revise policies as deemed necessary. Small group meetings help managers in making progress reviews and realigning priorities according to the organizational objectives. This is in line with Heller & Hindle's (1998:18) assertion that in

management, you communicate to get things done, pass on and obtain information, reach decisions, achieve joint understanding and develop relationships.

Table 4.5   whom you communicate with

Response	Frequency	Percentage
Both with fellow employees and clients	72	79.1
Fellow employees	14	15.4
Clients	5	5.5
Total	**91**	**100.0**

From the Table 4.5 above that highest population of 79.1% communicate with both fellow staff and clients. 15.4% communicate with fellow employees while at work, and the 5.5% communicate with clients most.

The researcher found that interpersonal communication among fellow employees and between clients was the most frequent at 79.1%. Whatever the task, activity or responsibility everyone is always in the process of communicating. For example, the Executive interviewed confirmed that no planning and implementation could be carried out without interacting with both employees and clients. If the organization has to exist, there must be communication between employees and clients. The employees are there to serve because they sell their products and services to the clients through effective interpersonal communication.

From the findings 15.4% communicate with fellow employees because most of the day is spent at the work place. If an employee reports to the work place at 8.00a.m (8.00hrs) in the morning and works until 5.00p.m (1700hrs) in the evening, this means that, most of the communication is among fellow employees. Employees work as a team to provide services, through good

interpersonal relationship, they harness a strong workforce. On this analysis Steiner (1972:15) says that given an impossible task, team members reinforce each other's confidence as they seek to turn the impossible into reality.

5.5% of the respondents communicate with clients. This was mainly revealed by Receptionists, Secretaries and Lecturers because their nature of work entails direct contact with clients of Kampala International University. This category of employees carry the image and sell out the organization, quality service has to be provided through good interpersonal communication.

4.6 How communication influences work performance in Kampala International University

Table 4.6 employees get the desired response from channel most used frequently

Response	Frequency	Percentage
Yes	83	91.2
No	8	8.8
Total	91	100.0

It is evident from table 4.6 that 91.2% receive the desired responses during the course of their communication. This is a good indication of effective communication, as both ends have to reach a common understanding on the subject matter. Only 8.8% of the respondents interviewed and observed do not receive the desired responses from the channel of communication they frequently use.

The discussion below elaborates on the reasons provided by the respondents for considering the communication process effective.

Table 4.7 Positive factors for desired responses

Response	Frequency	Percentage
Immediate feedback	35	41.2
Communication progresses in the desired way	12	14.1
Direct Contact	9	10.6
Easy communication	7	8.2
Encourage open discussion	5	5.9
Provides first hand information	5	5.9
Time saving	3	3.5
Mutual understanding	2	2.4
Encourages maximization of individual's potential	2	2.4
Promotes moral	2	2.4
Self Disclosure	2	2.4
Encourages use of non verbal cues	1	1.2
Total	**83**	**100.0**

The research findings revealed that 41.2% receive the desired response because immediate feedback is provided, the message has been received clearly and sent. This agrees with Desmond W E (1986:27) that unless the message's sender is provided with prompt and unambiguous feedback, then the communication process is likely to be frustrated. Feedback is essential in communication to check that you have understood the other person's message. Whatever channel of communication used the respondents said that, instant feedback motivates the employees and improves work performance. The researcher found that 14.1% response is received in the desired way. The communicators choose the desired channel through which to transmit a

message. The verbal or non verbal exchange of messages involve the principle of adjustment which provides for the desired responses if communication is to be effective.

10.6% felt the response is effective because there is direct contact. Whatever the channel, face to face or telephone, communication involves direct contact that allows for clear expression of the message both verbally and non-verbally. It eliminates mediators who sometimes distort the information. Direct contact compliments the fact the communicators convey and receive first hand information discusses below.

8.2% respondents revealed that interpersonal communication is an easy channel. Conveying to people the purpose, means and extent of a task entrusted to them is a basic exercise in communication. If you are providing a colleague or client with a written brief, talk through this first to expand or clarify any points and check that the brief is completely understood. Briefing about action to be taken in the future, or reports that explain what has happened and why, is successfully done through interpersonal communication.

5.9% respondents indicated that it encourages productive discussion of the issues. The findings were in support of the annual staff performance appraisal process carried out to assess the level of performance. An interactive discussion is carried out between the employee and immediate supervisor to discuss the strengths and weaknesses. Advice, counsel, or appropriate training is provided as deemed necessary. The Ministry of Public Service (2002:1), Performance appraisal in the Public Service an Open and Interactive Scheme for Development of a Competent and Result Oriented Public Service relates to the findings. The objectives of the performance appraisal are to increase employee's motivation, develop potential and improve performance which is intended to build a productive efficient and effective workforce.

Findings show that 5.9% prefer face to face communication because first hand information is provided and received. Employees need first hand information from the right source, and the ability of its managers to provide all types of information in the right way are the crucial elements of the organization. Often, reported messages get distorted because of the language, even when the objectives are clear. Findings established that misinterpretations and misunderstandings are eliminated when the message is transmitted directly from or to the concerned person. The findings agree with Cole G A (1990:125) that whether the news is good or bad, tell it swiftly to forestall rumours.

3.5% revealed that it is time saving. Time is saved during the interaction in which issues are discussed and concluded. All trivial issues concerning employees are discussed in dialogue which reduces loss of human and financial resources.

De Vito explains that:

> Dialogue is a conversation between two people in which both participants have the opportunity to express themselves and to interpret each other's messages. An exchange of thoughts, feelings and meaning takes place between them. *(De Vito Joseph A 1989:40)*

Oral interviews with respondents, saved a lot of time which would have taken long hours writing down their views and ideas.

The researcher established that 2.4% respondents get motivated by the mutual understanding that prevails during interpersonal communication.

Communication compromise and adjust to one others needs in order to achieve their objectives. This relates to compromise in which an agreement is reached

without coursing someone. Mutual understanding is helpful in resolving conflicts that would otherwise get aggravated leading to employees' resistance. For example, negotiations between the Workers Union and the organization's management team help in formulating favourable employees' terms and conditions of service.

2.4% responses indicated that it encourages maximization of the individual's potential. It is vital that all employees work as a team and maximize their potential. Employees need to be given full responsibility for their jobs and fully empowered to execute and improve their own work in ways that optimize their contribution to the entire team. Delegating tasks efficiently and monitoring each employee's performance, leads to maximization of the individual's potential which enhances the overall performance in the organization.

2.4% revealed that the response received promotes the employee's morale. When the executive offers time to talk to the subordinates, the subordinates feel that they are recognized in the organization. Employees with high morale produce more.

2.4% confirmed that self-disclosure is a way of gaining information that one would otherwise not know. This agrees with Devito (1989:81) that self-disclosure is a useful strategy for sharing information with others. By sharing information, we become more intimate with other people and our interpersonal relationship is strengthened. Respondents handling clients find sharing information with clients helpful in knowing that aspires them to come to Kampala International University. This information is helpful in promoting the education industry and the organizational objectives.

Table 4.8   Negative factors of interpersonal communication

Response	Frequency	Percentage
Unclear telephone	2	33.3
Delay in receiving response	2	33.3
Bureaucracy	1	16.7
No record of the message is made	1	16.7
Total	**6**	**100.0**

33.3% do not receive desired responses because of the un clear telephones.

33.3% claimed that there is delay in getting the response when they present their requests and grievances to management. Sometimes employees bring out pertinent issues that affect their work performance.

16.7% respondents do not feel comfortable because of the bureaucracy followed to get to the right person to attend to their problems as quickly as they wish. There is a hierarchical flow of information in the organization in which every employee is required to report to the immediate supervisor. Employees felt that there should be simplified procedural rules in which top management gets to know and handle their problems faster.

The findings further revealed that 16.7% respondents complained that they do not receive the desired response because there is no record made in interpersonal communication for follow up and future reference. Instructions given in face to face or through the telephone sometimes become controversial when adverse results are produced.

Table 4.9   **impact of face-to-face communication on employees'**
             performance

Response	Frequency	Percentage
Non response	2	2.2
Yes	73	80.2
No	16	17.6
Total	**91**	**100**

Table 4.9 clearly shows that a great number (80.2%) of the respondents think that face to face interaction has a positive effect on the work performance and the reasons for their argument have been given in Table 4.10. Meanwhile 17.6% feel that face-t-face communication has negative effect on their work performance, giving the basis for that in Table 4.11 and the remaining 2.2% had no comment to that effect.

The researcher interviewed respondents to find out the impact of face to face interaction on employee performance.

Table 4.10 Positive impact of face-to-face interaction

Response	Frequency	Percentage
Attracts attention	1	1.4
Feedback	16	21.9
Enhances team work	10	13.7
Body language reinforces meaning	7	11.0
Clarity	8	11.0
Helps to make precise, accurate and informed decisions	6	8.2
Harnesses team work	8	11.0
Improves interpersonal relationships	4	5.5

Saves time	4	5.5
Creates room for improved work performance	4	5.5
Self expression	2	2.7
Creates confidence	1	1.4
Non response	1	1.4
Total	**73**	**100.0**

21.9% respondents get effective feedback because the right message is sent in the desired way, to the right person at the right time and receive the desired response. According to Desmond (1986:27) unless the message's sender is provided with prompt and unambiguous feedback, then the communication process is likely to be frustrated. How feedback is transmitted, and what happens in response to it, is basic to effective communication. Feedback is the only way that indicates that communication has been successful.

13.7% respondents indicated that interpersonal communication encourages team work. Team work increases the rate of productivity towards the organizational objectives.

11.0% respondents that non-verbal cues provide information. No-verbal cues play a very important part in interpersonal communication because they reinforce the spoken word. Bodily communication is communication without words. Body language included, hand gestures, facial expressions, head movements, posture, touch eye contact, voice and dress or appearances, convey a lot of messages. Non verbal cues help to recognize and understand expressions useful for effective communication. However, the non-verbal languages of gestures varies from society to society. Koontz (1986) says that:

Since non-verbal communication is such an important part of the communication process, you should know what is involved, so that you can become more consciously aware of non-verbal messages and make them work for you, rather than against you. *(Koontz Harold 1986:428)*

It is important that communicators know the different meaning of non-verbal signs across the cultures to avoid misinterpretation.

11.0% respondents said that it provides for clarity. Clarity is one of the rules that govern good communication. Clarity during the face to face interaction is associated with being clear in mind about what you want to communicate, delivering the message succinctly and ensuring that the message has been clearly and correctly understood. One is able to ask, seek explanation and fully comprehend the feedback. According to Sultan Kermally (1999), if you have received unclear brief for a task, it is acceptable to ask your boss to explain exactly what is expected of you. Otherwise, you may fail to produce the desired result. This was emphasized by Heller & Hindle (1998:29) that if you need repetition, further explanation, or extra information, do not hesitate to ask for it. Seeking clarification helps to gather all the points which would have jeopardized the employee's work performance.

Further investigations revealed that 8.2% this process enables people to make precise accurate and informed decision. In face to face communication, the message is communicated in the desired manner and the desired response is received which leads to effective communication, as already discussed above due to clarity. Executives, Co-ordinators and Managers are able to make precise, accurate and informed decisions required of a leader. The leader is the focal point of change and decisions made affect the whole organization and public. It is therefore a good idea that a leader maintains a good information system.

5.5% indicated that it improves interpersonal relationships. Interpersonal relationship is created as the communication process progresses. The interviews established that a people engage in the communicating process, they build a relationship in which useful information is disclosed.

A proportion of 5.5% said interpersonal communication created room for improved work performance. Interviewed respondents said that during the employees' performance appraisal, the appraise openly discusses with the appraiser the past performance and plan for the future. The open and participatory system, increases the employee's motivation, develops employee's potential and improves one's performance. This is a continuous system used to monitor the performance through dialogue and constant guidance, and it provides for constructive feedback.

2.7% respondents indicated that interpersonal communication involves self-expression in which a free and relaxed atmosphere is enjoyed. Self-expression is useful in counseling and guidance where the individuals problems are discussed. Good advice and counsel help to retain good employees who feel that their situations are appreciated and recognized.

Table 4.11 Negative impact of face-to-face interaction

Response	Frequency	Percentage
Inferiority complex and nervousness	6	33.3
Does not allow time for planning the response	4	22.2
Individual bias and selectivity	3	16.7
Costly and time consuming	2	11.1
Biased first impressions	1	5.6
Inference	1	5.6
Total	**18**	**100.0**

33.3% respondents show that interpersonal communication is affected by inferiority complex and nervousness. Subordinates experience inferiority complex when communicating with executives due to the individual's status. This agrees with Lowe (1994:44-45) that indiscrimination of stereotyping is a barrier which arises because people focus on classes of individuals and not on each individual.

22.2% respondents showed that face to face interaction does not allow time for planning a favourable response for best results. Unlike written communication where the individual has to think and review the response. The instantaneous responses sometimes result in unfavourable decisions or action taken.

From the questionnaire responses, 16.7% indicated that individual bias and selectivity hinder effective communication. Individuals tend to be comfortable communicating with people they like. This was found to be attributable to the interpersonal relationships of the communicators.

The findings revealed that 11.1% find face to face communication costly and time consuming. It becomes costly to the organization especially when employees hold lengthy meetings yet fail to make fruitful decision. The custom of debating on an issue until a decision is made can be time-consuming and may create tension among employees. It is common practice that people do not set time limits for discussions impacting on other tasks. This leads to loss of financial resources and wastage of human resources.

5.6% respondents indicated that first impressions matter in the face to face communication process. Respondents agreed that the quality of service and reception offered to the clients greatly impacts on the organization's goals. Good customer care is paramount in creating first impressions which either promotes

or destroys Kampala International University's image. This agrees with Heller & Hindle (1998:36) that good communication is the lifeblood of organizations.

5.6% indicated that inference affects the communication process because individuals draw conclusions beforehand. This agrees with Lowe G (1995:44-45) that face-inference confusion occurs when we make statements based on fact and on the basis of what we observe plus our own conclusions.

Other factors affecting employees' work performance

Table 4.12   Other factors affecting performance

Response	Frequency	Percentage
Lack of motivation	20	21.9
Controversial Information	9	9.9
Lack of proper accommodation	15	16.4
Flow of information	9	9.9
Inadequate Manpower	12	13.1
Working environment	13	14.2
Interpersonal relationships	9	9.9
No responses	3	3.3
Total	**91**	

Research findings from questionnaires and interviews showed that 21.9% respondents lack motivation at work. Today's increasing competitive business world requires the organization to have a highly motivated workforce. Some basic factors that affect employees' performance aired out were:

- Salary and benefits including basic income, fringe benefits, bonus, and leave pay. Employees need certain levels to meet their needs.

- Company policy including the formal and informal rules and regulations, that govern employers and employees. Job security involving the degree of

confidence that the employee has regarding continued employment in the organization.

- The type of office life within the individual's working environment. Personal life was found being greatly affected as employees do not find time to spend with their family members, friends and interest since most time is spent at work.

The findings agree with Koontz (1986:226) assertion that Psychologist Fredrick Herzberg's "two-factor" theory for motivation is based on motivators and hygiene factors that relate to the employees' grievances. The hygiene factors are basic needs to work, which do not motivate but failure to meet them causes dissatisfaction. Good employers need to take every opportunity and use every transaction with employees to show that they really believe that people are valuable assets by motivating them.

9.9% responses indicated that ineffective flow of information affects employees. Horizontal and vertical communication is vital for building good interpersonal relationships. Changes concerning employees' welfare need to be communicated as soon as possible. Heller R. & Hindle T. (1998:18) says that good communication is the lifeblood of the organizations. For example, one time, changes regarding the policy on staff leave transport pay, were not communicated to all employees. This issue greatly demotivated the employees. The ideal approach when providing information is that everybody should know about everything that concerns them directly or indirectly, in full and accurate detail, as soon as possible. A story in the Monitor Newspaper No. 126 (2002) which reported that workers had gone on strike at Jinja Power Dam claiming that they were not given their terminal benefits, yet the Managing Director insisted that the workers were discontented, is a good example. Remember, disgruntled workers become destructive instead of productive.

Accommodation is a problem as presented by 16.4% respondents. Many employees in Kampala International University lack proper accommodation. The lower cadre staff, go out to rent living rooms in cheap areas within the nearest trading centers. However, such places, are found in crowded area with poor drainage systems which are dangerous to the employees' health. Employees get affected either morally or physically leading to drunkenness, habitual absenteeism impacting on their work performance.

9.9% respondents indicated that interpersonal relationships affect their work performance. The communication process builds interpersonal relationships with fellow employees and clients. This agrees with Charles Berger (1993) that interpersonal relationships center on ways in which communication meets one others' social and identity needs.

Ibid

> For a relationship to exist, the person must be aware of each other and take each other into account …… At least one person must affect the other in some way. *(Charles Berger 1993:116)*

The most important contributor to personal happiness is a close relationship with another person. The type of interpersonal relationship affects the individual's work performance either positively or negatively.

The above analysis and findings were the basis of the conclusions and recommendations given by the researcher.

CHAPTER FIVE

CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This chapter presents a summary of the study, conclusions together with recommendations.

5.2 Summary

Findings clearly indicate that employees in Kampala International University enjoy using interpersonal communication despite the little knowledge previously held. All the employees, appreciate that interpersonal communication positively facilitates their performance and the overall contribution to the organization. Furthermore, all employees are optimistic that their interpersonal communication skills change towards improved work performance and achieving the organizational objectives.

5.3 Conclusions

The following conclusions are based on the analysis of findings above. In Kampala International University, interpersonal communication:

- Is the most readily and available method of conveying and receiving information.

- Provides instant feedback that facilitates decision making, and encourages self expression useful in counseling and in open meetings.

- Provides for clarity in which the message is delivered and received succinctly.

- Harnesses interpersonal relationships which is useful in information disclosure.

- Strengthens team spirit resulting in improved work performance and productivity.

- Enables making accurate, precise and informed decisions, strengthening the employees' confidence and job satisfaction.

- Is time saving both to the individual and the organizational as a whole.

- Reduces on loss of financial and human resources by eliminating misunderstandings and misinterpretations.

However, there are some factors affecting interpersonal communication:

- Body language, especially facial expressions either reinforces or contradicts the spoken word rendering communication ineffective.

- Poor communication and telephone calls with unclear signals, poor communication frustrate both clients and employees.

- Inferiority complex due to individual's status.

- The type of interpersonal relationships and interpersonal needs.

- Emotional states during communication.

- Individual's communications skills.
- The working environment, working conditions, accommodation and university policies and procedures; inadequate manpower in the lower cadres of staff, individual status, and limited knowledge of other international languages.

The study put forward some recommendations for better communication.

5.4   Recommendations

Recommendations have been put forward by the researcher after careful consideration of the findings of the study.

- The employer should target employees for offers tailored to their needs. Workshops, seminars and in-house training should be organized for employees to understand the channel and appreciate the use of the communication process.

- Productive regular meetings should be encourages to enable employees express their ideas and emphasize areas of commitment for the success of the organization.

- Employees should be trained in communication skills and other international languages to enable them communicate for the best results across the different cultures.

- Open communication should be encouraged at all levels by keeping feedback impersonal to harness teamwork and improve work performance towards the organizational objective e.g. in Kiswahili, French, German etc

- The organization should consider motivating employees through non-financial rewards like recognition in form of certificates, professional training using on or off-site course and self development using on-the-job or on-vocational training.   Financial rewards in form of pay increases, commissions and bonuses, performance related pay and schemes like staff housing mortgage scheme, car loans, furniture loans and other items within tax limits.

- Staff motivation should be encouraged to share ideas and enthusiasm at work to achieve collaboration and co-operation from everyone in the organization.

- Employees should use one voice, like the Workers Union where their grievances and discontent can be communicated to the concerned authorities to avoid potential loss of financial and human resources.

- Decisions concerning employees terms and conditions of service should be communicated to all concerned as soon as possible to avoid misinterpretation and resistance.

The recommendations are made to enable proper usage and improved communication for the best results.

BIBLIOGRAPHY

1. Andrews C B Deborah & Andrews D Williams (1994) <u>Business communication</u> 2 ed, Macmillan Publishing Company, New York.

1. Budeck M & Plug C (1993). In Louw & Edwards 1993.

2. Charles Berger (1993) <u>Dimensions of interpersonal relationships</u>, London Edward Arnold.

3. Cole G A (1990) <u>Management Theory</u> "Theory and Practice" 3 ed

4. Desmond W. Evans (1986) People, <u>Communication and Organizations</u>, London: Pitman.

5. DeVito, Joseph A. (1989), <u>The Interpersonal Communication Book</u>, 4th ed, New York: Holt Rinehart and Winston.

6. DeVito, Joseph, (1992) <u>The Interpersonal Communication Book</u>, 6 ed, New York: Harper & Row.

7. Furnham, Adrian (1999), <u>Body Language at Work</u>, UK: Institute of Personnel and Development.

8. Gichira Robert, N, (1997) Revised ed. <u>Office Practice and Organization</u>, Nairobi: East African Educational Publishers Limited.

9. Gill D & Adams (1934) <u>ABC of Communication Studies</u>, London, Macmillan.

10. Heller Robert & Tim Hindle (1998), Essential Manager's Manual, London: Dorlington Kindersley.

11. Knapp, Mark (1984) <u>Interpersonal communication and human relationships</u>, Boston: Allyn and Bacon.

12. Koontz Harold (1986), <u>Essentials of Management</u>, 4th ed. New York: McGraw-Hill.

13. Lani Arrendondo (1995) <u>Communicating Effectively</u>: New York: McGraw Hill.

14. Les Donaldson and Edward E Scannel (1986) <u>Human Resource Development</u> The New Trainers Guide, end ed. Canada: Wesley.

15. Littlejohn, S. W. (1983) <u>Theories of Human Communication</u>. 2nd ed. Belmont, CA:Wadsworth.

16. Lowe Genevieve, (1994) <u>Communication Science for Technikons,</u> India: Kagiso Tertiary.

17. Ludlow, Ron & Panton Fergus (1992) <u>Essence of Effective Communication,</u> London: Prentice Hall.

18. Luft Joe (1970) <u>of Human interaction</u>, Palo Alto: National Press.

19. Nicky Stanton (1986): <u>Mastering Communication</u>, 3rd ed. London: Macmillan – The Open University.

20. Schutz, William. (1958) Firo: <u>A three dimensional theory of interpersonal behaviour</u>.

21. Steiner, I. D. (1972). <u>Group processes and productivity</u>, New York: Academic Press.

22. Sultan Kermally (1999) <u>The Management Tool Kit</u>, London: Thoroughgood Ltd.

23. Tayfoor Valerie (1989) <u>Examining Business Studies</u>, Edinburg, UK: Thomas Nelson.

24. The Monitor (May 2002) No. 126: By Isaac Mufumba in Jinja

We request you fill in this questionnaire. In this questionnaire, the researcher is finding out information to complete his research report required for the award of Degree of Kampala International University (Bachelor of Mass Communication)

The information given will be treated with utmost confidentiality.
- This is not an exam, so all the answers given are correct
- Do not write your name on this questionnaire

QUESTIONNAIRE

1. What are the most frequently used channels of communication
   a) Face to face
   b) Communication of face to face, written communication and Telephone
   c) Written communication
   d) Telephone

2. How often do you communicate (frequency of communication)
   a) Daily
   b) Weekly
   c) Monthly

3. In which context do you communication?
   a) Between both 2 people; and 3-20 people
   b) Between 2 people (dyads)
   c) Between 3-20 people
   d) More than 20 people

4. Whom do you communicate with
   a) Both with fellow employees and clients
   b) Fellow employees
   c) Clients

5. How does communication influence work performance in Kampala International University?
   a) Do employees get the desired responses from channel
      Yes
      No

6. What are the negative factors of Interpersonal Communication?
    a) Unclear telephone
    b) Delay in receiving responses
    c) Bureaucracy
    d) No record of the message is made

7. Is there any impact of face to face communication on employees'
    performance
                    Yes
                    No

8. Is there a negative impact of face-to-face interaction (Give three 3)
    ....
    ....
    ....

9. Other than communication are there other factors that affect employees'
    performance at Kampala International University?

    Give not more than five if any
    ....
    ....
    ....
    ....
    ....
    ....