ORGANIZATIONAL COMMUNICATION AND PERFORMANCE OF STATUTORY CORPORATIONS IN UGANDA

A CASE STUDY OF THE UGANDA PRINTING AND PUBLISHING CORPORATION (UPPC)

BY

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DECLARATION

I, ABAAS E. LUTAAYA, declare that this Dissertation under the topic "Organisational Communication and Performance of Statutory Corporations in Uganda: A Case Study of the Uganda Printing and Publishing Corporation (UPPC)" is my original work and has never been submitted for any award in any higher institution of learning elsewhere.

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APPROVAL

This Dissertation has been approved for presentation to the School Research Committee in partial fulfillment of the requirements for the award of the Degree of Master of Business Administration (Management) of Nkumba University.

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DEDICATION

I dedicate this work to my family whose rightful time I encroached on and who bore my absence from home to be able to come up with this research, and to my parents, the late Sheikh Edriis T. Lutaaya and my lovely mum Hajat Nuriat Nantongo, who supported and prayed for me in my earlier education.

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LIST OF ACRONYMS

HoDs	Heads of Departments
HR	Human resource
ICT	Information and Communication Technology
IGG	Inspectorate of Government
KPI	Key Performance Indicator
OAG	Office of Auditor General
UPPC	Uganda Printing and Publishing Corporation

ABSTRACT

This study examines the relationship between Organization Communication and Performance of Statutory Corporations in Uganda using the Uganda Printing and Publishing Corporation (UPPC) as a case study. It objectively concentrated on the communication channels commonly used at the UPPC, the communication environment within UPPC and the superior-subordinate communication flow at UPPC.Simple random sampling was used for the selection of 59 respondents. Mean, correlation and regression results were adopted in the analysis. From the results, the communication systems frequently used include face-to-face, telephone, written memos, email/internet and grapevines, with the most useful channel of communication being face-to-face. UPPC employees also largely perform well. Selective listening, distraction, time pressure, communication overload, information distortion, rationalization, and prejudice are identified as barriers and breakdowns in communication systems. Finally, various employees' performance indicators are found to correlate with varying measures of effective organizational communication. Employee performance can be further enhanced if bottlenecks in the communication systems are either removed or kept at their least. Particularly, information distortions caused by omissions and exaggerations must be addressed both by management and employees to improve clarity in communication.

CHAPTER ONE

INTRODUCTION

1.0.   Introduction

This study examines the relationship between organization communication and performance of statutory corporations in Uganda using the Uganda Printing and Publishing Corporation (UPPC) as a case study.

All organizations, both public and private entities rely on some form of communication to send their messages across to their target audience, or inform their target audience of the mission and vision of their entity. Employee mostly hypes performance at the work place when effective communication is at its ultimate. For instance, when the information about an organization's policies and procedures are at its optimum level with openness and accuracy; and also when the information provided is adequate, factual and has good feedback (Kacmar et al., 2003).

2.0.   Background to the Study

Modern age organisation has placed value on effective work place way of communicating. It is assumed by some management members that, communication is the simplest task for everyone to execute but research has shown that communication thus makes and unmakes the existence of an organisation. In most organisations, managers often leave that aspect of effective communication to the human resource department as their focus only reaches for the operational activities. In UPPC for example, the managers only concentrate on target achievement thereby forgetting that

free flow of information and how well the staff understand this information dissemination boost their moral to work harder in maximizing revenue. Likewise there comes a huge problem when managers within organisations always assume that they have had sufficient communication with their staff just by way of instructing them on their daily schedules.

According to Anchor (2009), two-way communication has positive impact on workers who perform profitably at work. They form some kind of belief pertaining their work which intends to satisfy the socio-emotional balance. Relating this to the study done by Rhoades & Eisenberger (2002), employees are able to determine the organisations' readiness to appreciate and reward effective and efficient performance by workers.

Hahn et al. (2012) have argued that understanding the importance of organizational communication is essential in the success of any type of organization, large or small. Nebo et al. (2015) have noted that employees' performance can be improved by ensuring appropriate recognition and reward for their efforts, and by improving communication, learning and working conditions.

According to Anchor (2009), Communication is the process of sending and receiving messages or transferring information from one part (sender) to another (receiver).

A Statutory Organization is a corporation having some political authority and serving the state indirectly in delivering key services to the public.

According to Beirut, (2003), Performance refers to being about doing the work, as well as being about the results achieved. It can be defined as the outcomes of work because they provide the strongest linkage to the strategic goals of an organization, customer satisfaction and economic contributions.

According to Kusek et al. (2005), organisational performance, although not a precisely defined concept, is assessed in terms of the results that an organization achieves in relation to its objectives. In principle, it can be measured at the output, outcome or impact level, and, less rigorously, as the organization's compliance to rules. Performance should therefore be measured by the results (outputs/outcomes) that an organization produces.

The Uganda Printing and Publishing Corporation was established in November,1992 by an Act of Parliament, the UPPC Act Cap 330 under the revised laws of Uganda. According to the Act, the objects of the corporation are:

(a) To turn the Government Printer into an effective and efficient resource;

(b) To improve the administration of Government business by providing improved printing services;

(c) To increase the productivity levels of the printer;

(d) To improve on the capacity and quality of the printer services available to the Government.

As part of the strategy to ensure the attainment of its objectives, the Corporation established a communication policy with the purpose of building understanding, co-operation and involvement from all the staff in the performance of their duties in a more consistent and coordinated manner, to enhance teamwork and help employees to identify with the Corporation vision and objectives (Human Resource Manual, 2014).

The key communication policy objectives include:

1. To determine the communication channels through which staff can communicate to various stakeholders.

2. To foster a transparent communication environment in the corporation.

3. To establish a good superior- subordinate communication relationship.

4. To encourage openness, consistency in internal communication and the sharing of information.

5. To ensure there is consultation with staff over Corporation affairs, in a way that is consistent with effective management.

6. To enhance effective communication without compromising legitimate confidentiality and secrecy. (Human Resource Manual, 2014).

The study sought to examine the extent to which the first three of the above objectives have been met.

1.2.   Statement of the Problem

In spite of having in place policy guidelines about communication, Uganda Printing and Publishing Corporation continues to experience unclear mechanisms of communication and coordination which paralyses service delivery,(AOG report2016), this is greatly attributed to a break down in the communication flow within the Corporation, which gave room to the sharing of important corporation information through the grapevine. The report also pointed out that there were cases of internal strife in management and lower level staff as a result of poor communication management, and this had negatively impacted the business operations and public image of the corporation.

In a report made by the Inspectorate of Government (IGG) of 2016, the following were noted: the Board holds unplanned and uncoordinated meetings which resulted in wasteful expenditure, putting a strain on the Corporation's budget; the Directors received questionable payments in contravention of the established policy; there were conflicting roles between the Board and management which resulted in not achieving the Corporation's objectives; there were irregular appointments of some staff in violation of the HR Manual; and that the Board was not appraising management as provided for in the Act, all these were as a result of uncoordinated communication flow in the corporation.

1.3. Purpose of the Study

The purpose of this study was to examine the relationship between organizational communication and performance of statutory corporations in Uganda using the Uganda Printing and Publishing Corporation as a case study

1.4. Objectives of the study

The objectives of the study were:

1. To examine the communication channels commonly used at the UPPC.

2. To examine the communication environment within UPPC.

3. To find out the superior-subordinate communication flow at UPPC.

1.5. Research Questions

The study was guided by the following research questions:

1. What communication channels are commonly used at the UPPC?

2. What kind of communication environment exists at the UPPC?

3. How is the superior-subordinate communication status at the UPPC?

1.6. Hypotheses

H_O: There is no significant relationship between organizational communication and performance of statutory corporations in Uganda.

H_A: There is a significant relationship between organizational communication and performance of statutory corporations in Uganda.

1.7.   Significance of the study

The study might be of benefit to different stakeholders in the following ways:

a) The management of UPPC

Communication is a vital process in every organization. People at work spend a great deal of time communicating with each other in meetings, over the phone, via e-mail, etc. Communicating effectively means being able to send a message across the organisation that is accurate and easy to understand. When communication flows accurately and effectively, the organisation will run smoothly. However, if there is a breakdown in the flow of communication, or the information is not accurate, the organisation is likely to encounter performance problems. Therefore, the findings of the study might help the UPPC Board and management implement communication that might enable the corporation to enhance its performance through establishment of appropriate communication channels, create a supportive communication environment and improve superior-subordinate communication.

b) The management of other statutory corporations

The study findings might also act as a basis for evaluating communication systems in other statutory corporations in Uganda. This might enable them to develop appropriate communication strategies that they can use to ensure that the right corporate culture that promotes organizational performance is established.

c) Other researchers

The study findings might strengthen the body of knowledge in the area of organizational communication and how it contributes to corporate performance especially in state owned corporations in Uganda. The findings of the study might also act as a basis for further research in the fields of organizational communication in both the public and private sectors in Uganda.

1.8. Scope of the study

This covered the content, geographical and time scopes.

1.8.1. Content scope

The study examined the relationship between organizational communication (defined in terms of communication channels, communication environment, and superior-subordinate communication) and corporate performance (defined in terms of efficiency, effectiveness, and attainment of KPIs). The intervening variables include communication flow, coordination/knowledge sharing, communication barriers, accuracy, reliability, timeliness, and media effectiveness).

1.8.2. Geographical scope:

The research was carried out from UPPC premises on Plot 8/12, Airport road, Entebbe, Uganda.

1.8.3. Time scope

The study covered the period from 2012 to July 2017. This was considered because over this period, the organisation had experienced numerous investigations by different agencies of Government over its failure to perform to the expected standard.

1.9. Setting of the study

The Uganda Printing and Publishing Corporation (UPPC) is a State Corporation established by the Uganda Printing and Corporation Act of 1992 (Cap. 330 of the Laws of the Republic of Uganda). It started in 1902 as a government printing department that handles both governmental and private sector printing and publishing till 1992 when UPPC Act was passed that gave it a new identity.

UPPC is a Class 1 public enterprise responsible for printing Bills, Acts and official gazette of the Government of Uganda. The Corporation is governed by a Board of Directors composed of eight (8) members appointed by the Minister who oversees its operations. The Corporation also has a management team led by the Managing Director.

1.10. Arrangement of the report

The Dissertation is arranged in nine chapters. Chapter one is the introduction, it covers the background to the study, problem statement, study objectives, research questions, research hypotheses, significance of the study, study scope and arrangement of the dissertation.

Chapter Two is the study literature. This chapter is made of three sections; literature survey and review of theories and models and the conceptual framework. Literature survey is about local literature on studies related to organizational communication in Uganda and explores gaps in these previous studies that the current study intends to address. Literature review is about review of theories and models related to the constructs of organizational communication outside Uganda with the view of establishing best practices elsewhere. The conceptual framework is a model developed in the study linking the independent variable-organizational communication and the dependent variable-organizational performance.

Chapter Three presents the study methodology and specifically focuses on the research design, research strategy, research approaches and duration; study population; data collection methods; data collection instruments; data processing; analysis and Limitations of the study.

Chapter Four, presents findings on the first objective of this study, which is on communication channels at the UPPC

Chapter Five presents findings on the second objective of this study which is on communication environments at the UPPC.

Chapter Six presents findings on the third objective of this study which is superior-subordinate communication at the UPPC.

Chapter Seven presents findings on the dependent variable which is on the level of performance of UPPC

Chapter Eight links the empirical study findings to the theoretical framework on organizational communication with the view of establishing the basis for recommendations.

Chapter Nine presents the summary of the findings and conclusion. The areas for further research are also suggested in this chapter.

CHAPTER TWO

STUDY LITERATURE

2.0. Introduction

This chapter presents the literature survey, Literature review and the conceptual framework. The literature survey identifies the gaps that the study attempts to fill, literature review identifies the models and theories other scholars have used to study a similar problem in similar environment elsewhere and the conceptual framework provides the framework of analysis for the study.

2.1. Literature survey

Tugume and Basheka (2016) conducted a study on Organizational Communication, Culture and Commitment and Employee Performance in University Faculties: Implications from Makerere University College of Computing and Information Sciences. A sample of 98 employees in the department was involved in the study.

Findings revealed a positive relationship (r=0.278, sig=0.011) between organizational culture and employee performance; a significant positive relationship (r=0.310, sig=0.005) between organizational commitment and employee performance; and no significant relationship (r=0.048, sig=0.667) between organizational commitment and employee performance.

Arinanye (2015) conducted a study on "Organizational Factors Affecting Employee Performance at the College of Computing and Information Sciences (Cocis), Makerere

University, Kampala- Uganda". Findings revealed a positive relationship (r=0.278, sig=0.011) between organizational culture and employee performance; a significant positive relationship (r=0.310, sig=0.005) between organizational commitment and employee performance. It was therefore concluded that organizational culture and organizational commitment positively affected the performance of employees at COCIS in one way or the other.

This particular study however intended to study the gap regarding Organization Communication and Performance in the Printing Industry with UPPC as a case study.

According to Otoo (2016), in a study on the ''Effect of Communication on Employee Performance at URA'', it was revealed that communication is bound to happen in any organization where information is passed on from one person to the other; through the use of both verbal and non-verbal means within URA. This study investigated the role of effective communication on organizational performance using URA as a case study. Specifically, the study examined the communication systems available in URA and measured the employees' performance. In addition, it determined the relationship between effective organizational communication and employee performance. It also identified the channels of communication considered by employees to be the most useful. Simple random sampling was used for the selection of 200 respondents. Mean, correlation and regression results were adopted in the analysis. From the results, the communication systems frequently used include face-to-face, telephone, written memos, email/internet and grapevines, with the most useful channel of communication

being face-to-face. Finally, various employees' performance indicators are found to correlate with varying measures of effective organizational communication; However the study did not go further to examine the supervisor-subordinate communication mechanism, hence the need for this research.

2.2. Literature review

In provision of literature from different scholars, this study focused on the theoretical review. It further examined the communication channels used, the communication environment, and the supervisor-subordinate communication; through this the conceptual framework was formed.

2.3.1. Theoretical review

Modern communication within organizations can best be explained through theories that have been developed by different scholars to explore the concept of organizational communication. A number of theories have been developed to explain the concept of communication as it is understood differently by different scholars and practitioners.

2.3.1.1. Goal Setting Theory:

The goal setting theory which assumes that a direct relationship exists between the definition of specific and measurable goals and performance was the first to be applied in this study. If managers know what they are aiming at, they are motivated to exert more effort, which increases performance (Locke & Latham, 2002). The theory was advanced by Latham & Locke, (2002) who emphasized goal setting and encouragement of decision rights as a basis for employee performance. de Waal, (2007) observes that

taking responsibility for results requires that organizational members are given the opportunity to influence their results favorably and have the freedom to take action. This implies that people have to be authorized by their managers to independently and swiftly take action on problems without having to ask for permission first. Decision rights allow greater involvement of employees in deciding on issues that affect their work (Locke & Latham, 2002). This implies that workers have a say in defining the right Key Performance Indicators (KPIs) and the mandate to establish Critical Success Factors (CSFs) in relation to their job responsibilities. According to Armstrong, (2006) employees are most likely to meet or exceed performance goals when they are empowered with the authority to make decisions and solve problems related to the results for which they are accountable.

The performance goals of an organization represent a shared responsibility among all its employees each of whom has a stake in the organization's success. A critical challenge for private and public organizations alike is ensuring that this shared responsibility does not become an unfulfilled responsibility. Accountability helps organizations to meet this challenge. Underlying employee empowerment is management's view of its employees as assets that are capable of contributing to the growth of their respective organizations rather than costs to be borne by the Organizations. The contributions of individuals and teams are a starting point for enumerating the results for which they are accountable (Locke & Latham, 2002;

Armstrong, 2006). The goal setting theory was used to support decision rights in the study.

2.3.1.2.   The Agency Theory

Baiman, (1990), stresses that the agency theory assumes that a relationship exists when one or more individuals (called principals) hire others (called agents) in order to delegate responsibilities to them. The rights and responsibilities of the principals and agents are specified in their mutually agreed-upon employment relationship. Agency theory attempts to describe that relationship using the metaphor of a contract. Agency theory assumes that individuals are fully rational and have well-defined preferences and beliefs that conform to the axioms of expected utility theory (Bonner & Sprinkle, 2002).

Furthermore, each individual is presumed to be motivated solely by self-interest (Baiman, 1990). This self-interest can be described in a utility function that contains two arguments: wealth (monetary and non-monetary incentives) and leisure. Incentives are extrinsic motivators where pay, bonuses or career perspectives are linked to performance (Bonner and Sprinkle, 2002). Incentives that are not contingent on performance generally do not satisfy this criterion; thus, the agency theory suggests that incentives play a fundamental role in motivation and the control of performance because individuals have utility for increases in wealth (Bonner, & Sprinkle, 2002). The agency theory was used to explain the importance of incentives and performance contracts in the study.

2.3.1.3. The Resource Based View

An alternative to the agency theory is the Resource Based View (RBV) as a model of understanding strategic organization resources that can enhance organisation performance. According to Barney, (1991) key resources have been identified as intangible assets (such as client trust and relationships) and capabilities or intangible resources (such as skills and knowledge, technology and information). The resource based view was used to support organization resources in the form of knowledge, skills and information technology in the study.

2.3.1.4.   The Performance Measurement theory:

De Waal, (2007) and Kaplan, (2001) observe that in order to assess the success of a performance management system, there is need to measure the structural side which deals with the structure implemented for performance measurement. This usually includes critical success factors, key performance indicators and often a balanced scorecard and the behavioral side which deals with organizational members and their use of the performance management system (de Waal, 2007 and Kaplan, 2001). The performance measurement theory was used to explain the importance of employee evaluation in the study. The question arising here is whether there is a relationship between the performance management practices (decision rights, incentives, performance contracts, organization resources and performance measurement) as advocated by the selected theories and views in the study.

2.3.1.5. Linear Model of Communication: Shannon and Weaver, 1949

In their model, successful sending and receiving of a message is a function of the channel's capacity to handle signal degradation caused by static noise on the line (McQuail and Windahl, 1981). Schmitz (2012) points out that when applied in general to human communication, "noise" can be physical (background noises that make the message harder to hear), physiological (impairments such as hardness of hearing), semantic (difficulties in understanding choices of words), and psychological (predispositions and prejudices that affect how the message is interpreted).

Figure 2. 1: Linear Model of Communication
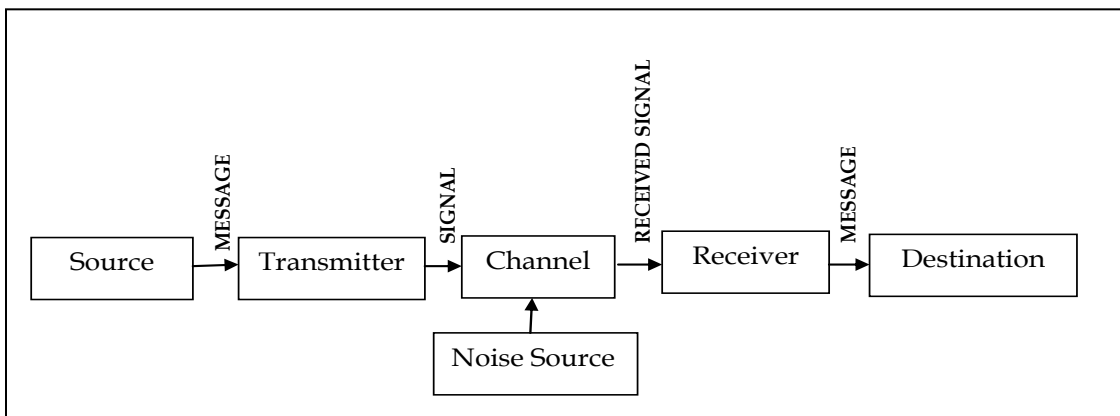
Source: McQuail and Windahl, 1981: 12; Schmitz, 2012: 167

Communication under the linear model is viewed as a linear, one way process (McQuail et al., 1981) and the model states five functions to be performed, and points out one dysfunctional factor, noise.

First in the process is the information source, producing a message or a chain of messages to be communicated. The next step involves the formation of a message into signals by a transmitter. The signals should be adapted to the channel leading to the

receiver. The function of the receiver is the opposite of that of the transmitter. The receiver reconstructs the message from the signal. The received message then reaches the destination. The signal is vulnerable in so far as it may be disturbed by noise, interference which may occur, for example, when there are many signals in the same channel at the same time. This may result in a difference between transmitted and received signal, which in turn, may mean that the message produced by the source and that reconstructed by the receiver and having reached the destination do have the same meaning (McQuail et al., 1981: 13).

The limitations of Shannon's model led to the adaptation of the same concepts by Berlo in 1960. This resulted into the development of the now familiar SMCR (source, message, channel, and receiver) model (Schmitz, 2012).

Berlo's adaptation was "tremendously influential" in offering a more flexible and "humanized conception of Claude Shannon's model" that facilitated its application to oral, written, and electronic communication. (Rogers, 2001) in (Schmitz, 2012).

Schmitz (2012) has argued that much as the linear model is still important today, a number of theorists have pointed out its limitations as follows: the assumptions that listeners are passive, that only one message is transmitted at a time, that communication has a beginning and an end. In fact, a source could transmit a confusing or nonsensical message, rather than a meaningful one, and the linear model would work just as well; there is no provision for gauging whether a message has been understood by its receivers. Neither is the context of a communication situation taken into account.

Figure 2. 2 Linear Model of Communication: Berlo
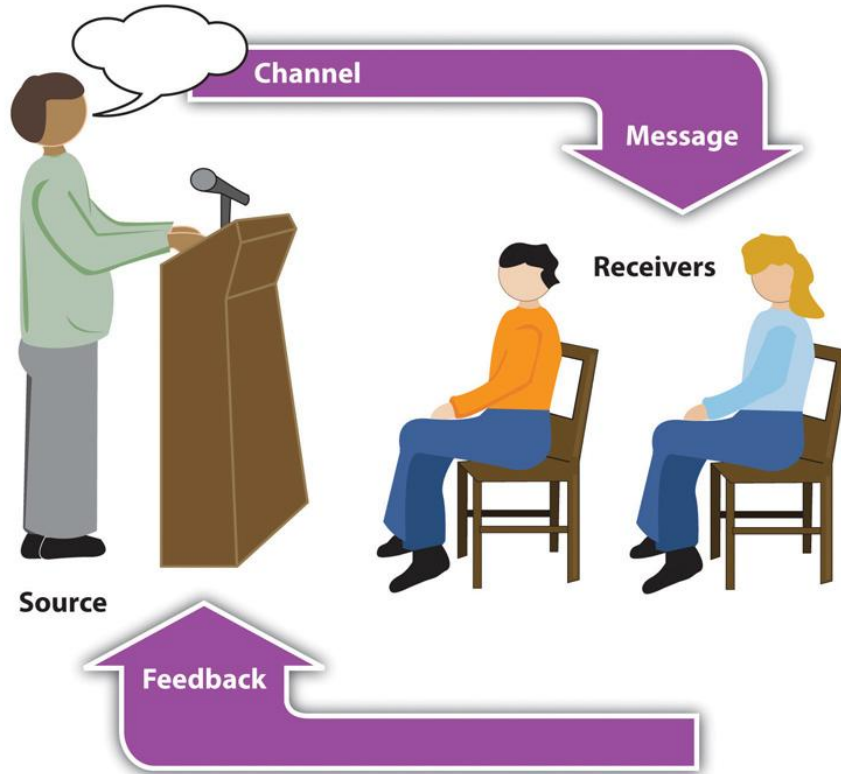
Source: Schmitz, (2001)

Schmitz (2012) has argued that the notion of feedback provided a means for gauging reception and understanding of the message and yet those who support the interactional and transactional models, subsequent theorists have attempted to show how communication is better understood as circular rather than linear, how listeners are also active participants in communication, how multiple messages may be sent simultaneously, and how context and culture impact understanding.

2.3.1.6. Interactional Model

Only a few years after Shannon and Weaver published their one-way linear model, Wilbur Schramm proposed an alternate model that portrayed communication as a two-

way interaction (Schmitz, 2012). This model incorporated feedback—verbal and nonverbal—into a model of communication. The other important innovations in Schramm's interactive model, were the additions of the communication context (the specific setting that may affect meaning) and of "fields of experience" (the frames of reference and the cultures that each participant brings to the communication) (ibid).

Figure 2. 3: Interactional Model of Communication
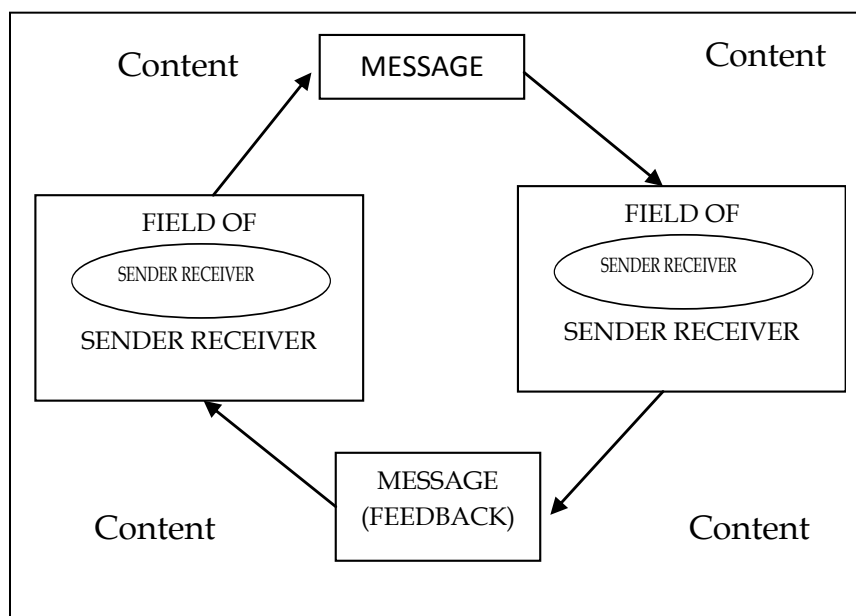
Source: Schmitz, (2012)

With Schramm's model, communication moves from a linear to a circular process in which participants are both senders and receivers of messages. Yet the model portrays communication like a tennis match: one participant serves up a message and the other participants then makes a return. Each waits, in turn, passively for the other. Thus, communication goes back and forth as one person (on the left) initiates a message and waits until the other (on the right) responds (Schmitz, 2012: 170). However, this model does not recognize that when two people are engaged in a conversation, there is always

simultaneous communication from the other party, much as it may be non-verbal. Therefore, transactional models recognize this fact in communication.

2.3.2. Communication channels used at UPPC

Communication is the key factor in daily operations. It is through communication that all kind of information circulates from every level of the hierarchical ladder. Computers have become a communication hub through which employees communicate and function. Communication technology is fostering new forms of learning, enabling new types of communication between employees and management (Rudnick 2006). Additionally, the proper use of the new technologies can lead to improvement of the relations among staff and to a better understanding with each other (Rudnick 2006; Lau, Wong, Chan, Law 2001).

The enormous development of information technologies and computers made organizations networked systems that can easily share information in and afar of organization. This transformation of information allows organizations to redesign strategies, transform the existing structure, and reevaluate the scope of operation and increase efficiency of controlling mechanisms, work flow products and services (Laudon & Laudon 2000).

The employees in organizations have realized the technological revolution that is taking place and a considerable number of them feel uncertain for their jobs and the way that this new era will affect their positions. Another important issue that is affecting employees and put additional stress in their life is the fact that many organizational

members consider themselves as incompetent to administer the speed and the complexity that technology evolvement has brought into organizations and react by resisting to any possible modification or innovation related with their work (Hoos 2003).

Automation in the office has brought changes in the structure of the organization and has two interrelated but distinct effects: to reduce the number of organizational members across the whole organization and the size of organizations as well, resulting in the reduction or expand of employment at any particular organizational level (Hoos 2003).

The new trend today is to flatten organizational structure in order to speed up the decision making process (Lau, Wong, Chan & Law 2001). Indeed, flatter organizations are consisted of fewer management levels that give greater decision making authority. Another characteristic of flatter organizations is the encouragement of individual contribution and responsibility. The establishment of global networks such as internet made it possible for team members to collaborate closely even from distant locations and reduce coordination costs (Laudon & Laudon 2000).

Another factor that has become very common as computers are becoming more pervasive is that of privacy, trust and social control. Unlike face to face communication (FtF), Computer mediated Communication (CmC) is mostly realized textually. There are no nonverbal cues to embellish meaning or social context cues regarding gender, age, status. The absence of cues may hamper communication efficiency and is also

possible to create a semblance of anonymity and lack of awareness of the social context. This is considered as the main reason why high incidences of rude, offensive and uninhibited behaviors have been held (Kruger, Epley, Parker, Ng 2005).

Email is one of the most successful computer applications that have been ever discovered. The original idea of email was to facilitate communication, to increase efficiency and to make organizational life easier (Derks & Baker 2010). Indeed, email broke down the barriers of time and space and became a convenient tool for employees who are temporarily away from office or working in different locations. Emails have broken down typical organization information hierarchy and communication flows freely to each level of the organizational hierarchy. This could create new opportunities for dialogue and enhance a feeling of empowerment that can lead to more informed employees and result in positive employee attitude (Rudnick 2006).

The flexibility and asynchrony are the main advantages that email carries compared to other communication media is the reason for its proliferation. Consequently, email has increased information sharing in organizations and has improved productivity in time and place (Byron 2008). Due to flexibility and asynchrony of emails, individuals are able to read them everywhere and reduce the uncertainty related to the lack of information when they are absent from work (Granat, Stanoevska-Slabena 2013). However, email application has not brought only positive changes in organizational life. A considerable number of employees complain about information overload, the huge amount of emails

they receive daily and the pressure of expectation to answer them all within a day (Derks & Baker 2010).

Some researchers claim that information overload is basically caused because of the inability of people to process with large amount of information. The former cause, along with the ability of new technologies to generate information much sooner than people leads to the increasing amount of unprocessed information (Allen & Shoard 2005). Marcusholm on the other hand claimed that information overload may originate both from information requested by individuals and information received without individuals searched for it (Marcusholm 1995).

Derks and Baker in their study *The impact of email communication on organizational life* (2010) raised another aspect of email communication. They claimed that communications realized through emails can be less sociable, relational, understandable, honest and effective. The reason behind this position is that the absence of nonverbal cues withholds communicator's important information about attitudes, emotions and characteristics. Rudnick also supports this position since he believes that people are able to convey messages not only with what they say but also with how they say it. Gestures, voice, expressions, all are important paralinguistic cues that can disambiguate ambiguous messages (Rudnick 2006).

2.3.3. Communication environment

Modern management emphasizes more and more the role of communication in managerial activity. Thus, it is considered that managers spend between 60 and 80% of

their time communicating (Hargie & Tourish, 2009). Studies show that efficient managers spend a great deal of their time in communication-based activities. Even as early as 1973 Mintzberg showed the ubiquitous nature of interpersonal communication in the management activity. More recent leadership studies assert the fact that effective leadership at the workplace involves the constant use of communication instruments in order to create sense, share vision and build a common purpose (Hargie & Tourish, 2009)

The importance of a positive organizational culture is more than atmosphere, values, heroes, or the search for excellence (Allen 1995; Miller, 2006; Neves & Eisenberger, 2012). I propose that the purposeful cultivation of happiness and positivity in the workplace creates opportunities for improved satisfaction of individuals, teams, and entire organizations. Attitude and happiness have been recognized by communication scholars in the examination of organizational culture and emotion in the workplace (Waggoner, 2013). Developing a culture that supports two-way communication with employees having a measure of control promotes happiness and job satisfaction.

Communication with telecommuting or remote workers is a consideration that organizations must take seriously. More than 24 million people were working remotely in 2008 (WorldatWork, 2009) and that number is steadily rising. Teleworkers report feelings of isolation, uncertainty, a lack of trust, and lower organizational commitment with lower job satisfaction (Fay & Kline, 2011). Managers may not communicate the same way with remote workers as they do with employees who are in the work place

each day. This creates feelings of disconnect and lowered morale for teleworkers and causes them to rely on coworkers for needed information (Fay & Kline, 2011). While informal coworker communication is essential for job satisfaction, it should not be the sole source of information from an organization.

Morale is defined as the spirits of a person or group as exhibited by confidence, cheerfulness, discipline, and willingness to perform assigned tasks. Morale can be the fuel that drives an organization forward or the fuel that feeds the fires of employee discontent, poor performance, and absenteeism (Richards, 2013). According to Finger (2005), morale is more influenced from the top down than from the bottom up. In order to improve the culture of an organization, the morale of each individual in the group must be improved. Such an overall change is best achieved through the dedicated work of the manager (Finger, 2005) to improve two-way communication and create a positive atmosphere that fosters respect; however, this does not address the responsibility of the employee to improve their individual attitude.

The effect of coworker attitudes is seen in teleworkers through informal communication methods when coworkers complain or relate negative information. Some forms of informal communication may develop common ground but would lead to decreased job satisfaction and commitment, particularly for high-intensity teleworkers (commuting 2.5 or more days per week) (Fay & Kline, 2011). Complaining, for instance, can convey dissatisfaction with aspects of work or relationships (Fay & Kline, 2011) that reinforce feelings of dissatisfaction about teleworkers' jobs or with the organization

(Fay & Kline, 2011). Gossip from coworkers can lower morale and productivity for teleworkers (Michelson & Mouly, 2002).

Interestingly, Saari & Judge (2004) found that including employees in decision making increases work happiness, improves attitudes, and improves overall organizational performance. Involvement, development of plans, and participation in the implementation or action has shown to have the most impact (Saari & Judge, 2004). The increased sense of self-worth and contribution to the overall good of the organization improves the employee's attitude and increases job satisfaction impact (Saari & Judge, 2004).

2.3.4. Supervisor-subordinate communication

According to Drucker (1992) and Mintzberg (1990) managerial roles are strongly determined by communication and they imply communication. The manager fulfils his/her roles through communication. Most of the research on internal communication in an organization deals with managerial communication. Communication scholars have determined the communication styles, channels, media and skills which should be used in successful running of a business. Those cover among others the ability to use feedback, active listening, controlling emotions, the use and awareness of nonverbal communication (Robbins, 2005), the ability to express the ideas clearly in writing and speaking, the choice of a proper communication medium, etc.

Since the turn of the century the research on communication has intensified. Goris, Vaught and Pettit studied the moderating influence of communication direction on the

Job Characteristics Model. JCM proposes that the relationship between job characteristics and work outcomes is moderated by employee's growth need strength (GNS), a measure of employee's desire to obtain growth satisfaction from their work. The JCM implies that when individual's GNS is matched with job scope or job characteristics, i.e. higher individual-job congruence is achieved, higher performance and satisfaction will result. They indicated that downward communication had statistical support as both moderator and predictor of job satisfaction in low individual-job congruence situations. So if there is no match between job characteristics and employee's desire to grow it is the downward communication that can make a difference in keeping the employee satisfied (Goris, Vaught and Pettit, 2000).

Some researchers focus their interest on managerial communications only, that is, on the skills and behaviour of the supervisors. This is the manager and his communication skills that have a direct influence on employee job satisfaction. Kim's study explored the relationship between participative management in the context of the strategic planning and job satisfaction in local government agencies. Participatory management practices balance the involvement of managers and their subordinates in information-processing, decision-making, or problem solving. Having surveyed over 1,500 employees in Nevada Kim found out that participative management that incorporates effective supervisory communications can enhance employee's job satisfaction, i.e. the employees who believed they had effective communications with their supervisors in their work units were more likely to express higher levels of job satisfaction. The

research also showed that supervisor's listening skills were perceived as crucial in assessing the effectiveness of supervisory communications (Kim, 2002).

Sullivan's Motivating Language Theory (MLT) hypothesizes that superior's use of motivating language, including perlocutionary or direction giving, illocutionary or sharing feelings, and locutionary or explaining culture, would have positive impact on key worker productivity and processes outcomes including performance and job satisfaction. His theory triggered further research on the subject (Sullivan, 1988). In the US, Mayfield and Mayfield studies throughout many years (Mayfield and Mayfield, 2009) have proved Sullivan's MLT that strategic applications of leader oral communication have positive measurable effects on subordinate performance and job satisfaction. The Motivating Language Theory is further developed by Sharbrough, Simmons and Cantrill study which indicates a clear and easily identifiable link between ML, subordinates' satisfaction with leaders' communication, perceived supervisory communication competence, perceived leader effectiveness, and employees' satisfaction (Sharbrough, Simmons and Cantrill, 2006).

In Madlock's research supervisors' communication competence accounted for the greatest variance and was found to be the greatest predictor of employee job satisfaction. His findings provided an association between communication, leadership and employee job and communication satisfaction (Madlock, 2008). This supports the research findings of Pincus, who indicated that the behaviours of supervisors have an important influence on their employees' job satisfaction (Pincus, 1986).

Phillipe, Helping and Koehler recognised managerial communication as important determinant of employee perception and behaviour. Their survey found a statistically significant connection between employee job satisfaction and the success of management's communication with employees. Their research is valuable for recognizing managerial communication to be at the centre of employee satisfaction and identifying six areas of communication that were found to be critical to employee satisfaction. The areas are following: providing feedback, explaining the vision, clarifying the reasons for change, communication of reward systems, differences between words and actions of a manager, and whether the communication of the vision guide the employee's actions (Phillipe, Helping and Koehler, 2009).

In their most recent study Madlock and Kennedy-Lightsey examined 200 fulltime working adults. The findings of the study confirmed their prior research indicating positive relationships between mentoring behaviour of supervisors and their subordinates' job satisfaction. Mentoring is seen not only as teaching the protege; the term implies a broader and longer interest in the lives of proteges, such as sponsoring, encouraging, counselling, and role modelling. The results indicated also that supervisors' verbal aggression was a greater negative predictor of subordinates' outcomes than was mentoring a positive predictor, supporting the presence of a negativity bias in the supervisor-subordinate relationship. A negativity bias is described as a condition in which the psychological impact of negative events tends to be longer lasting and have a greater influence on a person's state of mind than do positive events

(Madlock and Kennedy-Lightsey, 2010). Therefore, the effects of a verbally aggressive supervisor will likely have a greater negative impact on an employee's well-being than would a positive event, such as mentoring.

Duhan researching the role of managerial communication in sales teams proved that communication quality is positively associated with salesperson satisfaction with communication, and in turn, salesperson communication satisfaction is positively related with the salesperson's job satisfaction (Johlke and Duhan, 2001). Albrecht and Travalione's (2003) results reveal that effective organizational communication and job satisfaction are the elements of trust. Also Goris, Vaught and Pettit supported the importance of trust as the predictor of employees' job satisfaction and performance (Goris, Vaught and Pettit, 2003). Sollund carried out her research on mechanistic and organic forms of organizations and their influence on job satisfaction and commitment. She suggested that the organic form of organization has assets the mechanistic type of organization lacks (such as flexible forms of communication), which facilitates offers of promotion, and other work values which produce work satisfaction and work commitment (Sollund, 2006). Zeffane researches the impact of job satisfaction on commitment at the same time proving the significance of communication environment and trust for both (Zeffane, 2009).

2.4. Conceptual framework

In order to understand the relationship between organizational communication and performance at UPPC, a conceptual framework has been developed, which is shown

below (Figure 2.4). This was developed based on an initial literature review undertaken on the relationship between organizational communication and performance.

Figure 2. 4: Conceptual framework

Independent variable: Organizational communication   **Dependent variable: Performance**

- Communication channels
- Communication environment
- Supervisor-subordinate communication

- Better Efficiency
- Improved Effectiveness of workers
- Accuracy
- Reliability
- Attainment of KPIs

Intervening variables

- Organization policy on communication
- Coordination/knowledge sharing
- Communication flow
- Media effectiveness

Source: by Researcher

The conceptual model shows the relationship between organizational communication and performance of statutory corporations. Organizational communication is defined in terms of communication channels used, communication environment and superior-subordinate communication. These are supported by the intervening variables that include: communication flow, knowledge sharing, communication barriers, accuracy, reliability, timeliness, and media effectiveness. Organizational performance is defined in terms of efficiency, effectiveness, productivity and attainment of KPIs.

CHAPTER THREE

METHODOLOGY

3.0.   Introduction

This chapter presents the research methodology used in the study. This included a description of the research approach, research strategy, research classification and research duration. The study population and the sample were also described. The instruments used to collect the data, including methods to be implemented to maintain validity and reliability of the instruments are all described. The chapter also describes the data collection procedure, data processing and analysis and the ethical considerations.

3.1.   Research Design

A descriptive research design was used because it is considered conclusive due to its quantitative nature. Unlike exploratory research, descriptive research is preplanned and structured in design so the information collected can be statistically inferred on a population. In this study the data was collected through self-administered questionnaires, and interview instruments. A descriptive survey was selected because it provided an accurate portrayal or account of the characteristics, for example behaviour, opinions, abilities, beliefs, and knowledge of a particular individual, situation or group on a given subject. Since there are predefined categories a respondent must choose from, it is considered descriptive research.

3.2. Research approach

This study used the phenomenological research approach which focuses on understanding why something is happening rather than describing why it is happening. Quantitative and qualitative research approaches using a case study were followed. Burns and Grove (1993:777) define quantitative research as a formal, objective, systematic process to describe and test relationships and examine cause and effect interactions among variables. Surveys were used for descriptive, explanatory and exploratory research. Yin (1994) defines a case study as an empirical inquiry that investigates a contemporary phenomenon within its real-life context, especially when the boundaries between phenomenon and context are not clearly defined. Yin (1994:13) argues that 'The case study allowed an investigation to retain the holistic and meaningful characteristics of real-life events such as individual life cycles, organizational and managerial processes, neighborhood change, international relations and the maturation of industries.' Therefore, the case study approach is especially useful in situations where contextual conditions of the events being studied are critical and where the researcher has no control over the events as they unfold. The case study, as a research strategy, encompassed specific techniques for collecting and analyzing data, directed by clearly stated theoretical assumptions. Furthermore, data was collected from different sources and its integrity should be ensured.

3.3. Research strategy

The research strategy for this dissertation was established by adopting a way which the

research objectives could be answered. Both Qualitative and quantitative strategies were used and hence and a combination. In a case study, a single person, program, event, process, institution, organization, social group or phenomenon is investigated within a specified time frame, using a combination of appropriate data collection devices (Creswell 1994: 12). It is a step by step plan of action that gives direction to one's thoughts and efforts enabling him/her to conduct research systematically and on a schedule to produce quality results and detailed reporting.

3.4. Research duration

The study adopted a cross sectional survey since it was done in a single period. This was so because the corporation experienced gross negative reports over the period between January 2012- July 2017 in terms of its performance.

3.5. Study population

The study population of 82 was considered. It comprised of the following categories of staff of UPPC, Board of Directors, Top managers, Assistant managers, staff in the printing department, and casual laborers

Table 3. 1: The composition of the study population

Department	Population size
Directors	08
Top managers	10
Assistant managers	10
Printing and publishing	28
Casual laborers	26
Total	**82**

Source: Primary data/ HR manual

3.6. Sample size

The study used a sample size of 71 respondents selected from the population of 82 potential respondents. This has been determined using the following formula as suggested by (Chandan, 2003: 323).

$$n = \frac{N}{(1+N(e^2)}$$

Where: n= Sample Size

N = Population

e = 0.05

Table 3. 2: Distribution of the sample size

Category of Study Population	Population	Sample size	Sampling method
Directors	08	08	Census
Top managers	10	10	Census
Assistant managers	10	10	Census
Casual laborers	26	24	Stratified random
Printing and publishing	28	19	Stratified random
Total	**82**	**71**	

Source: primary data

Note, several questionnaires were distributed to the employees of UPPC with the aim of gathering information about organizational communication and performance of UPPC, but only 59 were returned and thus considered by the researcher for the study, this represented 83% response rate .

The interview guide was also used to gather information from top managers and directors.

3.7. Demographic characteristics of the respondents

The basic socio-demographic characteristics of respondents were probed, key among them included the following; gender, age, marital status current, level of education, and years of work experience

3.7.1. Sex of respondents

The gender of the respondents was necessary in order to assess the effect of organizational communication and performance of UPPC. The study asked respondents about their sex/gender. The results are indicated in table 3.3 below:

Table 3. 3: Gender of respondents

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	36	61.0	61.0	61.0
	Female	23	39.0	39.0	100.0
	Total	59	100.0	100.0	

Source: primary data

According to the figure above, majority of the respondents 61% weremale and 39% were female. This implies that more male participated in the study than the female respondents. The data about gender reflects gender balance between men and women meaning the research was not gender biased.

3.7.2. Responses on the position held in UPPC

The study asked respondents their responses on the positions in the organization. The results are indicated in table 3.4 below:

Table 3. 4: what is your position in the firm?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Assistant managers	15	25.4	25.4	25.4
	Casual workers	18	30.5	30.5	55.9
	Printing employees	21	35.6	35.6	91.5
	Top Managers	5	8.5	8.5	100.0
	Total	59	100.0	100.0	

Source: Primary data

According to the table above, the study found out that, 35.6% were employees in the printing unit, 30.5% were casual workers, 25.4% were assistant managers and 8.5% were Top managers. This implies that, the study was balanced across all levels, hence providing relevant information necessary to the study in relation to organizational communication and performance of UPPC.

3.7.3.   Age of respondents

The study also considered the age characteristic of respondents to be very essential in examining the contributions of communication to organisational performance in UPPC. The study asked respondents about their age groups. The results are indicated in table 3.5 below:

Table 3. 5: Age group in years

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	20-29	49	83.1	83.1	83.1
	30-39	9	15.3	15.3	98.3
	40-50	1	1.7	1.7	100.0
	Total	59	100.0	100.0	

Source: Primary data

According to the table above, 83.1% of the respondents were between 20-29 years, 15.3% were between 30-39 years and 1.7% was between 40-49 years. This represents those years when people are most active and with enormous experience in terms of communication activities, thus provided valid information regarding the organizational communication and performance of UPPC.

3.7.4. Responses on the marital status

The study also considered the marital status to be an important characteristic. The study asked respondents of their marital status. The results are indicated in table 3.6 below:

Table 3. 6: Marital status

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Married	28	47.5	47.5	47.5
	Single	29	49.2	49.2	96.6
	Widow	2	3.4	3.4	100.0
	Total	59	100.0	100.0	

Source: Primary data

According to the table above, 49.2% of the respondents were single, 47.5% were married and 3.4% were widow. The results indicate that, more respondents were single compared to married and the widow. So the change in the distribution of marital status has an important bearing on the performance of employees.

3.7.5. Education of respondents

The study considered education level to be relevant in examining organizational performance and performance of UPPC. Therefore the results on the education of respondents are as indicated in table 3.7 below:

Table 3. 7: Highest level of education

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Masters	14	23.7	23.7	23.7
	Degree	22	37.3	37.3	61.0
	Diploma	20	33.9	33.9	94.9
	Certificate	2	3.4	3.4	98.3
	Vocational	1	1.7	1.7	100.0
	Total	59	100.0	100.0	

Source: Primary data

According to the table above, majority of the respondents 37.3% had attained a Degree as their highest level of education, while 33.9% were diploma holders, 23.7% were Masters holders, 3.4% were certificate holders and 1.7% were vocational holders. This implies that the respondents to the study had attended school and could understand the questionnaire and interview guide effectively, hence providing relevant information necessary to the study.

3.7.6. Responses on the duration of respondents

The study asked respondents about their duration they have served in UPPC. The results are indicated in table 3.8 below:

Table 3. 8: Duration you have served in UPPC

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Less than 3 years	20	33.9	33.9	33.9
	3-5 years	28	47.5	47.5	81.4
	5-10 years	10	16.9	16.9	98.3
	10 years and above	1	1.7	1.7	100.0
	Total	59	100.0	100.0	

Source: Primary data

According to the table above represents the duration of the respondents, where 47.5% worked for 3-5 years, 33.9% worked for less than 3 years, 16.9% have worked for 5-10 years and 1.7% have worked for 10 years and above. Most of the respondents have worked for a good time at UPPC and are familiar with the communication environment of the organization, hence providing relevant information for this study.

3.8.   Sampling methods

The sampling methods to be used purposive sampling and random sampling methods. Purposive sampling occurs when the researcher picks a specific group to study because it is known to be of the type that is wanted (McNeill and Chapman, 2005). For the interviews, the interviewees were selected using this method because they have the relevant knowledge within the corporation. Purposive sampling involved selecting a certain number of respondents based on the nature of their work in relation to governance in UPPC. This method was used because the sample selected comprised of informed persons who could provide data which is comprehensive enough to gain better insight into the problem under study.

Stratified sampling was applied to ensure that the units in the population are organized into strata and every member in the selected strata had a chance of being selected. This sampling method was used because it ensures that significant sub-groups of the population are represented in the sample.

3.9. Data Collection Procedure

A supportive letter from the School of Business Administration duly signed by the Dean was obtained, introducing the researcher to the Human Resource Manager at the UPPC. This helped to create a free environment for the respondents to respond to the questionnaires and also participate in the interviews.

3.10. Data collection methods

Only data collection methods that could yield as much information as possible with little inconvenience to respondents were used. Primary data was collected using questionnaires and interviews. Secondary data was collected from human resource reports, recruitment reports and manuals, audit reports; UPPC minutes files, and departmental reports and Memos.

Since the purpose of this research was to gain a deeper understanding of the impact of organizational communication on corporate performance at UPPC, the nature of it was to be both quantitative and qualitative. As a result, interview guides were identified as the appropriate tool for this specific study in addition to the questionnaire.

3.11. Data collection techniques/instruments

Data for this study was collected and analyzed through using qualitative techniques. The primary data was collected from the respondents in UPPC, secondary data comprised of reference concerning research subject as the use of existing UPPC information was realized within the overall research structure.

3.11.1. Self-Administered Questionnaires (SAQs)

The self-administered questionnaires had questions that were keyed to probing into all organizational communication constructs and the extent to which such constructs corporate performance at the UPPC. It comprised of questions on the background information of the respondents, the independent variables (communication channels, communication environment and superior-subordinate communication) and also the dependent variable which is corporate performance. The questionnaire method was used because it is an appropriate instrument for any survey research (Kothari, 2003 and Mugenda and Mugenda, 2003). The questionnaire comprised mainly of statements requiring the respondents to opt for one answer out of five using the Likert format of questionnaire design. This required the respondents to select among varying degrees of agreement to disagreement (1= SD, 2= D, 3= N, 4= A, and 5= SA). The shortcoming with this method was that some respondents refused to return completed questionnaires or did not possess the necessary knowledge to understand the subject matter or some responded on the defensive. However, this limitation was overcome by employing better probing techniques.

3.11.2. Interview guide

Structured interviews were used to collect data from the different stakeholders and these mainly composed of heads and managers of the corporation. This led to having face to face interaction with the selected respondents and solicitation of pertinent information from the selected respondents.

3.12. Reliability and Validity of instruments

Reliability is determined by 'testing for both consistency and stability'. Consistency is indicated by how well the items are correlated to one another, and can be tested by what is called a Cronbach's alpha test of reliability (Sekaran, 1992, p. 284). The concept of reliability is focused on obtaining similar results under similar conditions if the research was to be repeated. Therefore, for the results to be considered reliable, the questions in the survey instrument need to be able to be asked at another time under similar circumstances, and with similar results.

The formular that was used to test the validity index is as shown below:

$$CVi = \frac{Number\ of\ items\ regarded\ relevant\ by\ judges}{(Total\ number\ of\ items)}$$

In order to determine the reliability of the scales, the instrument was presented and the results are given in the table below:

Table 3. 9: Reliability of instruments

No. of items	Section of the questionnaire	Cronbach's Alpha
1	Communication channels	.717
2	Communication environment	.704
3	Supervisor-subordinate communication	.808
	Average	**0.743**

Source: primary data

The reliability coefficient for the three sections above is averagely 0.743 as can be seen from table 3.7, the lowest was 0.704 and the highest was 0.808. According to Chadwick, Bahr and Aibrecht (1984) as cited in Ehlers (2002) are of the opinion that reliability was acceptable at a level of 0.4 or above, with absolute reliability of 1.0 implying that the scales on the questionnaire that were used to measure the three sections indicate that the instruments were reliable to collect data.

The content validity of the research instruments were attained by ensuring that questions or items in it conform to the study's Conceptual Framework. Relevance, wording and clarity of the questions or items in the instrument were evaluated by the supervisor. Items with validity co-efficient of at least 0.70 are accepted as valid in research (Kothari, 2006).

3.13. Data processing

Completed questionnaires were edited for accuracy, consistency and completeness of information before leaving the field. Thereafter, editing was done at the end of each working day after gathering data from the field. Data from the questionnaires

was then coded, entered in the Statistical Package for Social Scientists (SPSS) Version 19 program for summary and analysis. Basic statistical analyses involved the use of tables and descriptive statistical measures such as means, standard deviations, frequencies, percentages, among others. Principal factor axis analysis was employed to the independent variable constructs to extract the components measuring organizational communication to be able to conduct correlation and regression analysis. The causal relationship between the independent variables and the dependent variable was established through Pearson's correction analysis and regression analysis.

3.14. Ethical consideration

Ethical aspects were taken into consideration by first seeking authorization from the top management of the UPPC. Questionnaires were structured in such a way that there is no mention of the respondent's name. A statement as to the strict confidentiality with which data would be held was highly stressed. Ethical considerations were also taken care of by briefing the respondents as to the purpose of the research, their relevance in the research process, and expectations from them.

3.15. Data analysis

The data was analyzed using the descriptive statistics, with the aid of the package (Scientific Package for Social Sciences) which besides being user friendly, is appropriate for handling standard deviation, inferential statistics like correlations which were used to measure the relationship between the variables plus regressions in the study.

3.16. Data Presentation

Data got from the primary and secondary sources was then processed using the SPSS software and the results were presented in tables for easy interpretation.

3.17. Limitations to the Study

The researcher facedsome problems which were constrains to the study. Some of the problems faced are as mentioned below.

(i) The study needed sufficient time, which was lacking given that the researcher had many other activities and obligations to meet. However the researcher endeavored to re-allocate and fix time to meet all obligations including completing the research report in time.

(ii) Most of the secondary data was out dated and the current one was somehow difficult to access. This made it hard for the researcher to compare existing data with current issues. However, the researcher focused on the current information.

(iii) Another challenge was financial constraints. The researcher used the available limited resources with maximum control to allow completion of the research project.

(iv) Data collection was carried out during a rainy season and this hampered the time that had been allocated for data collection. However the researcher had two research assistants, who supported the researcher to finish in time.

CHAPTER FOUR

COMMUNICATION CHANNELS USED AT UPPC

4.0. *Introduction*

Communication is considered by many theorists as an organizational behavior. The role of communication is vital for every modern organization. Moreover it is a reliable indicator of growth and prosperity. Communication is a key element for organizational success. However, its distortion may affect organizations' effective existence. Through the observation and comprehension of how people communicate with each other, we are able to identify and improve our activities in the work field. No matter where the work setting would be, the understanding of how individuals behave and why they behave as such is crucial for organizational success.

Communication is important for human's life, it links the organizations members and it mediates the inputs to the organization from the environment and the outputs from the organization to the environment (Guetzkow 2005). In effect, it is the "very essence" of organizations (Katz & Kahn 2006). Therefore, the study of organizational communication should be broad, extended to all fields of communication such as conflicts, ethics, roles, culture, networks, diversity and technology in order to build the foundations for understanding every human process that occur in organization. Therefore, this chapter aims at examining the nature of organizational communication in UPPC, thus examining the communication channels used at UPPC.

4.1. E-mail communication

Email is one of the most successful computer applications that have been ever discovered. The original idea of email was to facilitate communication, to increase efficiency and to make organizational life easier. The study asked respondents whether in their company they use the E-mail to communicate on a daily basis. The results are indicated in table 4.1 below:

Table 4. 1: In our company we use the E-mail to communicate on a daily basis

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	7	11.9	11.9	11.9
	Disagree	9	15.3	15.3	27.1
	Uncertain	8	13.6	13.6	40.7
	Agree	26	44.1	44.1	84.7
	Strongly agree	9	15.3	15.3	100.0
	Total	59	100.0	100.0	

Source: Primary data

According to the table above, majority of the respondents 59.4% generally agreed that in their company they use the E-mail to communicate on a daily basis. This implies that UPPC employees use on-line communication when communicating with their clients. E-mail form of communication is cheap. However, 27.1% of the total respondents disagreed and 13.6% were not sure. On interview, one of the respondents stated that,

> *"Indeed, email broke down the barriers of time and space and became a convenient tool for*
>
> *employees who are temporarily away from office or working in different locations. Emails*

have broken down typical organization information hierarchy and communication flows

freely to each level of the organizational hierarchy".

It should be noted that E-mails could create new opportunities for dialogue and enhance a feeling of empowerment that can lead to more informed employees and result in positive employee attitude (Rudnick 1996).

4.2. Use of internet to communicate

Internet usage has changed the way associates communicate in the workplace. Historically, workers communicated through the telephone, inter-office mail and face-to-face visits. The study asked respondents whether in this company they use internet to communicate on a daily basis. The results are indicated in table 4.2 below:

Table 4. 2: In this company we use internet to communicate on a daily basis

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	strongly disagree	6	10.2	10.2	10.2
	Disagree	5	8.5	8.5	18.6
	Uncertain	10	16.9	16.9	35.6
	Agree	21	35.6	35.6	71.2
	strongly agree	17	28.8	28.8	100.0
	Total	59	100.0	100.0	

Source: Primary data

According to the table above, majority of the respondents 64.4% generally agreed that in this company they use internet to communicate on a daily basis. This implies that E-mails and face book are used when communicating in UPPC. However, 18.7% of the

51

respondents disagreed and 16.9% were not sure. During interviews one of the respondents stated that,

> *"Users of internet at UPPC, engage in a variety of activities online -- sending and receiving e-mail, reading the news, conducting banking, researching general information and more. Businesses use the Internet to manage workplace communications and maintain an efficient work environment. Internet usage on the job has shaped the workplace because of the nature of the information that can be shared online".*

One respondent in regard to the above stated that

> *"The Internet has streamlined the way workers exchange information by allowing them to communicate electronically. Electronic communications, such as email, instant messaging and video conferencing, eliminate time and space barriers. Supervisors and managers can work remotely and still maintain communication with employees. UPPCs can conduct meetings and transfer information from different offices through the use of Internet services".*

During documentary review, it was discovered that: The nature of the Internet has caused employers to develop and implement policies that regulate Internet usage at work. Electronic media policies establish codes of conduct workers must adhere to during work hours or when using company computer equipment away from the workplace. These policies determine which websites are work-appropriate and the type of websites an employee is prohibited from accessing on company time. Policies also include when, if at all, an employee is allowed to check personal email or visit social

networking sites at work. Therefore UPPC should use Internet communication because it brings teams together. Staff can collaborate easily without limitations and make more informed decisions instantaneously. This leads to reduced task timelines.

4.3. *Use of company publications and Newsletters*

Regular communication with employees is vital for company's success, and one way to make a personal connection is through a company newsletter. The study asked respondents whether they use company publications/newsletters for communication on a daily basis. The results are indicated in table 4.3 below:

Table 4. 3: We use Company publications/newsletters for communication on a daily basis

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	10	16.9	16.9	16.9
	Disagree	12	20.3	20.3	37.3
	Uncertain	13	22.0	22.0	59.3
	Agree	16	27.1	27.1	86.4
	Strongly agree	8	13.6	13.6	100.0
	Total	59	100.0	100.0	

Source: Primary data

According to the table above, majority of the respondents 40.7% generally agreed that they use company publications/newsletters for communication on a daily basis. This implies that UPPC has a page on-line where it post all news and information that it needs its employees to know. However, 37.3% of the respondents disagreed and 22% were not sure. A newsletter is a cost-effective medium for building relationships and

maintaining regular contact with customers and prospects. During interviews, an interviewee stated that:

"UPPC issues newsletters at regular intervals -- weekly, monthly or quarterly. This helps the employees to maintain contact with customers and prospects between purchases or sales calls"

In regard to the above, another respondent stated that,

"Employees of UPPC use newsletters to communicate with all decision makers throughout the process".

Using publications and newsletters help ensure employees are up-to-date on company policy and other information that affects the workplace. Newsletters are created for email distribution or for print. They can be informal and even entertaining, depending on the company's culture or size.

4.4.   Use of memos/faxes for daily communication

Today's fast-paced work environment complete with computers as well as cell and smart phones makes fax machines seem a bit outdated. But the machines offer multiple uses that might still be ideal for your office. The study asked respondents whether in this company they use memos/faxes for daily communication. The results are indicated in table 4.4 below:

Table 4. 4: In this company we use Memos/faxes for daily communication

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	6	10.2	10.2	10.2
	Disagree	19	32.2	32.2	42.4
	Uncertain	9	15.3	15.3	57.6
	Agree	15	25.4	25.4	83.1
	Strongly agree	10	16.9	16.9	100.0
	Total	59	100.0	100.0	

Source: Primary data

According to the table above, majority of the respondents 42.4% generally disagreed and 42.3% agreed respectively that in this company they use memos/faxes for daily communication. This implies that memo/fax machines are situated in some offices and used by some people. However, 15.3% of the respondents were not sure. During interviews, one of the respondents stated that,

> *"UPPC in particular, find fax machines offer an array of options that eliminate the need to purchase multiple pieces of costly equipment when just one will handle the various jobs".*

Fax machines make sending and receiving documents a quicker alternative than sending and receiving them via postal mail or other delivery services. Items that require a signature can easily be handled via a fax. Sending or receiving information about a project or details about product or service gives you or the recipient a printed copy of important data. It might be hard to imagine a business without a computer or Internet, but some businesses still rely on communication via the phone and fax machine. In remote areas where the Internet is nonexistent or painfully slow, a fax machine hooked

up to a phone is still the main form of communication when it comes to lengthy orders, messages and sharing other information. Fax machines also work well to send menus, emergency communications, and the status of an account and delivery information.

4.5. *Use of phone-in hotlines to pass along information*

Organizations have other options, such as digital communication through email, texting and social media. The study asked respondents whether this company frequently uses phone-in hotlines to pass along information. The results are indicated in table 4.5 below:

Table 4. 5: This Company frequently uses Phone-in hotlines to pass along information.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	11	18.6	18.6	18.6
	Disagree	13	22.0	22.0	40.7
	Uncertain	17	28.8	28.8	69.5
	Agree	12	20.3	20.3	89.8
	Strongly agree	6	10.2	10.2	100.0
	Total	59	100.0	100.0	

Source: Primary data

According to the table above, majority of the respondents 40.7% generally disagreed that this company frequently uses phone-in hotlines to pass along information. This implies that there is limited use of phones at UPPC. However, 30.5% of the respondents agreed and 18.8% were not sure. During interviews, one of the employees of UPPC stated that:

"Telephone communication is slower than its new-media counterparts, but it still has benefits in an increasingly impersonal world. The telephone call, which connects a caller with a human voice, is still an important business component."

During interviews and documentary review, it was discovered that the use of a phone enables all of the workers in the office to share the same voice resources. A telephone system in place allows workers to transfer calls to one another, and that ability alone can make the business run more smoothly.

4.6. Use of open discussion in meetings

The study asked respondents whether they use open discussion through management, departmental and general staff meetings to communicate. The results are indicated in table 4.6 below:

Table 4. 6; We use open discussion through management, departmental, general staff meetings to communicate.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	1	1.7	1.7	1.7
	Disagree	8	13.6	13.6	15.3
	Uncertain	5	8.5	8.5	23.7
	Agree	21	35.6	35.6	59.3
	Strongly agree	24	40.7	40.7	100.0
	Total	59	100.0	100.0	

Source: Primary data

According to the table above, majority of the respondents 76.3% generally agreed that they use open discussion through management, departmental and general staff

meetings to communicate. This implies that employees are free to speak what they wish to during meetings. There is no restriction on communication during meeting at UPPC. However, 15.3% of the respondents disagreed and 8.5% were not sure. During interviews, it was discovered that Managers who utilize these meetings as a communication tools open up a great opportunity for employees to share their workday experiences with one another. This is supported by one of the respondents who stated that:

> *"Employees of UPPC are given room to say how they find the work and how to improve their performance; in this case they freely air out their issues"*

During documentary review, it was discovered that a regularly held staff meeting creates a forum for consistent discussion of any ongoing or new disagreements of interpersonal issues that undoubtedly can occur between individuals who interact with one another on a regular basis.

4.7. Use of individual letters to communicate

Letters and memos are the most traditional written business communication. Letters are commonly used to present official business information to other businesses, to individuals or to outside business stakeholders. The study asked respondents whether the corporation uses individual letters to employees to communicate. The results are indicated in table 4.7 below:

Table 4. 7: The Corporation uses individual letters to employees to communicate.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	6	10.2	10.2	10.2
	Disagree	12	20.3	20.3	30.5
	Uncertain	14	23.7	23.7	54.2
	Agree	21	35.6	35.6	89.8
	Strongly agree	6	10.2	10.2	100.0
	Total	59	100.0	100.0	

Source: Primary data

According to the table above, majority of the respondents 45.8% generally agreed that the corporation uses individual letters to employees to communicate. This implies that letter writing is used at UPPC. However, 30.5% of the respondents disagreed and 23.7% were not sure. During a face to face interview, respondents argued that:

> *"UPPC uses letters to communicate business contracts or build professional relationships with other companies in the business environment."*

During documentary review, UPPC use letters because letters convey information regarding business activities. Information can be transmitted through business letter to customers, suppliers, debtors, government authorities, financial institutions, bank and insurance companies and to any other parties related with the business.

4.8. Use of suggestion box

An employee suggestion box is a device for obtaining employee input – comments and suggestions – in hopes of improving internal processes and/or products. Employee suggestion boxes form the foundation of successful employee suggestion programs. *The*

study asked respondents whether they use the suggestion box to communicate at UPPC. The results are indicated in table 4.8 below:

Table 4. 8: We use the suggestion box to communicate at UPPC.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	5	8.5	8.5	8.5
	Disagree	1	1.7	1.7	10.2
	Uncertain	5	8.5	8.5	18.6
	Agree	21	35.6	35.6	54.2
	Strongly agree	27	45.8	45.8	100.0
	Total	59	100.0	100.0	

Source: Primary data

According to the table above, majority of the respondents 81.4% generally agreed that they use the suggestion box to communicate at UPPC. This implies that employees write small notes and press them in the box for the top-management to read and be informed. However, 10.2% of the respondents disagreed and 8.5% were not sure. In regards to the above, one of the employees stated that:

"Employee suggestion boxes *give employees opportunities to participate in decision making at work. As a result, they feel empowered and assume more ownership of their work"*.

Another respondent argued that:

"To get new information we publish on employee suggestion programs, sign up using the box at the top-right".

During documentary review and interviews, it was discovered that employees' suggestions at UPPC provide the organization with ideas & suggestions – big and small – to improve the organization via higher revenues, cost savings, better customer service, and more benefits.

4.9. *Use of the Notice Board to communicate*

Having a notice board in the office can be one constructive method of promoting important information to a large number of people, but it can also be interactive and exciting to use. The study asked respondents whether they make use of the notice board to communicate at UPPC. The results are indicated in table 4.9 below:

Table 4. 9: We make use of the Notice Board to communicate at UPPC.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	10	16.9	16.9	16.9
	Disagree	23	39.0	39.0	55.9
	Uncertain	12	20.3	20.3	76.3
	Agree	11	18.6	18.6	94.9
	Strongly agree	3	5.1	5.1	100.0
	Total	59	100.0	100.0	

Source: Primary data

According to the table above, majority of the respondents 55.9% generally disagreed that they make use of the notice board to communicate at UPPC. This implies that employees do not visit the notice board at UPPC. However, 23.7% of the respondents agreed and 20.3% were not sure. In regards to the use of notice boards at UPPC, one of the respondents stated that:

"Notice boards have changed the way we communicate with each other in the offices and have created a sense of being part of a community within the office, something you just don't get when all communications are made through email".

It should be noted that a notice board can create positive communication opportunities for employees within an office environment. This is a place where social activities, work-related events, conferences, and meetings can be posted. Events that will occur during and outside of office hours can be posted on notice boards, which can encourage employees to interact with each other in these events, and build a greater feeling of a community within the office.

4.10. Most of the information is from the manager

Managers and supervisors should know that communicating with employees is not solely the responsibility of the organization's professional communicators; any more than managing their office's budget is the sole responsibility of the organization's finance professionals. The study asked respondents whether they get most of the information about the company news and events via their manager. The results are indicated in table 4.10 below:

Table 4. 10: I get most of my information about company news and events via my manager.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	7	11.9	11.9	11.9
	Disagree	8	13.6	13.6	25.4
	Uncertain	13	22.0	22.0	47.5
	Agree	16	27.1	27.1	74.6
	Strongly agree	15	25.4	25.4	100.0
	Total	59	100.0	100.0	

Source: Primary data

According to the table above, majority of the respondents 52.5% generally agreed that they get most of the information about the company news and events via their manager. This implies that managers and supervisors at UPPC inform their employees of every activity that is happening in the organization. However, 25.4% of the respondents disagreed and 22% were not sure. During interviews, respondents argued that:

"The communications folks normally help and provide advice, but the "heavy lifting" remains the manager's responsibility".

In response to the above, it was further discovered that:

"Managers of UPPC educate their employees. UPPC has Communications in place and they emphasize on helping employees understand their business, its values and culture, its progress toward goals, and how employees can improve performance".

During documentary review and interviews it was discovered that Information sharing is effective when systems and networks enable managers and employees to have the

right information at the right time to do their jobs, to share opinions and discuss ideas, and to circulate best practices and learn from each other

4.11. Information is got via E-mail

Email is the communication king – but that doesn't mean it's appropriate in every form and in every situation. The study asked respondents whether they get most of the day to day information they need to do their job via email. The results are indicated in table 4.11 below:

Table 4. 11: I get most of the day to day information I need to do my job via email.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	5	8.5	8.5	8.5
	Disagree	5	8.5	8.5	16.9
	Uncertain	3	5.1	5.1	22.0
	Agree	26	44.1	44.1	66.1
	Strongly agree	20	33.9	33.9	100.0
	Total	59	100.0	100.0	

Source: Primary data

According to the table above, majority of the respondents 78% generally agreed that they get most of the day to day information they need to do their job via email. This implies that employees of UPPC communicate through E-mails. However, 16.9% of the respondents disagreed and 5.1% were not sure. More specifically, the sample was asked to describe the technological devices or applications they use in their institutions and the effects of technology penetration in the work environment. The following answer is indicative:

"We use mainly emails, mobile phones and even regular post sometime. In my opinion technology is very useful in sharing information"

The Internet has affected the scope of employment laws as well as employer liability for workplace harassment and discrimination. Harassment, violence and discrimination can extend beyond the physical location of an organization to information exchanged on the Internet during a worker's personal time.

4.12. *Getting information via coworkers*

Communicating effectively with your colleagues minimises misunderstandings and maximises work efficiency. The study asked respondents whether they get most of the information about the company news and events via their coworkers. The results are indicated in table 4.12 below:

Table 4. 12: I get most of my information about company news and events via my co-workers.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	5	8.5	8.5	8.5
	Disagree	10	16.9	16.9	25.4
	Uncertain	12	20.3	20.3	45.8
	Agree	21	35.6	35.6	81.4
	Strongly agree	11	18.6	18.6	100.0
	Total	59	100.0	100.0	

Source: Primary data

According to the table above, majority of the respondents 54.2% generally agreed that they get most of the information about the company news and events via their

65

coworkers. This implies that the employees of UPPC are not stringent with the information. However, 25.4% of the respondents disagreed and 20.3% were not sure. During interviews in regards to communication between coworkers, one of the respondents argued that:

"Communication among coworkers produces healthy working relationships, and allows you and your colleagues to resolve issues in a collaborative manner. This will in turn create a more fun and less stressful work environment".

During documentary review and interviews, it was confirmed that for effective communication to occur, everyone at UPPC exercises trust and respect to each other. To build trust with colleagues, it's important that employees act consistently and with integrity. To earn their trust, communicate clearly, collaboratively and confidentially with them while showing them respect. Clear and concise communication allows the colleagues to understand and then each other. As a result, there will be more cooperation and less conflict in the workplace.

4.13. Regression Analysis

This section reports the results of the regression analysis conducted to examine the effect of organizational communication on performance. Diagnostics tests for multicollinearity and model fitness were performed using the variance inflator factor (VIF), F-test and R-square statistics. In order to establish whether there is a relationship between communication channels and performance, Pearson Correlation and regression analyses were performed.

Table 4. 13: Standard Correlations of organizational communication and performance

		Communication channels used	Performance of UPPC
Communication channels used	Pearson Correlation	1	.239
	Sig. (2-tailed)		.069
	N	59	59
Performance of UPPC	Pearson Correlation	.239	1
	Sig. (2-tailed)	.069	
	N	59	59

**. Correlation is significant at the 0.01 level (2-tailed).

Results of the correlation analysis (r<0.239, p<0.001), show that a significant and positive correlation between frequency of communication and communication forms exists at the workplace. Those who prefer direct forms of communication are less likely to adopt indirect communication (telephone, written memos and email) media at the workplace. Preference is given to face-to-face and telephone communication than for written memos and emails. Although in dealing with supervisors, employees also engage in written memos and Internet communication.

Table 4. 14: Model summary on communication channels and performance of UPPC

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.239a	.057	.040	2.09703

a. Predictors: (Constant), communication channels used

Communication channel was used as the independent variable and performance of UPPC as the dependent variable. It was established that there is a significant relationship between communication channels and performance. As the standard error

of estimate is (R=.239, P<0.001) which greatly influences the performance of employees in terms of productivity and job satisfaction. It should be noted that, the use of effective communication channels enhances the satisfaction of employee and thus performing effectively at work.

Table 4. 15: ANOVAᵇ of communication channels and performance of UPPC

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	15.138	1	15.138	3.442	.069ª
	Residual	250.659	57	4.398		
	Total	265.797	58			

a. Predictors: (Constant), communication channels used
b. Dependent Variable: performance of UPPC

Computed overall F statistics [F (3, 442) = 15.138, p < 0.00] was significant with an adjusted R square of 0.69; suggesting that 69% of the variations in employee performance can be accounted for by the independent variables. This implies that, the employees of UPPC use effective communication channels when communication with their managers and coworkers

Table 4. 16: Coefficientsª of communication channels and performance of UPPC

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	7.615	1.647		4.625	.000
	Communication channels used	.080	.043	.239	1.855	.069

a. Dependent Variable: performance of UPPC

An assessment of the fitness of the model was confirmed with a significant F statistic of value. Standardized results show that the level of experience of the workers have a significant positive impact on performance with an estimated standardized coefficient of 0.069 (Sig. = 0.000). The results also showed all the concreteness (B = .080; p < 0.00), have a positive and significant effect on workers performance. This therefore suggests that when the effectiveness of communication processes and mechanisms improves, workers performance also improves accordingly. Standardized coefficient obtained for overall effective communication 0.080 ($p < 0.000$) indicates that all the overall organizational communication has a significant positive effect on performance.

CHAPTER FIVE

COMMUNICATION ENVIRONMENT

5.0. Introduction

Communication is a vital process in every organization. People at work spend a great deal of time communicating with each other in meetings, over the phone, via e-mail, etc. Communicating effectively means being able to send a message across the organization that is easy to understand and accurate. When communication flows accurately and effectively, the organization will run smoothly. However, if there is a breakdown in the flow of communication, or the information is not accurate, the organization is likely to encounter performance problems. The Corporate Communication Survey examines employee opinions about the effectiveness of internal communication, communication flow, and preferences concerning communication media.

Communication is necessary in any organization to develop organizational, team, and individual success. Effective two-way group and individual communication makes employees happier and creates higher job satisfaction; the manager will also find more satisfaction and be happier at work. Two-way communication is the tool that allows managers to delegate more effectively, create strategies for enhanced departmental success, and more appropriately align the goals of the department to the goals of the organization. As managers communicate and listen more, they may find increased communication improves their attitude and enhances the office culture. Therefore, this chapter examines the communication environment of UPPC.

5.1. *Information is a scarce resource*

The study asked respondents whether in the organization, important information is a scarce resource. The results are indicated in table 5.1 below:

Table 5. 1: In this organization, important information is a scarce resource.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	4	6.8	6.8	6.8
	Disagree	8	13.6	13.6	20.3
	Uncertain	9	15.3	15.3	35.6
	Agree	20	33.9	33.9	69.5
	Strongly agree	18	30.5	30.5	100.0
	Total	59	100.0	100.0	

Source: Primary data

According to the table above, majority of the respondents 64.4% generally agreed that in the organization, important information is a scarce resource. This implies that some information is given to the favored few. The management of UPPC keeps some important information from the employees. However, 20.3% of the respondents disagreed and 15.3% were not sure. During documentary review, the enormous development of information technologies and computers made organizations networked systems that can easily share information in and afar of organization. This transformation of information allows organizations to redesign strategies, transform the existing structure, and reevaluate the scope of operation and increase efficiency of controlling mechanisms, work flow products and services

5.2. *Availability of information to effectively perform*

The study asked respondents whether in most situations, they receive the information they need to effectively perform their jobs. The results are indicated in table 5.2 below:

Table 5. 2: In most situations, I receive the information I need to effectively perform my job.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	4	6.8	6.8	6.8
	Disagree	10	16.9	16.9	23.7
	Uncertain	15	25.4	25.4	49.2
	Agree	23	39.0	39.0	88.1
	Strongly agree	7	11.9	11.9	100.0
	Total	59	100.0	100.0	

Source: Primary data

According to the table above, majority of the respondents 50.9% generally agreed that in most situations they receive the information they need to effectively perform their jobs. This implies that assessment meetings are carried out, where employees are informed whether they have to improve and how to improve. However, 23.7% of the respondents disagreed and 25.4% were not sure. During documentary review, Effective two-way group and individual communication makes employees happier and creates higher job satisfaction; the manager will also find more satisfaction and be happier at work. Two-way communication is the tool that allows managers to delegate more effectively, create strategies for enhanced departmental success, and more appropriately align the goals of the department to the goals of the organization.

5.3. *Sharing important information with coworkers*

The study asked respondents whether their coworkers readily share important information that is critical to their success. The results are indicated in table 5.3 below:

Table 5. 3: My co-workers and I readily share important information that is critical to our success.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	8	13.6	13.6	13.6
	Disagree	14	23.7	23.7	37.3
	Uncertain	16	27.1	27.1	64.4
	Agree	17	28.8	28.8	93.2
	Strongly agree	4	6.8	6.8	100.0
	Total	59	100.0	100.0	

Source: Primary data

According to the table above, majority of the respondents 37.3% generally disagreed that their coworkers readily share important information that is critical to their success. This implies that employees of UPPC do not carry out TME where employees form groups and share information that they have so as to improve their performance. However, 35.6% of the respondents agreed and 27.1% were not sure. During interviews and documentary review, efficient managers spend a great deal of their time in communication-based activities, the ubiquitous nature of interpersonal communication in the management activity. The fact that effective leadership at the workplace involves the constant use of communication instruments in order to create sense, share vision and build a common purpose

5.4. Informal channels

The study asked respondents whether they receive most of the information they need through informal channels. The results are indicated in table 5.4 below:

Table 5. 4: I receive most of the information I need through informal channels.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	9	15.3	15.3	15.3
	Disagree	8	13.6	13.6	28.8
	Uncertain	7	11.9	11.9	40.7
	Agree	17	28.8	28.8	69.5
	Strongly agree	18	30.5	30.5	100.0
	Total	59	100.0	100.0	

Source: Primary data

According to the table above, majority of the respondents 59.3% generally agreed that they receive most of the information they need through informal channels. This implies that employees acquire information from internet and other people but not their supervisors or managers. However, 28.8% of the respondents disagreed and 11.9% were not sure. The vast majority of the respondents stated that the pattern of communication that would characterize their work internally would definitely be downwards. One employee stated the below:

> *"….communication normally follows the hierarchy lines but in emergency cases formal way of communication is eliminated. In fact, we are administrative employees and we are executors…."*

According to respondents it is considered that employees are mainly executors, they do take orders from superiors and execute them. Thus, as mentioned that communication follows the hierarchy line. This means that employees have not much say in decision making process and communication is directed and limited by the hierarchy structure. As it is mentioned in the theoretical framework, administration is defined as a decision making process and decisions are viewed essentially as communication phenomena.

Through informal communication collaboration among employees is also increased and stress levels decreased. Those results are very encouraging considering the fact that most respondents think of their work as a good place to work. Satisfied employees may always perform better. Below is what someone stated:

> *"Informal communication does exist in the organization. This means that working environment is influenced positively. Moreover, performance and efficiency are both increased"*

Some respondents support that informal communication and informal relations in their working environment are emphasized. Good communication and good relations are achieved through mutual understanding, collaboration, open minds, humor and common interests. For people in UPPC positive working environment has a primary role in well-being and motivation.

The following statement illustrates the former idea:

> "*Informal communication is important. As an institution we do organize events, we go out together, spend time out of work together. Friendly environment at work for me is*

such a great motivation to be there every day. In my opinion informal communication

improves collaboration between people"

Another important point resulting from the received responses is addressed to an interviewee who put a cultural dimension to informal communication. The respondent supported that in UPPC many problems and issues can be discussed and solved while drinking coffee. Coffee is considered as an institution of its own. Many essential issues can be discussed while drinking coffee during work time and many important decisions are taken during those meetings.

5.5. *Information sharing between departments*

The study asked respondents whether their departments readily share important information with other departments. The results are indicated in table 5.5 below:

Table 5. 5: My department readily shares important information with other departments.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	8	13.6	13.6	13.6
	Disagree	12	20.3	20.3	33.9
	Uncertain	6	10.2	10.2	44.1
	Agree	13	22.0	22.0	66.1
	Strongly agree	20	33.9	33.9	100.0
	Total	59	100.0	100.0	

Source: Primary data

According to the table above, majority of the respondents 55.9% generally agreed that their departments readily share important information with other departments. This

implies that there is a cycle of information sharing at UPPC. However, 33.9% of the respondents disagreed and 10.2% were not sure. During interviews, one of the respondents stated that,

> *"I propose that the purposeful cultivation of happiness and positivity in the workplace creates opportunities for improved satisfaction of individuals, teams, and entire organizations. Attitude and happiness have been recognized by communication scholars in the examination of organizational culture and emotion in the workplace".*

It should be noted that, developing a culture that supports two-way communication with employees having a measure of control promotes happiness and job satisfaction.

5.6. *Sharing of biased information*

The study asked respondents whether the information that is shared by employees in other departments is often biased and reflects their own personal interests. The results are indicated in table 5.6 below:

Table 5. 6: The information that is shared by employees in other departments is often biased and reflects their own personal interests.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	1	1.7	1.7	1.7
	Disagree	11	18.6	18.6	20.3
	Uncertain	11	18.6	18.6	39.0
	Agree	19	32.2	32.2	71.2
	Strongly agree	17	28.8	28.8	100.0
	Total	59	100.0	100.0	

Source: Primary data

According to the table above, majority of the respondents 61% generally agreed that the information that is shared by employees in other departments is often biased and reflects their own personal interests. This implies that false information is shared by employees of UPPC. However, 20.3% of the respondents disagreed and 18.6% were not sure. Even though the vast majority embraces the existence of communication networks in the working environment, however, a small percentage from the sample share a different opinion on this issue.

Few respondents believe that goals might be better achieved individually than with collaboration. Moreover, some of them claimed that networks are not helpful in daily operations because information flows from one person to another and that would cause confusion or problems. For this reason communication should be supervised and centralized. One respondent stated the following:

> *"I dislike it when my subordinates share issues that concern our department with people from different departments. Communication is free, collaboration as well, but first i have to be informed. So my subordinates should not share internal departmental issues without my confirmation, this is something that bothers me, however, with discussion we have solved things out and this phenomenon does not happen anymore"*

Strict supervision and control of communication may lead to dependent, unmotivated, undetermined employees with limited self-confidence. When these features appear in organization, it may lead to innumerous negative results and behaviors such as turnover, absenteeism and consequently to decrease performance.

5.7. *Group meetings are informative*

The study asked respondents whether most of the group meetings they attend are informative and worthwhile. The results are indicated in table 5.7 below:

Table 5. 7: Most of the group meetings I attend are informative and worthwhile.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	6	10.2	10.2	10.2
	Disagree	9	15.3	15.3	25.4
	Uncertain	9	15.3	15.3	40.7
	Agree	26	44.1	44.1	84.7
	Strongly agree	9	15.3	15.3	100.0
	Total	59	100.0	100.0	

Source: Primary data

According to the table above, majority of the respondents 59.4% generally agreed that most of the group meetings they attend are informative and worthwhile. This implies that employees acquire more important information from group trainings. However, 25.4% of the respondents disagreed and 15.3% were uncertain. During interviews, one of the respondents stated that;

> *"When it comes to departmental meetings director has the major role, so my presence there is very dynamic. Contrary, in the meetings with superiors, even though when it comes to my duties and responsibilities I express my opinion, still, what I get from those meetings is the fact that there is no liberty of expression. Discussion in those meetings is strictly framed around individuals' responsibilities"*

The main reason why people organize meetings is for organizations' members to be updated on issues that concern them, to inform each other on the progress of certain projects and also share ideas on the improvisation of organizations' performance. Making people feel comfortable and at ease is mainly managements' responsibility.

5.8. *Availability of detailed and accurate information*

The study asked respondents whether most of the information they receive on a daily basis is detailed and accurate. The results are indicated in table 5.8 below:

Table 5. 8: Most of the information I receive on a daily basis is detailed and accurate.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	5	8.5	8.5	8.5
	Disagree	11	18.6	18.6	27.1
	Uncertain	9	15.3	15.3	42.4
	Agree	19	32.2	32.2	74.6
	Strongly agree	15	25.4	25.4	100.0
	Total	59	100.0	100.0	

Source: Primary data

According to the table above, majority of the respondents 57.6% generally agreed that most of the information they receive on a daily basis is detailed and accurate. This implies that the management of UPPC provides accurate information needed by the employees to effectively execute their work. However, 27.1% of the respondents disagreed and 15.3% were not sure. During documentary review and interviews, it was discovered that: Managers may not communicate the same way with remote workers as they do with employees who are in the work place each day. This creates feelings of

disconnect and lowered morale for workers and causes them to rely on coworkers for needed information. While informal coworker communication is essential for job satisfaction, it should not be the sole source of information from an organization.

5.9. *Availability of detailed and accurate information from other departments*

The study asked respondents whether communication from other departments is typically detailed and accurate. The results are indicated in table 5.9 below:

Table 5. 9: Communication from other departments is typically detailed and accurate.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	7	11.9	11.9	11.9
	Disagree	5	8.5	8.5	20.3
	Uncertain	8	13.6	13.6	33.9
	Agree	26	44.1	44.1	78.0
	Strongly agree	13	22.0	22.0	100.0
	Total	59	100.0	100.0	

Source: Primary data

According to the table above, majority of the respondents 66.1% generally agreed that communication from other departments is typically detailed and accurate. This implies that information from other departments is not biased. However, 20.3% of the respondents disagreed and 13.6% were not sure. During documentary reviews, it was discovered that, the effect of coworker attitudes is seen in teleworkers through informal communication methods when coworkers complain or relate negative information. Some forms of informal communication may develop common ground but would lead

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to decreased job satisfaction and commitment, particularly for high-intensity teleworkers

5.10. Regression Analysis

This section reports the results of the regression analysis conducted to examine the effect of communication environment on performance. The simple ordinary least squares (OLS) technique was used to conduct this analysis. Diagnostics tests for multicollinearity and model fitness were performed using the variance inflator factor (VIF), F-test and R-square statistics. Results as reported on as below

Table 5. 10: Correlations of communication environment and performance of UPPC

		Communication environment	Performance of UPPC
Communication environment	Pearson Correlation	1	.156
	Sig. (2-tailed)		.239
	N	59	59
Performance of UPPC	Pearson Correlation	.156	1
	Sig. (2-tailed)	.239	
	N	59	59

**. Correlation is significant at the 0.01 level (2-tailed).

Results of the correlation analysis (r<0.239, p<0.001), show that a significant and positive correlation between frequency of communication and communication forms exists at the workplace. Those who prefer direct forms of communication are less likely to adopt indirect communication (telephone, written memos and email) media at the workplace. Preference is given to face-to-face and telephone communication than for

written memos and emails. Although in dealing with supervisors, employees also engage in written memos and Internet communication.

Table 5. 11: Model Summary of communication environment and performance of UPPC

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.156a	.024	.007	2.13304

a. Predictors: (Constant), Communication environment

Communication environment was used as the independent variable and performance of UPPC as the dependent variable. It was established that there is a significant relationship between communication environment and performance. As the standard error of estimate is (R=.156, P<0.002) which greatly influences the performance of employees in terms of efficiency, which greatly influence employee job satisfaction. It should be noted that, effective communication between supervisors and employees enhances the satisfaction of employee which makes the employee motivated, and thus being satisfied with their jobs and thus enhancing high level of performance.

Table 5. 12: ANOVA[b] on communication environment and performance of UPPC

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	6.454	1	6.454	1.418	.239a
	Residual	259.343	57	4.550		
	Total	265.797	58			

a. Predictors: (Constant), Communication environment
b. Dependent Variable: performance of UPPC

According to the ANOVA results in the table above, it is revealed that communication environment has a significant influence on performance of UPPC (F=1.418, P<0.002). For the most part communication from managers seems to be acceptable; however, there is room for improvement. It was interesting that there was one participant who consistently reported negatively in all areas.

Table 5. 13: Coefficients^a of communication environment and performance of UPPC

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	8.691	1.649		5.269	.000
Communication environment	.048	.040	.156	1.191	.239

a. Dependent Variable: performance of UPPC

Supervisor-subordinate communication was used as the independent variable and performance of UPPC as dependent variable. According to the table above, supervisor-subordinate communication, (ß=8.691, t=5.269, P<.000) has a significant influence on performance of UPPC. This implies that, effective communication environment enhances high performance in UPPC.

CHAPTER SIX

SUPERIOR-SUBORDINATE COMMUNICATION

6.0. *Introduction*

Supervisor-subordinate communication emphasizes both types of communication flow; downward and upward communication, which are performed by each individual engaged in the communication. Downward communication is concerned with information about work instruction, methods to carry out duty, availability of new technology, feedback about work performance, opportunity for personal advancement policy of organization and objective of work. On the other hand, upward communication is concerned with information about work that has been done, work that need to be done as duty, employees' problems related to work, information needed, method to conduct performance appraisal and to complete various duties.

In addition, supervisor-subordinate communication also includes the communication environment, the by-product of interaction pattern between supervisor-subordinate communications. In this study, communication environment refers to openness and trust between the supervisor and the subordinate, the supervisor's support and the subordinate's participation. All communication occurs at the level of an individual person. There are three basic methods of communicating: oral, written and non-verbal. Individuals speak, write, gesture; but more importantly, individuals interpret these signs and symbols. Therefore, this chapter aims at examining superior subordinate communication. The results are indicated as below

6.1. Information comes from coworkers

The study asked respondents whether most of the information they receive on a daily basis come from their coworkers. The results are indicated in table 6.1 below:

Table 6. 1: Most of the information I receive on a daily basis come from my co-workers.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	7	11.9	11.9	11.9
	Disagree	10	16.9	16.9	28.8
	Uncertain	12	20.3	20.3	49.2
	Agree	19	32.2	32.2	81.4
	Strongly agree	11	18.6	18.6	100.0
	Total	59	100.0	100.0	

Source: Primary data

According to the table above, majority of the respondents 50.8% generally agreed that most of the information they receive on a daily basis come from their co-workers. This implies that there is discrimination in sharing information. A favored few have access to direct information from managers, who latter inform others inform of rumors. However, 28.8% of the respondents disagreed and 20.3% were not sure. During interviews in regards to this, one of the respondents stated that:

> *"Interpersonal interactions involving the exchange of information and affect between co-workers and between employees have a significant effects on the employees' psychological job outcomes, including job satisfaction".*

6.2. *Sharing information with top-management*

The study asked respondents whether they feel comfortable sharing ideas directly with members of top-management. The results are indicated in table 6.2 below:

Table 6. 2: I feel comfortable sharing ideas directly with members of top-management.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Very ineffective	6	10.2	10.2	10.2
	Somewhat ineffective	6	10.2	10.2	20.3
	Neither effective nor ineffective	19	32.2	32.2	52.5
	Effective	20	33.9	33.9	86.4
	Extremely effective	8	13.6	13.6	100.0
	Total	59	100.0	100.0	

Source: Primary data

According to the table above, majority of the respondents 47.5% generally agreed that they feel comfortable sharing ideas directly with members of top-management. This implies that there is free communication policy at UPPC. The doors to the top-management are always open to all employees of UPPC. However, 32.3% of the respondents were not sure and 20.3% generally disagreed. More specifically the interviewee stated that:

> *"The type of communication is not standardized, it always serves job interest. There is a liberal (democratic) communication in the institution and the relations between me and subordinates or even superiors are also characterized as liberal…"*

Some respondents consider that communication flows from and to all directions is based on the institutional needs. This makes communication flexible and not standardized. Everybody gets connected to anybody in order to get the "job done" as it should be in public organizations.

6.3. Line of communication

Quality communication is the act of effectively conveying and receiving messages to and from others, according to Mind Tools. Every business needs established communication lines and processes so employees and executives effectively pass messages along to the right people. The study asked respondents whether most of the daily communication they receive comes in the form of "directives" from top-management. The results are indicated in table 6.3 below:

Table 6. 3: Most of the daily communication I receive comes in the form of "directives" from top-management.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Very ineffective	7	11.9	11.9	11.9
	Somewhat ineffective	5	8.5	8.5	20.3
	Neither effective nor ineffective	4	6.8	6.8	27.1
	Effective	26	44.1	44.1	71.2
	Extremely effective	17	28.8	28.8	100.0
	Total	59	100.0	100.0	

Source: Primary data

According to the table above, majority of the respondents 73.9% generally agreed that Most of the daily communication they receive comes in the form of "directives" from

top-management. This implies that there is a line of communication at UPPC. The top-management informs the supervisors all the information they need passed on to the employees. However, 20.3% of the respondents disagreed and 6.8% were not sure. In regards to line communication, one of the respondents stated that *every employee needs to know whom to talk to, whether regarding a business-related question or otherwise. Establish a line of communication power so no one goes unheard in the workplace*

During interviews and documentary review, it was discovered that differences between communication from the top management and the supervisor, in that the strongest correlate of organizational commitment was satisfaction in communication from top management versus communication from the supervisor. In the aggregate, this research shows that two important sources of information are top management and the immediate supervisor, and that satisfaction in communication may differ depending on the source

6.4. Confidence in sharing ideas

The study asked respondents whether they feel comfortable sharing ideas with the manager. The results are indicated in table 6.4 below:

Table 6. 4: I feel comfortable sharing ideas with my manager.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Very ineffective	5	8.5	8.5	8.5
	Somewhat ineffective	8	13.6	13.6	22.0
	Neither effective nor ineffective	15	25.4	25.4	47.5
	Effective	21	35.6	35.6	83.1
	Extremely effective	10	16.9	16.9	100.0
	Total	59	100.0	100.0	

Source: Primary data

According to the table above, majority of the respondents 52.5% generally agreed that they feel comfortable sharing ideas with my manager. This implies that the management of UPPC is friendly to their coworkers. However, 22% of the respondents disagreed and 25% were not sure. In regards to the above, during interviews, one of the respondents confirmed that,

> *"Communications received from important relationship partners (i.e., supervisor, top management) and the amount of information (i.e., as much as employees feel they need on relevant topics) received within the communication were the best predictors of job satisfaction"*

During documentary review and interviews at UPPC it was discovered that employee's perceptions of top-level management's openness of communication and willingness to include employees in the participation of decision making have been positively correlated with employee's overall job satisfaction

6.5. The lines of communication are open

The study asked respondents whether in the organization, the lines of communication are "open" all the way to top executives. The results are indicated in table 6.5 below:

Table 6. 5: In this organization, the lines of communication are "open" all the way to top executives.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Very ineffective	2	3.4	3.4	3.4
	Somewhat ineffective	10	16.9	16.9	20.3
	Neither effective nor ineffective	18	30.5	30.5	50.8
	Effective	19	32.2	32.2	83.1
	Extremely effective	10	16.9	16.9	100.0
	Total	59	100.0	100.0	

Source: Primary data

According to the table above, majority of the respondents 59.1% generally agreed that in this organization, the lines of communication are "open" all the way to top executives. This implies that there is free communication between employees at UPPC. However, 30.5% of the respondents were not sure and 20.3% disagreed. During interviews and documentary reviews, one of the respondents stated that,

> *"the system of communication at UPPC consists of a collection of individual.*
>
> *communication networks,transmission systems,relay stations,tributary stationsand*
>
> *terminal equipmentcapableofinterconnectionandinteroperationsoastoformanintegratedwhol*
>
> *e".*

The management of UPPC should clearly communicate to its employees, the issues concerning the UPPC. This will motivate them and it will make them feel part and partial of the UPPC, hence working hard and effectively to enhance its goals and objectives

6.6. *Holding "town-hall" meetings*

The study asked respondents whether the company frequently holds "town-hall" meetings to pass along information. The results are indicated in table 6.6 below:

Table 6. 6: This Company frequently holds "town-hall" meetings to pass along information.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Very ineffective	4	6.8	6.8	6.8
	Somewhat ineffective	3	5.1	5.1	11.9
	Neither effective nor ineffective	13	22.0	22.0	33.9
	Effective	20	33.9	33.9	67.8
	Extremely effective	19	32.2	32.2	100.0
	Total	59	100.0	100.0	

Source: Primary data

According to the table above, majority of the respondents 66.1% generally agreed that this company frequently holds "town-hall" meetings to pass along information. This implies that UPPC shares important information to the public. However, 22% of the respondents were not sure and 11.9% generally disagreed. During interviews, one of the respondents stated that

"During meetings, employees communicate to the managers and supervisors what they are facing, and provide a way-forward on how to improve performance in the organization".

Town hall meetings are a way for local and national politicians to meet with their constituents, either to hear from them on topics of interest or to discuss specific upcoming legislation or regulation. During periods of active political debate, town halls can be a locus for protest and more active debate.

6.7. Information sharing

According to Alvesson, (2002); the most important factor in effective employee empowerment is bilateral communication. Employee surveys and evaluations show repeatedly that empowerment and communication rate highest in regard to employee satisfaction in an organization. The study asked respondents whether most of the information they receive on a daily basis comes from their manager. The results are indicated in table 6.7 below:

Table 6. 7: Most of the information I receive on a daily basis comes from my manager

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Very ineffective	3	5.1	5.1	5.1
	Somewhat ineffective	9	15.3	15.3	20.3
	Neither effective nor ineffective	22	37.3	37.3	57.6
	Effective	16	27.1	27.1	84.7
	Extremely effective	9	15.3	15.3	100.0
	Total	59	100.0	100.0	

Source: Primary data

According to the table above, majority of the respondents 42.4% generally agreed that most of the information they receive on a daily basis comes from their manager. This implies that the management of UPPC informs its coworkers everything concerning the organization. However, 37.3% of the respondents were not sure and 20.3% generally disagreed. When interviewed the respondents whether there is good employee-employer relationship, one of the respondents argued that:

> *"The managers share important information about the UPPC and the employees are free with the UPPC managers, whereby they are involved in decision making, and their ideas are taken as being important".*

Therefore, the UPPC managers should effectively share important information with its employees. It should be noted that, communicating and sharing information accomplishes several objectives that are not only important for the empowerment process, but also for overall employee satisfaction with the organization. Empowering employees to increase their satisfaction and the organization's performance will require a greater amount of communication than ever thought possible (Annamalai, et al, 2010).

6.8. Involvement in decision making

According to DeBruin, et al., (2007), Decision-making is the study of identifying and choosing alternatives based on the values and preferences of the decision maker. Decision-making is one of the central activities of management and is a huge part of any process of implementation. The study asked respondents whether in the organization,

their ideas are frequently passed on to top-management. The results are indicated in table 6.8 below:

Table 6. 8: In this organization, my ideas are frequently passed on to top-management.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Very ineffective	4	6.8	6.8	6.8
	Somewhat ineffective	4	6.8	6.8	13.6
	Neither effective nor ineffective	5	8.5	8.5	22.0
	Effective	24	40.7	40.7	62.7
	Extremely effective	22	37.3	37.3	100.0
	Total	59	100.0	100.0	

Source: Primary data

According to the table above, majority of the respondents 78% generally agreed that in the organization, their ideas are frequently passed on to top-management. This implies that employees of UPPC are involved in decision making. However, 13.6% of the respondents disagreed and 8.5% were not sure. To enforce this opinion one interviewee stated that:

> *"Employees are not part of decision making process, even their opinion is not seriously taken into consideration when it comes to decision to be taken regarding the organization life and policies. Employees most of the times communicate with their superiors to pass information or to complain about something but not to participate in decision making"*

Regression Analysis

This section reports the results of the regression analysis conducted to examine the effect of supervisor-subordinate communication on performance. The simple ordinary

least squares (OLS) technique was used to conduct this analysis. In order to establish whether there is a relationship between supervisor subordinate communication and performance of UPPC, Pearson Correlation and regression analysis were performed.

Table 6. 9: Correlations on supervisor-subordinate communication and performance

		Superior-subordinate communication	Performance of UPPC
Superior-subordinate communication	Pearson Correlation	1	.404**
	Sig. (2-tailed)		.002
	N	59	59
Performance of UPPC	Pearson Correlation	.404**	1
	Sig. (2-tailed)	.002	
	N	59	59

**. Correlation is significant at the 0.01 level (2-tailed).

Results of the correlation analysis revealed that there is a significant and positive relationship between supervisor-subordinate communication and performance in UPPC (r<0.404, p<0.002). This analysis is summarized in the table above. This implies that UPPC supervisors effectively communicate with their subordinates all issues and matters concerning the organization. The supervisors/ managers provide the employees with the necessary information needed to execute their jobs effectively.

Table 6. 10: model summary on supervisor-subordinate communication and performance of UPPC

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.404[a]	.163	.148	1.97545

a. Predictors: (Constant), superior-subordinate communication

Supervisor-subordinate communication was used as the independent variable and performance of UPPC as the dependent variable. It was established that there is a significant relationship between supervisor-subordinate communication and performance. As the standard error of estimate is (R=0.404, P<0.002) which greatly influences the performance of employees in terms of efficiency, which greatly influence employee job satisfaction. It should be noted that, effective communication between supervisors and employees enhances the satisfaction of employee which makes the employee motivated, and thus being satisfied with their jobs and thus enhancing high level of performance.

Table 6. 11: ANOVA[b] on supervisor-subordinate communication and performance of UPPC

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	43.359	1	43.359	11.111	.002[a]
	Residual	222.438	57	3.902		
	Total	265.797	58			

a. Predictors: (Constant), superior-subordinate communication
b. Dependent Variable: performance of UPPC

According to the ANOVA results in the table above, it is revealed that supervisor-subordinate communication has a significant influence on performance of UPPC (F=11.111, P<0.002). This implies that, the employees of UPPC receive all the information they need to execute their jobs effectively. This makes the employees with information concerning their jobs motivated to work effectively, hence producing high quality work. It should be noted that, these employees are satisfied with their jobs, hence being retained to work in the organization.

Table 6. 12: Coefficients[a] on supervisor-subordinate communication and performance of UPPC

Model	Unstandardized Coefficients		Standardized Coefficients		
	B	Std. Error	Beta	t	Sig.
1 (Constant)	4.659	1.809		2.575	.013
Superior-subordinates communication	.174	.052	.404	3.333	.002

a. Dependent Variable: performance of UPPC

Supervisor-subordinate communication was used as the independent variable and performance of UPPC as dependent variable. According to the table above, supervisor-subordinate communication, (ß=4.659, t=2.575, P<.002) has a weak influence on performance of UPPC. This implies that, effective supervisor-subordinate communication enhances high performance in UPPC.

CHAPTER SEVEN

PERFORMANCE

7.0.   Introduction

The contribution of employees on job is the most important factor for development and excellence in the organization (Korkaew and Suthinee, 2012). Rich et al, (2010) identified two types of employee performance for organizational effectiveness: task performance and contextual performance. Task performance refers to behaviors that are directly involved in activities that provide indirect support for the organization's core technical processes (Borman and Motowidlo, 1997). These behaviors directly relate to the formal organization reward system. On the other hand, contextual performance is defined as individual efforts that are not directly related to their main task functions Werner (2000). However, these behaviors are important because they shape the organizational, social, and psychological contexts serving as the critical catalyst for task activities and processes.

The performance of employees on different jobs in close coordination is needed for success of the organization (Macey and Schneider, 2008). Employees are performing different jobs in an organization depending upon the nature of the organization. All these activities are interrelated to achieve the targets. These are to be performed by the employees properly so they can give their best output at the job. The importance of employees' performance must be understood by the management and sincere efforts must be put in that direction. This chapter examines the level of performance of UPPC.

7.1. Enhancement of efficiency of operations

The study asked respondents whether organizational communication enhances efficiency of operations. The results are indicated in table 7.1 below:

Table 7. 1: Organizational communication enhances efficiency of operations.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Very ineffective	7	11.9	11.9	11.9
	Somewhat ineffective	11	18.6	18.6	30.5
	Neither effective nor ineffective	6	10.2	10.2	40.7
	Effective	23	39.0	39.0	79.7
	Extremely effective	12	20.3	20.3	100.0
	Total	59	100.0	100.0	

Source: Primary data

According to the table above, majority of the respondents 59.3% generally agreed that organizational communication enhances efficiency of operations. This implies that their employees work effectively because they have all the information they need to execute their jobs effectively. However, 30.5% of the respondents disagreed and 10.2% were not sure. During documentary review and interviews, it was discovered that the importance of communication cannot be denied for organizations as applied to their ability to influence the bottom line as found in growing evidence linked with work productivity With effective communication, a company is able to have good coordination among the teams or units in an organization whereby the absence of it will reflect problems in running business operations or critically cause the damage between individuals.

7.2.   Enhancement of effective operations

The study asked respondents whether organizational communication enhances effectiveness of operations. The results are indicated in table 7.2 below:

Table 7. 2: Organizational communication enhances effectiveness of operations.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	12	20.3	20.3	20.3
	Disagree	9	15.3	15.3	35.6
	Uncertain	11	18.6	18.6	54.2
	Agree	19	32.2	32.2	86.4
	Strongly agree	8	13.6	13.6	100.0
	Total	59	100.0	100.0	

Source: Primary data

According to the table above, majority of the respondents 45.8% generally agreed that organizational communication enhances effectiveness of operations. This implies that employees of UPPC meet their deadlines. However, 35.6% of the respondents disagreed and 18.6% were not sure. During documentary review and interviews, It has been suggested that the persons who are involved in communication processes need to possess both basic skills and abilities, otherwise, the information could be missed to understand appropriately, and furthermore it depends on the facilities available in organizations and the actions of managers to see the acceptability of information in order to have an accurate deliverance.

In regards to the above, it can be supported by a statement made by one of the respondents that *the circumstances that are currently faced by the employees including the right time of delivering such information, thus, they may perform based on the messages they*

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receive. In obtaining such a good performance, the managers must show the initiatives of developing and providing opportunities to learn new skills to their employees through the communication process.

7.3. Enhancement of productivity

The study asked respondents whether organizational communication enhances productivity. The results are indicated in table 7.3 below:

Table 7. 3: Organizational communication enhances productivity.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	1	1.7	1.7	1.7
	Disagree	1	1.7	1.7	3.4
	Uncertain	6	10.2	10.2	13.6
	Agree	27	45.8	45.8	59.3
	Strongly agree	24	40.7	40.7	100.0
	Total	59	100.0	100.0	

Source: Primary data

According to the table above, majority of the respondents 86.5% generally agreed that organizational communication enhances productivity. This implies that there is high output among the employees of UPPC. However 10.2% of the respondents were not sure and 3.4% generally disagreed. During documentary review, it was discovered that the improvisation of organizational performance and productivity is the main reason for information technologies to be developed, and has contributed a lot to daily operations by providing managers and employees with useful tools and enabling them to share news, ideas and data.

During interviews, one of the respondents stated that,*"Information function of communication enables both superiors and subordinates to make decisions and perform their work well"*.

Communication provides release for the emotional expression of feelings such as frustration or satisfaction. Thus, communication between superiors and subordinates and the expression of job satisfaction by the latter is interrelated.

7.4. Employee Commitment

According to Arnold, et al., (1986), Empowerment leads employee's psychological attachment to the organization, that is commitment. Commitment towards the job is increased as accountability increases. The study asked respondents whether employees are committed to their jobs. The results are indicated in the table 7.4 below:

Table 7. 4: Employees are committed to their jobs

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	12	20.3	20.3	20.3
	Disagree	9	15.3	15.3	35.6
	Uncertain	11	18.6	18.6	54.2
	Agree	19	32.2	32.2	86.4
	Strongly agree	8	13.6	13.6	100.0
	Total	59	100.0	100.0	

Source: primary data

According to the table above, majority of the respondents 45.8% generally agreed that employees are committed to their jobs. This implies that, employees are satisfied with their jobs. However, 35.6% of the total respondents disagreed and 18.6% were not sure.

When interviewed it was discovered that, employees of UPPC are less productive, ineffective and less satisfied. One of the respondents stated that:

"The potential of horizontal communication to coordination in assigned tasks, solve problems, resolve conflicts and generally improve information flow and commitment to duty requires open and candid opinions being shared between and among employees".

Doing so will ensure that systems work well and carry along the objectives and goals of the organization. A situation where one or some departments are far more efficient and effective than others does not promote overall organization output growth.

7.5. Employee satisfaction

The study asked respondents whether employees are satisfied with their jobs. The results are indicated in table 7.5 below:

Table 7. 5:: Employees are satisfied with their jobs.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	4	6.8	6.8	6.8
	Disagree	8	13.6	13.6	20.3
	Uncertain	9	15.3	15.3	35.6
	Agree	20	33.9	33.9	69.5
	Strongly agree	18	30.5	30.5	100.0
	Total	59	100.0	100.0	

Source: Primary data

According to the table above, majority of the respondents 64.4% generally agreed that employees are satisfied with their jobs. This implies that managers effectively communicate with their subordinates. However, 20.3% of the respondents disagreed

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and 15.3% were not sure. During documentary review, it was discovered that Adequacy and accuracy of information is an essential component of effective communication which eventually leads to efficiency, productivity, and output growth.

In regards to this one of the respondents stated that:

"Concreteness and consistency of communication significantly affects worker's performance".

Moreover, effective communication requires completeness, conciseness, clarity, correctness, as well as concreteness of the information provided. Therefore, all needed and wanted information must be made available in downward communications. Knowing what to do and how to do it and do it well motivates commitment to duties and improves performance.

7.6. Completion of tasks

According to Beck (1983), Employee empowerment is the process of allowing employees to have input and control over their work, and the ability to openly share suggestions and ideas about their work and the organization as a whole. The study asked respondents whether employees complete their tasks on time. The results are indicated in the table 7.6 below:

Table 7. 6: Employees complete their tasks on time

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	4	6.8	6.8	6.8
	Disagree	10	16.9	16.9	23.7
	Uncertain	15	25.4	25.4	49.2
	Agree	23	39.0	39.0	88.1
	Strongly agree	7	11.9	11.9	100.0
	Total	59	100.0	100.0	

Source: Primary data

According to the table above, majority of the respondents 50.9% generally agreed that in most situations they receive the information they need to effectively perform their jobs. This implies that assessment meetings are carried out, where employees are informed where they have to improve and on how to improve. However, 23.7% of the respondents disagreed and 25.4% were not sure. During documentary review, it was discovered that employees who receive effective communication are committed, loyal and conscientious. More than any other kind of employee, an employee who receives effective information is able to create a feeling of true customer service that ultimately yields much greater customer loyalty

CHAPTER EIGHT

TOWARDS HARMONIZATION BETWEEN ORGANIZATIONAL COMMUNICATION AND PERFORMANCE

8.0. Introduction

This chapter aims at harmonizing the relationship between organizational communication and performance.

8.1. The communication channels commonly used at the UPPC

According to the study results above, it was discovered that UPPC uses Email as a channel of communication. E-mails are flexible and efficient. The flexibility and asynchrony are the main advantages that email carries compared to other communication media hence the reason for its proliferation. Consequently, email has increased information sharing in organizations and has improved productivity in time and place (Byron 2008). Due to flexibility and asynchrony of emails, individuals are able to read them everywhere and reduce the uncertainty related to the lack of information when they are absent from work (Granat, Stanoevska-Slabena 2013). However, email application has not brought only positive changes in organizational life. A considerable number of employees complain about information overload, the huge amount of emails they receive daily and the pressure of expectation to answer them all within a day (Derks & Baker 2010). Therefore, UPPC should use more of E-mails because it is efficient and flexible.

According to the study results above, it was discovered that UPPC uses internet and social media as a form of communication. It should be noted that the enormous development of information technologies and computers made organizations networked systems that can easily share information in and afar of organization. This transformation of information allows organizations to redesign strategies, transform the existing structure, and re-evaluate the scope of operation and increase efficiency of controlling mechanisms, work flow products and services (Laudon & Laudon 2000). Therefore, UPPC should adopt the use of internet and updating its website so as to equip its employees with the information necessary for them to operate.

According to the results above, it was discovered that UPPC uses fax machines and internet when communicating. It should be noted that automation in the office has brought changes in the structure of the organization and has two interrelated but distinct effects: to reduce the number of organizational members across the whole organization and the size of organizations as well, resulting in the reduction or expand of employment at any particular organizational level (Hoos 2003). Therefore, UPPC should use fax machines and phones when communicating because it makes work flexible and more efficient.

The new trend today is to flatten organizational structure in order to speed up the decision making process (Lau, Wong, Chan & Law 2001). Indeed, flatter organizations are consisted of fewer management levels that give greater decision making authority. Another characteristic of flatter organizations is the encouragement of individual

contribution and responsibility. The establishment of global networks such as internet made it possible for team members to collaborate closely even from distant locations and reduce coordination costs (Laudon & Laudon 2000).

8.2. *The communication environment within UPPC*

According to the study results above, it was discovered that Communication is the key factor in daily operations. It is through communication that all kind of information circulates from every level of the hierarchical ladder. Computers have become a communication hub through which employees communicate and function. Communication technology is fostering new forms of learning, enabling new types of communication between employees and management (Rudnick 2006). Additionally, the proper use of the new technologies can lead to improvement of the relations among staff and to a better understanding with each other (Rudnick 2006; Lau, Wong, Chan, Law 2001).

According to the study results above, it was discovered that employees communicate freely with their managers. They get all the information they need to do their job from their supervisors and they are confident to air out their issues to the top management. Modern management emphasizes more and more the role of communication in managerial activity. Thus, it is considered that managers spend between 60 and 80% of their time communicating (Hargie & Tourish, 2009). Studies show that efficient managers spend a great deal of their time in communication-based activities. Even as early as 1973 Mintzberg showed the ubiquitous nature of interpersonal communication

in the management activity. More recent leadership studies assert the fact that effective leadership at the workplace involves the constant use of communication instruments in order to create sense, share vision and build a common purpose (Hargie & Tourish, 2009)

According to the study results above, it was discovered that employees are free to communicate with their coworkers and other departments. The importance of a positive organizational culture is more than atmosphere, values, heroes, or the search for excellence (Allen 1995; Miller, 2006; Neves & Eisenberger, 2012). I propose that the purposeful cultivation of happiness and positivity in the workplace creates opportunities for improved satisfaction of individuals, teams, and entire organizations. Attitude and happiness have been recognized by communication scholars in the examination of organizational culture and emotion in the workplace (Waggoner, 2013). Developing a culture that supports two-way communication with employees having a measure of control promotes happiness and job satisfaction.

According to the study results above, it was discovered that there is freedom of communication at UPPC. Employees' ideas are forwarded to the top management and are always considered. Communication with remote workers is a consideration that organizations must take seriously. More than 24 million people were working remotely in 2008 (WorldatWork, 2009) and that number is steadily rising. Teleworkers report feelings of isolation, uncertainty, a lack of trust, and lower organizational commitment with lower job satisfaction (Fay & Kline, 2011). Managers may not communicate the

same way with remote workers as they do with employees who are in the work place each day. This creates feelings of disconnect and lowered morale for teleworkers and causes them to rely on coworkers for needed information (Fay & Kline, 2011). While informal coworker communication is essential for job satisfaction, it should not be the sole source of information from an organization.

According to the study results above, it was discovered that employees are involved in decision making. Employees are free to inform the top management ideas and issues on how to improve their performance. Interestingly, Saari & Judge (2004) found that involving employees in decision making increases work happiness, improves attitudes, and improves overall organizational performance. Involvement, development of plans, and participation in the implementation or action has shown to have the most impact (Saari & Judge, 2004). The increased sense of self-worth and contribution to the overall good of the organization improves the employee's attitude and increases job satisfaction impact (Saari & Judge, 2004).

8.3. The superior-subordinate communication flow at UPPC

According to the study results above, employees acquire information from different kinds of communication. It should be noted that much pressure is being put to public organizations in order to increase productivity and efficiency and this is expressed by doing more with less. One way to achieve the latest is to embrace technological advances that will enhance productivity and minimize system dependence on employees (Chrisholm 2008). For this reason information technologies are being

implemented in almost all levels of public sector. Indeed it has being suggested that public organizations are more information intense than private firms which means a greater penetration of computer technology as IT keeps evolving (Bretschneider & Wittmer 2003).

According to the study results above, employees get all the information they need from their managers. They further get information on notice boards, company web sites and through emails. This is a downward form of communication. Downward communication does not have to be realized in oral form or face to face contact. Any kind of information that is communicated from a high level executive to a low level employee can be considered as downwards. Sometimes downward communication might be ineffective or unreliable and the problem lies in filtering. This means that as more levels the message must go through to get to the bottom of the hierarchy the more chances there are that sizeable portion of the original information to be lost or distorted in the process. One effective way for this loss to be avoided is through the feedback offered by upward communication. In their book *Communication in Organization* Rogers & Rogers associate communication to water, which goes downhill. Similarly, in the communication process, management and superiors are more likely to initiate communication flow (Rogers & Rogers 2006).

According to the study results above, employees' ideas are taken to the top management. This implies that employees of UPPC freely communicate with the management committee of the organization. This is an upward form of communication.

Upward communication is the opposite of downward communication. Upward communication is used by a low level employee to a high level person or group in the organization. Upward communication serves mainly to provide feedback to supervisors, managers or directors so they can be informed regarding to the process of certain goals. Basically, upward communication keeps the higher-ups aware on employees' progress, performance and emotions. Additionally, upward communication might be a good source of ideas about how things can be improved coming from the core of organizations-employees. Suggestion boxes, surveys, grievance procedures, informal discussions between superior-subordinates are good examples to show how upward communication functions (Rogers & Rogers 2006)

According to the study results above, it was discovered that employees of UPPC communicate with their coworkers. This implies that, there is horizontal form of communication at UPPC. It should be noted that, horizontal communication is the communication which is taking place among people of the same work group of the same work level. This communication is been practiced among subordinates, managers or any horizontal equivalent personnel of the organization. Horizontal communication exists mainly for saving time and facilitating project or work coordination. Horizontal communication might be considered beneficial and a valuable tool for the organization, for this reason it may occur with the knowledge and support of the superiors (Robbins 2009). Because horizontal communication occurs between employees of the same work level, for this reason it is more frequent than vertical flows. This happens because

individuals communicate more openly and effectively with their equals than with superiors. Furthermore, the content of the information sent through horizontal communication it is usually of a coordinating nature when downwards is considered as more authoritative and upwards provide feedback on performance (Rogers & Rogers 2006).

CHAPTER NINE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

9.0. Introduction

The study was carried out to determine the role of organizational communication on performance by focusing on UPPC. This chapter therefore presents the major findings from the data analysis and the overall conclusions of the study after which recommendations are made.

9.1. *Summary of findings*

This study focused on the role of organizational communication on performance by focusing on UPPC. A sample of 59 respondents was considered when analyzing data. The methodology used in this study was both qualitative and quantitative. The questionnaire, interview guide, were the major tools of data collection. SPSS (scientific package for social science) was used to process the data collected.

9.1.1. Communication channels used at UPPC

The study revealed that in UPPC they use the E-mail to communicate on a daily basis, they use internet and they use company publications/newsletters. This is proved by results in table 4.1, 4.2 and 4.3 which confirmed it.

The study further found out that in UPPC they rarely use memos/faxes for daily communication, phone-in hotlines to pass along information and they make use of the

notice board to communicate. This is proved by results in table 4.4, 4.5 and 4.11 where majority of the respondents disagreed.

The study found out that they use open discussions through management, departmental and general staff meetings to communicate, use of individual letters to employees to communicate, use of the suggestion box to communicate at UPPC and they get information directly from managers. This is proved by results in table 4.6, 4.7, 4.8 and 4.12.

9.1.2. Communication environment of UPPC

The study found out that in the organization, important information is a scarce resource. It further found out that information shared is not detailed and accurate and coworkers do not readily share important information that is critical to their success. This is proved by results in table 5.1 were 64.4% of the respondents agreed

The study further found out that they receive most of the information they need through informal channels and that their departments readily share important information with other departments. This is proved by results in table 5.3 were 59.3% of the respondents agreed.

The study found out that the information that is shared by employees in other departments is often biased and reflects their own personal interests and opinions. This is proved by results in table 5.8 were 61% of the respondents agreed. It further found out that most of the group meetings they attend are informative and worthwhile.

9.1.3. Superior-subordinate communication at UPPC

The study found out that most of the information they receive on a daily basis comes from their co-workers, some from managers and some from top management. This is proved by results in table 6.1 where 50.8% of the respondents agreed.

The study revealed that UPPC frequently holds "town-hall" meetings to pass along information. It further found out that most of the information they receive on a daily basis comes from their managers.

The study found out that employee ideas are frequently passed on to top-management. This is proved by 78% of the respondents who agreed. This implied that employees of UPPC are sometimes involved in decision making.

9.2. Conclusions

This study investigated the role of organizational communication on performance using UPPC as a case study. Specifically, it examined the communication systems, measured the performance of employees, and identified the most useful channel of communication from the employee point of view, and identified barriers and breakdowns in the communication systems of the organization. Finally, it determined the relationship between effective organizational communication and employee performance. Primary data was employed and a sample of 59 employees in UPPC was purposively selected.

From the results, the communication systems frequently used include face-to-face, telephone, written memos, email/internet and grapevines, with the most useful channel of communication being face-to-face. Selective learning, distraction, time pressure, communication overload, information distortion, rationalization, and prejudice are identified as barriers and breakdowns in communication systems. Finally, various employee performance indicators are found to correlate with varying measures of effective organizational communication. The results proved the significance of communicating with consistency, concreteness and completeness on the performance of employees in UPPC.

Since the notion of internal communication is a wide subject, the study on superior-subordinate communication covered a wide range of issues. The authors indicate that employee satisfaction is predicted and moderated by successful communication of the superior. Issues such as work appreciation that comes from the boss, communication feedback at the workplace or downward communication are the confirmed elements of employee job satisfaction. However, the most important elements still remain the skills and behaviour of the supervisor: leader oral communication, perceived supervisory communication competence, perceived leader's effectiveness, and the behaviour of the supervisor. Other variables that are related to the subject are trust, communication environment and organic rather than mechanistic form of an organization.

9.3. Recommendations

The correlation found between measure of effective communication and employee performance implies there should be improved efforts at ensuring information provided by management is thorough and understandable. Moreover, other channels of communication such as the use of notice boards can be explored. In addition, email/internet communication must be improved.

The fact that face-to-face is considered a more useful channel of communication, it provides a unique opportunity for management to involve the grassroots in the formulation of policies as well as in decision-making. This will ensure that employees feel valued and also elicit commitment to the implementation of decisions taken in order to achieve set goals and objectives.

Timely delivery of information will also reduce time pressure on employees which more often than not reduce efficiency, effectiveness, productivity, and output. When information is delivered on time, it gives room for clarity to be sought to ensure concreteness and correctness.

Finally, feedback must be encouraged. Information flow should not only be downward but must be upwards too. This will result in understanding, compatibility, display of positive behaviours, and smoothness of communication, produce positive outcomes, elicit positive non-verbal communication, and ensure employees adapt to messages communicated.

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APPENDIX I

SELF-ADMINISTERED QUESTIONNAIRE

Dear Respondent,

I am undertaking an MBA (Management) at Nkumba University. As part of my study programme, I am carrying out a study on the topic, 'Organization Communication and Performance of Statutory Corporations in Uganda using Uganda Printing and Publishing Corporation (UPPC) as the case study.'

You have been selected as a respondent for this study because you are considered to be having information that is necessary for the successful completion of this research project. This is therefore, to request for your valuable time and cooperation to respond to the following questions by providing the most suitable answers to the best of your knowledge. Please be assured that the information you are about to provide will be treated with utmost confidentiality and will only be used for academic purposes. In case you are interested in receiving a copy of an Abstract of this research, please indicate your email address or postal address at the end of this questionnaire.

Thank you for your cooperation.

Yours,

ABAAS E. LUTAAYA

STUDENT

SECTION A: DEMOGRAPHICS

Please tick the appropriate box for the questions that follow

1. Gender of respondents: 1. Male ☐   2. Female ☐

 2. What is your position in the firm?

1-Manager	2-Assistant Manager	3-Employee (printing staff)	4-Casual laborer

3. Age group in years:

1) 20-29 ☐   2) 30-39 ☐   3) 40-49 ☐   4) 50 and above ☐

4. Marital status:

1) Married ☐   2) Single ☐   3) Widow ☐

5. Highest level of education:

1. PhD	2. Masters	3. Degree	4. Diploma	5. Certificate	6. Vocational	7.Other

6. Duration you have served in UPPC:

1. Less than 3 years	2. 3-5 years	3. 5-10 years	4. 10 years and above

Please indicate the extent to which you agree or disagree with the following statements. Do you (1) strongly disagree; (2) disagree; (3) are uncertain; (4) agree; or (5) strongly agree?

SECTION B: INDEPENDENT VARIABLE: ORGANIZATIONAL COMMUNICATION

S.N	ITEMS	1	2	3	4	5
B1: COMMUNICATION CHANNELS USED AT UPPC						
1	In our company we use the E-mail to communicate on a daily basis					
2	In this company we use intranet to communicate on a daily basis					
3	We use Company publications/newsletters for communication on a daily basis					
4	In this company we use Memos/faxes for daily communication					
5	This company frequently uses Phone-in hotlines to pass along information.					
6	We use open discussion through management, departmental, general staff meetings to communicate.					
7	The Corporation uses individual letters to employees to communicate.					
8	We use the suggestion box to communicate at UPPC.					
9	We make use of the Notice Board to communicate at UPPC.					
10	I get most of my information about company news and events via my manager.					
11	I get most of the day to day information I need to do my job via email.					

12	I get most of my information about company news and events via my co-workers.					
B2: COMMUNICATION ENVIRONMENT		**1**	**2**	**3**	**4**	**5**
13	In this organisation, important information is a scarce resource.					
14	In most situations, I receive the information I need to effectively perform my job.					
15	My co-workers and I readily share important information that is critical to our success.					
16	I receive most of the information I need through informal channels.					
17	My department readily shares important information with other departments.					
18	The information that is shared by employees in other departments is often biased and reflects their own personal interests.					
19	Most of the group meetings I attend are informative and worthwhile.					
20	Most of the information I receive on a daily basis is detailed and accurate.					
21	Communication from other departments is typically detailed and accurate.					
22	Most of the information passed down from top-management is detailed and accurate.					
23	I feel comfortable sharing ideas with my manager.					
24	Most of the daily communication I receive comes in the form of "directives" from top-management.					

	SECTION B3: SUPERIOR-SUBORDINATE COMMUNICATION	1	2	3	4	5
25	Most of the information I receive on a daily basis comes from my manager					
26	In this organisation, my ideas are frequently passed on to top-management.					
27	Most of the information I receive on a daily basis come from my co-workers.					
28	I feel comfortable sharing ideas directly with members of top-management.					
29	Most of the daily communication I receive comes in the form of "directives" from top-management.					
30	I feel comfortable sharing ideas with my manager.					
31	In this organisation, the lines of communication are "open" all the way to top executives.					
32	This company frequently holds "town-hall" meetings to pass along information.					
33	Most of the information I receive on a daily basis comes from my manager					
34	In this organisation, my ideas are frequently passed on to top-management.					
SECTION C: DEPENDENT VARIABLE: PERFORMANCE OF UPPC		1	2	3	4	5
35	Organizational communication enhances efficiency of operations.					

36	Organizational communication enhances effectiveness of operations.					
37	Organizational communication enhances productivity.					
38	Employees are committed to their jobs					
39	Employees are satisfied with their jobs					
40	Employees complete their tasks on time					

APPENDIX II

INTERVIEW GUIDE

1. Do you have a communication strategy as an organization?

2. What channels of communication are used at UPPC?

3. How would you describe the communication environment at the UPPC?

4. How would you describe the superior-subordinate communication at UPPC?

5. How would describe the flow of communication at UPPC?

6. How do you coordinate the flow of communication at UPPC?

7. What are the various barriers to effective communication at UPPC?

8. How would you describe the accuracy of the communication made within UPPC?

9. How would you describe the reliability of the communication at the UPPC?

10. How would you describe the timeliness of communication flow at UPPC?

11. How would you describe the effectiveness of the media in communication at the UPPC?

Gender of respondents

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	36	61.0	61.0	61.0
	Female	23	39.0	39.0	100.0
	Total	59	100.0	100.0	

What is your position in the firm?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	manager	15	25.4	25.4	25.4
	assistant manager	18	30.5	30.5	55.9
	employee	21	35.6	35.6	91.5
	casual laborer	5	8.5	8.5	100.0
	Total	59	100.0	100.0	

Age group in years

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	20-29	49	83.1	83.1	83.1
	30-39	9	15.3	15.3	98.3
	>=50	1	1.7	1.7	100.0
	Total	59	100.0	100.0	

Marital status

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	married	28	47.5	47.5	47.5
	single	29	49.2	49.2	96.6
	widow	2	3.4	3.4	100.0
	Total	59	100.0	100.0	

Highest level of education

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Masters	14	23.7	23.7	23.7
	Degree	22	37.3	37.3	61.0
	diploma	20	33.9	33.9	94.9
	certificate	2	3.4	3.4	98.3
	Vocational	1	1.7	1.7	100.0
	Total	59	100.0	100.0	

Duration you have served in UPPC

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	less than 3 years	20	33.9	33.9	33.9
	3-5 years	28	47.5	47.5	81.4
	5-10 years	10	16.9	16.9	98.3
	10 years and above	1	1.7	1.7	100.0
	Total	59	100.0	100.0	

In our company we use the E-mail to communicate on a daily basis

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	strongly disagree	7	11.9	11.9	11.9
	disagree	9	15.3	15.3	27.1
	uncertain	8	13.6	13.6	40.7
	agree	26	44.1	44.1	84.7
	strongly agree	9	15.3	15.3	100.0
	Total	59	100.0	100.0	

In this company we use intranet to communicate on a daily basis

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	strongly disagree	6	10.2	10.2	10.2
	disagree	5	8.5	8.5	18.6
	uncertain	10	16.9	16.9	35.6
	agree	21	35.6	35.6	71.2
	strongly agree	17	28.8	28.8	100.0
	Total	59	100.0	100.0	

We use Company publications/newsletters for communication on a daily basis

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	strongly disagree	10	16.9	16.9	16.9
	disagree	12	20.3	20.3	37.3
	uncertain	13	22.0	22.0	59.3
	agree	16	27.1	27.1	86.4
	strongly agree	8	13.6	13.6	100.0
	Total	59	100.0	100.0	

In this company we use Memos/faxes for daily communication

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	strongly disagree	6	10.2	10.2	10.2
	disagree	19	32.2	32.2	42.4
	uncertain	9	15.3	15.3	57.6
	agree	15	25.4	25.4	83.1
	strongly agree	10	16.9	16.9	100.0
	Total	59	100.0	100.0	

This company frequently uses Phone-in hotlines to pass along information.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	strongly disagree	11	18.6	18.6	18.6
	disagree	13	22.0	22.0	40.7
	uncertain	17	28.8	28.8	69.5
	agree	12	20.3	20.3	89.8
	strongly agree	6	10.2	10.2	100.0
	Total	59	100.0	100.0	

We use open discussion through management, departmental, general staff meetings to communicate.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	strongly disagree	1	1.7	1.7	1.7
	disagree	8	13.6	13.6	15.3
	uncertain	5	8.5	8.5	23.7
	agree	21	35.6	35.6	59.3
	strongly agree	24	40.7	40.7	100.0
	Total	59	100.0	100.0	

The Corporation uses individual letters to employees to communicate.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	strongly disagree	6	10.2	10.2	10.2
	disagree	12	20.3	20.3	30.5
	uncertain	14	23.7	23.7	54.2
	agree	21	35.6	35.6	89.8
	strongly agree	6	10.2	10.2	100.0
	Total	59	100.0	100.0	

We use the suggestion box to communicate at UPPC.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	strongly disagree	5	8.5	8.5	8.5
	disagree	1	1.7	1.7	10.2
	uncertain	5	8.5	8.5	18.6
	agree	21	35.6	35.6	54.2
	strongly agree	27	45.8	45.8	100.0
	Total	59	100.0	100.0	

We make use of the Notice Board to communicate at UPPC.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	strongly disagree	10	16.9	16.9	16.9
	disagree	23	39.0	39.0	55.9
	uncertain	12	20.3	20.3	76.3
	agree	11	18.6	18.6	94.9
	strongly agree	3	5.1	5.1	100.0
	Total	59	100.0	100.0	

I get most of my information about company news and events via my manager.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	strongly disagree	7	11.9	11.9	11.9
	disagree	8	13.6	13.6	25.4
	uncertain	13	22.0	22.0	47.5
	agree	16	27.1	27.1	74.6
	strongly agree	15	25.4	25.4	100.0
	Total	59	100.0	100.0	

I get most of the day to day information I need to do my job via email.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	strongly disagree	5	8.5	8.5	8.5
	disagree	5	8.5	8.5	16.9
	uncertain	3	5.1	5.1	22.0
	agree	26	44.1	44.1	66.1
	strongly agree	20	33.9	33.9	100.0
	Total	59	100.0	100.0	

I get most of my information about company news and events via my co-workers.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	strongly disagree	5	8.5	8.5	8.5
	disagree	10	16.9	16.9	25.4
	uncertain	12	20.3	20.3	45.8
	agree	21	35.6	35.6	81.4
	strongly agree	11	18.6	18.6	100.0
	Total	59	100.0	100.0	

In this organisation, important information is a scarce resource.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	strongly disagree	4	6.8	6.8	6.8
	disagree	8	13.6	13.6	20.3
	uncertain	9	15.3	15.3	35.6
	agree	20	33.9	33.9	69.5
	strongly agree	18	30.5	30.5	100.0
	Total	59	100.0	100.0	

In most situations, I receive the information I need to effectively perform my job.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	strongly disagree	4	6.8	6.8	6.8
	disagree	10	16.9	16.9	23.7
	uncertain	15	25.4	25.4	49.2
	agree	23	39.0	39.0	88.1
	strongly agree	7	11.9	11.9	100.0
	Total	59	100.0	100.0	

My co-workers and I readily share important information that is critical to our success.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	strongly disagree	8	13.6	13.6	13.6
	disagree	14	23.7	23.7	37.3
	uncertain	16	27.1	27.1	64.4
	agree	17	28.8	28.8	93.2
	strongly agree	4	6.8	6.8	100.0
	Total	59	100.0	100.0	

I receive most of the information I need through informal channels.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	strongly disagree	9	15.3	15.3	15.3
	disagree	8	13.6	13.6	28.8
	uncertain	7	11.9	11.9	40.7
	agree	17	28.8	28.8	69.5
	strongly agree	18	30.5	30.5	100.0
	Total	59	100.0	100.0	

My department readily shares important information with other departments.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	strongly disagree	8	13.6	13.6	13.6
	disagree	12	20.3	20.3	33.9
	uncertain	20	33.9	33.9	67.8
	agree	13	22.0	22.0	89.8
	strongly agree	6	10.2	10.2	100.0
	Total	59	100.0	100.0	

The information that is shared by employees in other departments is often biased and reflects their own personal interests.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	strongly disagree	1	1.7	1.7	1.7
	disagree	11	18.6	18.6	20.3
	uncertain	11	18.6	18.6	39.0
	agree	19	32.2	32.2	71.2
	strongly agree	17	28.8	28.8	100.0
	Total	59	100.0	100.0	

Most of the group meetings I attend are informative and worthwhile.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	strongly disagree	6	10.2	10.2	10.2
	disagree	9	15.3	15.3	25.4
	uncertain	9	15.3	15.3	40.7
	agree	26	44.1	44.1	84.7
	strongly agree	9	15.3	15.3	100.0
	Total	59	100.0	100.0	

Most of the information I receive on a daily basis is detailed and accurate.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	strongly disagree	5	8.5	8.5	8.5
	disagree	11	18.6	18.6	27.1
	uncertain	9	15.3	15.3	42.4
	agree	19	32.2	32.2	74.6
	strongly agree	15	25.4	25.4	100.0
	Total	59	100.0	100.0	

Communication from other departments is typically detailed and accurate.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	strongly disagree	7	11.9	11.9	11.9
	disagree	5	8.5	8.5	20.3
	uncertain	8	13.6	13.6	33.9
	agree	26	44.1	44.1	78.0
	strongly agree	13	22.0	22.0	100.0
	Total	59	100.0	100.0	

Most of the information passed down from top-management is detailed and accurate.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	strongly disagree	11	18.6	18.6	18.6
	disagree	5	8.5	8.5	27.1
	uncertain	11	18.6	18.6	45.8
	agree	22	37.3	37.3	83.1
	strongly agree	10	16.9	16.9	100.0
	Total	59	100.0	100.0	

I feel comfortable sharing ideas with my manager.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	strongly disagree	6	10.2	10.2	10.2
	disagree	13	22.0	22.0	32.2
	uncertain	22	37.3	37.3	69.5
	agree	14	23.7	23.7	93.2
	strongly agree	4	6.8	6.8	100.0
	Total	59	100.0	100.0	

Most of the daily communication I receive comes in the form of "directives" from top-management.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	strongly disagree	3	5.1	5.1	5.1
	disagree	10	16.9	16.9	22.0
	uncertain	6	10.2	10.2	32.2
	agree	22	37.3	37.3	69.5
	strongly agree	18	30.5	30.5	100.0
	Total	59	100.0	100.0	

Most of the information I receive on a daily basis comes from my manager

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	strongly disagree	10	16.9	16.9	16.9
	disagree	19	32.2	32.2	49.2
	uncertain	14	23.7	23.7	72.9
	agree	12	20.3	20.3	93.2
	strongly agree	4	6.8	6.8	100.0
	Total	59	100.0	100.0	

In this organisation, my ideas are frequently passed on to top-management.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	strongly disagree	3	5.1	5.1	5.1
	disagree	12	20.3	20.3	25.4
	uncertain	11	18.6	18.6	44.1
	agree	19	32.2	32.2	76.3
	strongly agree	14	23.7	23.7	100.0
	Total	59	100.0	100.0	

Most of the information I receive on a daily basis come from my co-workers.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	strongly disagree	7	11.9	11.9	11.9
	disagree	10	16.9	16.9	28.8
	uncertain	12	20.3	20.3	49.2
	agree	19	32.2	32.2	81.4
	strongly agree	11	18.6	18.6	100.0
	Total	59	100.0	100.0	

I feel comfortable sharing ideas directly with members of top-management.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	very ineffective	6	10.2	10.2	10.2
	somewhat ineffective	6	10.2	10.2	20.3
	neither effective nor ineffective	19	32.2	32.2	52.5
	effective	20	33.9	33.9	86.4
	extremely effective	8	13.6	13.6	100.0
	Total	59	100.0	100.0	

Most of the daily communication I receive comes in the form of "directives" from top-management.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	very ineffective	7	11.9	11.9	11.9
	somewhat ineffective	5	8.5	8.5	20.3
	neither effective nor ineffective	4	6.8	6.8	27.1
	effective	26	44.1	44.1	71.2
	extremely effective	17	28.8	28.8	100.0
	Total	59	100.0	100.0	

I feel comfortable sharing ideas with my manager.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	very ineffective	5	8.5	8.5	8.5
	somewhat ineffective	8	13.6	13.6	22.0
	neither effective nor ineffective	15	25.4	25.4	47.5
	effective	21	35.6	35.6	83.1
	extremely effective	10	16.9	16.9	100.0
	Total	59	100.0	100.0	

In this organisation, the lines of communication are "open" all the way to top executives.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	very ineffective	2	3.4	3.4	3.4
	somewhat ineffective	10	16.9	16.9	20.3
	neither effective nor ineffective	18	30.5	30.5	50.8
	effective	19	32.2	32.2	83.1
	extremely effective	10	16.9	16.9	100.0
	Total	59	100.0	100.0	

This company frequently holds "town-hall" meetings to pass along information.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	very ineffective	4	6.8	6.8	6.8
	somewhat ineffective	3	5.1	5.1	11.9
	neither effective nor ineffective	13	22.0	22.0	33.9
	effective	20	33.9	33.9	67.8
	extremely effective	19	32.2	32.2	100.0
	Total	59	100.0	100.0	

Most of the information I receive on a daily basis comes from my manager

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	very ineffective	3	5.1	5.1	5.1
	somewhat ineffective	9	15.3	15.3	20.3
	neither effective nor ineffective	22	37.3	37.3	57.6
	effective	16	27.1	27.1	84.7
	extremely effective	9	15.3	15.3	100.0
	Total	59	100.0	100.0	

In this organisation, my ideas are frequently passed on to top-management.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	very ineffective	4	6.8	6.8	6.8
	somewhat ineffective	4	6.8	6.8	13.6
	neither effective nor ineffective	5	8.5	8.5	22.0
	effective	24	40.7	40.7	62.7
	extremely effective	22	37.3	37.3	100.0
	Total	59	100.0	100.0	

Organizational communication enhances efficiency of operations.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	very ineffective	7	11.9	11.9	11.9
	somewhat ineffective	11	18.6	18.6	30.5
	neither effective nor ineffective	6	10.2	10.2	40.7
	effective	23	39.0	39.0	79.7
	extremely effective	12	20.3	20.3	100.0
	Total	59	100.0	100.0	

Organizational communication enhances effectiveness of operations.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	strongly disagree	12	20.3	20.3	20.3
	disagree	9	15.3	15.3	35.6
	uncertain	11	18.6	18.6	54.2
	agree	19	32.2	32.2	86.4
	strongly agree	8	13.6	13.6	100.0
	Total	59	100.0	100.0	

Organizational communication enhances productivity.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	strongly disagree	1	1.7	1.7	1.7
	disagree	1	1.7	1.7	3.4
	uncertain	6	10.2	10.2	13.6
	agree	27	45.8	45.8	59.3
	strongly agree	24	40.7	40.7	100.0
	Total	59	100.0	100.0	

Correlations

		Communicationchannelsused	Performanceof UPPC
Communicationchannelsused	Pearson Correlation	1	.239
	Sig. (2-tailed)		.069
	N	59	59
Performance OfUPPC	Pearson Correlation	.239	1
	Sig. (2-tailed)	.069	
	N	59	59

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.239a	.057	.040	2.09703

a. Predictors: (Constant), communication channels used

ANOVAᵇ

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	15.138	1	15.138	3.442	.069a
	Residual	250.659	57	4.398		
	Total	265.797	58			

a. Predictors: (Constant), communication channels used

b. Dependent Variable: performance of UPPC

Coefficientsᵃ

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	7.615	1.647		4.625	.000
	Communicationchannelsused	.080	.043	.239	1.855	.069

a. Dependent Variable: performance of UPPC

Correlations

		Communicationenvironment	Performanceof UPPC
Communicationenvironment	Pearson Correlation	1	.156
	Sig. (2-tailed)		.239
	N	59	59
PerformanceofUPPC	Pearson Correlation	.156	1
	Sig. (2-tailed)	.239	
	N	59	59

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.156a	.024	.007	2.13304

a. Predictors: (Constant), Communication environment

ANOVA[b]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	6.454	1	6.454	1.418	.239a
	Residual	259.343	57	4.550		
	Total	265.797	58			

a. Predictors: (Constant), Communication environment

b. Dependent Variable: performance of UPPC

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	8.691	1.649		5.269	.000
	Communication environment	.048	.040	.156	1.191	.239

a. Dependent Variable: performance of UPPC

Correlations

		Superior surbodinate communication	Performance of UPPC
Superior surbodinate communication	Pearson Correlation	1	.404**
	Sig. (2-tailed)		.002
	N	59	59
Performance of UPPC	Pearson Correlation	.404**	1
	Sig. (2-tailed)	.002	
	N	59	59

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	8.691	1.649		5.269	.000
	Communication environment	.048	.040	.156	1.191	.239

**. Correlation is significant at the 0.01 level (2-tailed).

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.404^a	.163	.148	1.97545

a. Predictors: (Constant), superior surbodinate communication

ANOVA^b

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	43.359	1	43.359	11.111	.002^a
	Residual	222.438	57	3.902		
	Total	265.797	58			

a. Predictors: (Constant), superior surbodinate communication

b. Dependent Variable: performance of UPPC

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	4.659	1.809		2.575	.013
	Superior surbodinate communication	.174	.052	.404	3.333	.002

a. Dependent Variable: performance of UPPC