

Effect of communication flows on workers' performance:

Case study: New Vision Group of Companies.

An undergraduate dissertation submitted to the faculty of Business Administration and Management in partial fulfillment of the requirements leading to the award of a degree of Bachelor of Science in Accounting & Finance.



KAMOGA IAN CHARLES

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DEDICATION

This research paper is dedicated to my beloved mum Ms. Birungi Anita. H Rugomoka and family for both moral and financial support, which has enabled me to complete this course, and to all my friends who have supported me. May the Good Lord who sees what is done in secrecy bless them abundantly.

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ABSTRACT

This study sought to investigate the effect of communication flows on workers' performance in New Vision Group of companies. Communication is very vital in our day-to-day activities and so it applies to various organizations' performance. An organization's performance depends on the workers' performance, which will all rotate around the communication element. The general objective of the study is to establish the effect of communication flows and workers' performance. The specific objectives of the study are: to assess how downward flow of communication affects workers' performance, to examine how upward flow of communication affects workers' performance and to establish how lateral/horizontal flow of communication affects workers' performance

A case study of New Vision Group of Companies was adopted with a study population of 100 and a sample size of 80. The study instruments completed and returned represents about 87.5%. Data was collected using questionnaires, which were analyzed to come up with the research findings. The data was analyzed using descriptive statistics computed using SPSS version 20. The study found that communication flows have a great effect on workers' performance. Findings from the regression analysis showed that to a greater extent workers' performance is affected by communication flow. This is seen with the obtained adjusted R square, which was -0.001 that showed that workers' performance is affected negatively by the downward communication flow, an adjusted R square of 0.146 showed that workers' performance was positively affected by upward communication flow and an adjusted R square of 0.011 also showed that workers' performance was positively affected by lateral communication flow. Thus, communication flows affect the workers' performance in one way or the other depending on how they are handled.

The study recommended that the organization should put up more platforms through which workers can easily pass on what they want to communicate to their superiors. Apart from the suggestion box that have been put up for workers suggestions, monthly meetings should be held with the organizations' workers to air out what affects the workers and what should be done to improve on their performance. In conclusion, according to the data that was gathered from the field research at New Vision Group of companies, it was found out that communication flow is of great importance on workers' performance of the organization.

CHAPTER ONE

GENERAL INTRODUCTION

1.1 Introduction

The study is about effects of communication flow on workers' performance where communication flow was taken to be the independent variable and workers' performance as the dependent variable. The chapter consists of general description of the topic. It consists of the background of study, statement of the problem, the broad objectives, specific objectives, research questions, scope of the study, significance of study, justification of the study and the conceptual framework.

1.2 Background of the study

In a globalized world, effective communication is a necessity. When friends, relatives, and colleagues need to reach all corners of the world, it is easy to see the importance of global communication today. Whether you need to connect from Barcelona to Buenos Aires or Boston to Beijing, instant contact has become the norm and expectation. However, how did we get here? Just 10 years ago, we were being introduced to new programs called YouTube, Skype, and Facebook. Now these household names are used on a daily basis at home and in the office. Nevertheless, in a business environment, there is more to communications than just opening up Skype and connecting to the other side of the planet. Learning the importance of global communication and implementing effective communications policies are key to helping a global organization thrive in this world. Global business school Barcelona, 2016

Globally, there seems to be a performance crisis in public service, while there is need to produce more for less (Nabukeera, et al, 2014). This problem strikes through poor, developing and developed countries and has raised the appetite for efficiency and the need for evaluation mechanisms to help assess the performance of government institutions or programs that are quite

inadequate in stakeholder expectations (Nabukeera et al 2014). Salem (2003) stated that it was clear by the 1980s that interest in Performance Management had moved from the ivory towers of academia to the corridors of government around the world. Towards the end of the 1980s, many systems of Performance Management were born, adopted and implemented at many levels of the public sector and these were traced back to the use of cost benefit analysis in the 1960s; to management by objectives (MBO) in the 1960s and 1970s; and to output budgeting in the 1960s. Most of these initiatives, however, were regarded as experimental and some were only adopted as one-off exercises.

Communication is extremely pivotal to human development thus poor it may be or lack of it causes a negative impact on development. In stressing the critical role of Communication in the 1970s, Diaz Bordenave (1979) outlines some of its functions as offering opportunity for informed choices, increasing information access to people and encouraging dialogue among leaders and followers. Hoffmann (2000) considers Communication as both an organic part of development and an instrument for furthering development. On his part, Freire (1985) stresses the powers of communication as a liberating tool that allows a people to champion their own development agenda. In spite of its important role to development, Communication is usually overlooked. Development Experts often assign a subordinate role to Communication; at best, it is given an instrumental role (Aarts and van Woerkum, 1999). Where some consideration is given to Communication, Western concepts and modes of communication are generally applied. Haverkort et Al (2003) posit that the last couple of centuries have witnessed an incomparable dominance of the western culture. Western economic mechanisms, values, science and technology increasingly replace traditional cultures and knowledge systems the world over.

Chen et al (2006) pointed out that research is lacking in examining employee satisfaction with communication process. There is therefore the need to explore the effect organizational communication flow brings on workers performance since communication integrates different units and functions in the organization. Communication is the human activity that links people together and create relationship (Duncan & Moriarty, 1998). This means that individuals relate with each other by means of communication. The glue binds people together in an organization. Managers have traditionally spent the majority of their time communicating in one form or another (face-to-face discussion, memos, notice boards, mass meeting, employee's handbook, public lectures, etc.). Today, however, more and more workers find out that an important aspect of their work is communication which is the mutual exchange of understanding, originating with the receiver that leads to effective and efficient work performance in an organization because it's the essence of management. The basic functions of management (Planning, Organizing, Staffing, Directing and Controlling) cannot be performed well without effective communication. Different units exist in an organization and it is through communication that interaction takes place for the attainment of organizational goals.

Redding and Thompkins (1988) identify three periods in the development of organizational communication. During the Era of Preparation (1900 to 1940), much of the groundwork was laid for the discipline that we know today. Scholars emphasized the importance of communication in organizations. The primary focus during this time was on public address, business writing, managerial communication, and persuasion. Herbert S. wrote in 1947 about organization communications system saying communication is essential to organizations. The Era of Identification and Consolidation (1940-1970) saw the beginnings of business and industrial

communication, with certain group and organizational relationships being recognized as important.

Follett were setting the cornerstones for organizational communication by acknowledging the role of communication as key to organizational practices. During the industrial age, the focus of organizational communication was on worker productivity, organizational structure, and overall organizational effectiveness. The organizational communication can arguably be traced back to Alexander R. Heron's 1942 book, "Sharing Information with Employees" that looked at manager-employee communication (Redding et al, 1988). Putnam, et al (1985) stated that the specialization of organizational communication grew out of three main speech communication traditions: public address, persuasion, and social science research on interpersonal, small group, and mass communication.

Scannell (2009) says that the African Oral Media like the use of gongs, drum beats, town criers, puppet shows, dance, singing and masks actually influenced the Greek and the Roman civilizations which Harold Adams Innis, a Canadian economic historian of the 1940s, who influenced the thoughts of McLuhan, describes as the best means of communication that will be enduring.

Effective communication business all over the world today is very challenging. To stay profitable in the highly challenging and competitive global market economy, all factors of production, i.e. men, machine, method, market, money and materials, should be wisely managed. Among the factors of production, the human resource constitutes the biggest challenge because unlike other inputs, employee management demands skillful handling of thoughts, feelings and emotions to secure highest productivity. Organizational communication plays an important role in this challenge. Inability of a heads or Managers of any organization to coordinate a perfect and smooth

flow of communication interaction among employee and outside business environment may likely create and facilitate low productivity with high degree of workers boring and disarray. However, people understand and interpret messages differently. In communication, there are many unwanted interferences that can distort a message and remain always a potential threat to effective communication, because it can interfere with the accuracy of a message being communicated (Koontz, 2001).

Olulade (1998) stated that traditional communication as used in Africa is an admixture of social conventions and practice that have become sharpened and blended into veritable communication modes and systems which have almost become standard practices for society. It is a complex system of communication, which pervades all aspects of rural African life. According to Denga (1988) cited in Mede (1998), it has varied characteristics which include dynamism and the fact of its being a multi-media and multi-channel system. It is perhaps the most important way by which the ruralites communicate among themselves and with others. Therefore, despite the advent of the modern day media in Africa, the use of traditional cues and materials is still very much common and adaptable, acceptable and recognizable by the people.

Similarly, organizations in Uganda have been faced with an array of problems that seem to be an impediment to the growth of any organization such as, mismanagement of funds and resources, poor leadership skills, low level of real income, and poor infrastructural facilities to mention but a few. It is in this context that this study examines the effect of communication modes on workers' performance, their productivity and their general commitment to work, using selected organization in Kampala.

Recent research (Owus. W and Jeduah. B. A, 2014) suggests that communication mode is the medium or channel through which communicative intent is expressed. Whenever there is an

aggregation of people, there is bound to be communication. Communication is the only way information can be passed on from one person to the other, with both verbal and non-verbal means. The organization, like every other social group uses communication in their daily activities; in interactions between superiors and subordinates, as well as among colleagues, both formally and informally.

Accordingly, for organization and human as a social being, communication has a vital importance, whether pros or cons are an inseparable piece of life and it has an important role on all activities aimed at gaining organizational objectives (Ada et al., 2008). Attention has been given to the study of organizational communication in organizational behavior research because of the significance of this variable to organizational effectiveness. For instance, it has been found that effective communication improves job satisfaction (Holtzhausen, 2002) and which in turn improves productivity (Litterst & Eyo, 1982). Research has also shown that communication improves employee job performance (Goris, 2007), while poor communication results to low employee commitment to the organization (Kramer, 1999)

On the other hand, Workers Performance is regarded as how well an employee is able to dispatch his/her duties to the specified organization. Setting and clearly communicating performance standards and expectations, observing and providing feedback, and conducting appraisals enable you to achieve the best results through managing employee performance.

According to Bass (1985), employees choose to perform tasks out of identification with the managers or with the organization roles and objectives. This relationship results in the employees' basic agreement with the norms to which they are required to perform. Thus, the flow of communication can create identification with workers internalizing desirable values, as regarding an organizations goals and objective. However, better performance can be achieved only when

there is a reasonable level of expectation-fit and when the social exchange between managers and employees is fair and equal (Wang, 2005).

The Vision Group incorporated as New Vision Printing & Publishing Company Limited (NVPPCL) started business in March 1986 and is a multimedia business housing newspaper, magazines, internet publishing, television, radio broadcasting, commercial printing, and advertising and distribution services. New Vision Printing and Publishing Company is registered as a public limited liability company engaged in Multi Media business with its registered office at Plot 19/21 First Street Industrial Area. It was listed on the Uganda Securities Exchange in November 2004. 51,000,000 ordinary shares were issued of a value of 19.66 per share giving an aggregate nominal capital of Ushs 1,002,660,000. In 2008, the Company undertook a rights issue, which increased the Company's ordinary shares to 76,500,000 shares of Ushs 19.66 each and a share capital of Ushs. 1,503,990,000. The majority shareholders are the Minister of Finance, Planning and Economic Development and Minister of State for Finance, Planning and Economic Development with a collective holding of 53.3%. The public holds the remaining 46.7%. The Company's Board is constituted of 10 members, nine of whom are Non-Executive Directors. In 2011, the Company opened a sales office in Nairobi to tap into the growing advertising business. The Company currently trades under the names Vision Group.

1.3 Problem statement

The greatest continuing area of weakness in management practice is the human dimension. In good times or bad, there seems to be little real understanding of the relationships between managers, among employees, and interactions between the two. When there are problems, everyone acknowledges that the cause often is a communication problem. So now what? (Jim Lukazewski, 2006)

Many industrial disputes originate due to failure in communication. Hence, it is important to stress that in communication, emotions, environment, psychological and technical characteristics of the medium is relevance to enhance the organizational performance. In the view of Okoye (2004), psychologically transmission goes beyond reception of information but understanding and feedback. Most organizational conflict has been traced to breakage in communication as supported by (Lee, 2003; Scott, 2004). According to Chudi –Oji (2013), In spite of the laudable roles of effective communication in improving workers’ performances, it is regrettable that some faculties pay lip service to the maintenance of effective communication systems. Change is a gradual and continuous process, giving room for inputs and adjustments. The innovations, e-classroom, ICT awareness and appraisal methods are good in itself but the medium and level of communication is problematic.

1.4.0 Objectives of the study

1.4.1 General Objective

The broad objective of the study is to establish the effect of communication flow on workers’ performance.

1.4.2 Specific objective

- I. To assess how downward flow of communication affects workers’ performance.
- II. To examine how upward flow of communication affects workers’ performance.
- III. To establish how lateral/horizontal flow of communication affects workers’ performance.

1.5 Research questions

- I. How does downward flow of communication affect workers’ performance?
- II. How does upward flow of communication influence workers’ performance?
- III. How does lateral/horizontal flow of communication influence the workers’ performance?

1.6.0 SCOPE OF STUDY

1.6.1 GEOGRAPHICAL SCOPE

The research was carried out in the New vision group of companies in Kampala industrial area. It has its headquarters 19-21 First Street in the industrial area of Kampala, Uganda's capital and largest city. This location is at the intersection between First Street and Third Street, in Kampala Central Division. The coordinates of the company headquarters are 0°19'20.0"N, 32°36'12.0"E (Latitude:0.322223; Longitude:32.603334). The group also maintains regional offices in the following urban centers: Luwero, Masaka, Jinja, Mbale, Soroti, Tororo, Arua, Gulu, Lira, Mbarara and Fort Portal.

1.6.2 Content scope.

The independent variable of the study was communication flow under which were downward, upward and lateral/horizontal communication flow, which were looked at. The dependent variable on the other hand was workers' performance whereby there was efficiency, timeliness and productivity and the cost to be studied in relation with management practices.

1.6.3 Time scope

The study covered a period of 3 years right from 2014 to 2017. The reason for this time scope was to enable me get information that ii to be used to deal with the current problem in this field of research and other issues that are likely to come up.

1.7 JUSTIFICATION OF THE STUDY

According to University of Vermont (no date), Most employees leave their jobs due to poor communication, a situation that increases costs and lowers the talent present in a business. Business owners should understand communication modes through personal research of formal

education, in order to create a business model than to improve employee productivity. The research is being carried out in order to establish the relationship of communication modes and workers' performance. It will address the need for better communication modes in Uganda in order to increase efficiency and effectiveness of workers' performance. The research will also clarify the level of efficiency and effectiveness in the workers' performance.

1.8.0 Significance of the study

The research will be helpful to people who formulate policies in Management. This means that they will use the better mode of communication to be followed in order to get the best of their employees at the organization.

The research will help other researchers to get basis for future research in the fields of workers' performance and communication.

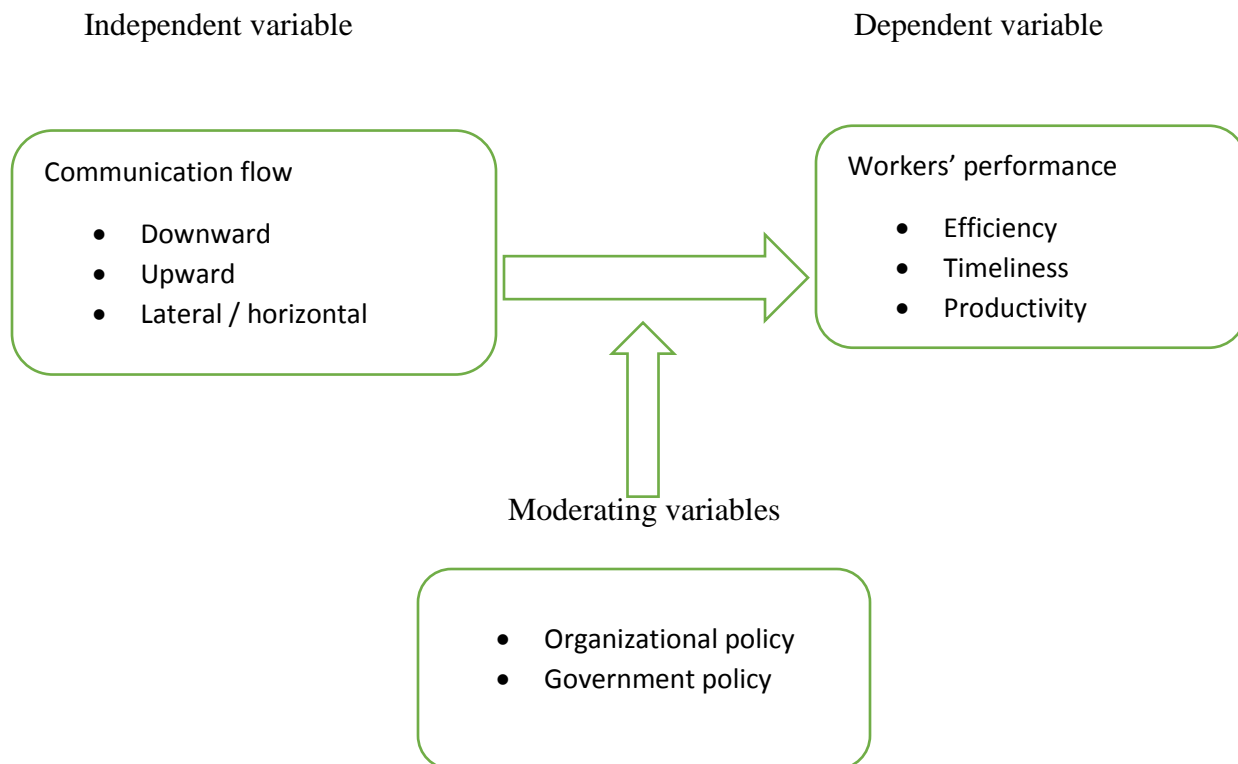
The research will help managers in organizations to know better communication flows that will improve the workers' performance.

The research will enable the researcher to acquire skills to understand communication flows and workers' performance better.

1.9.0 Conceptual framework

The aspects of communication flows that were considered in this study as independent variables were downward, upward and lateral/horizontal communication flows. The main aspects of workers' performance that were considered in this study were efficiency, timeliness and productivity.

Figure 1 : Conceptual framework



The relationship between down flow of communication and workers' performance is that it provides information from higher levels to lower levels. Being superior-subordinate communication, it follows the chain of command through the line of authority. It has types, which are communication to provide job rationale to produce understanding of the task and its relation to other organizational tasks, Communication about organizational procedures and practices be provided as well and foster inculcation of organizational goals. When these types are observed, workers' performance is improved.

There is a relationship between upward communication flow and workers' performance in a way that it is through this communication flow that workers are able to air out their complaints about the organization and the challenges they face while at work. This means that workers are given a platform to communicate to the top managers of the organization to get a way to deal with their

various challenges at work. It is through this communication flow that workers can easily suggest possible ways to see that their work is done efficiently, timely and be productive at the end of everything.

There is a relationship between lateral/ horizontal communication flow and workers' performance. Lateral communication flow occurs between employees in various departments but at the same level. Lateral communication flow enhances teamwork among the employees of an organization. Teamwork will enable workers work on more tasks in an organization as compared to when they decide to work separately or individually. Working in teams will enhance and improve productivity of workers thus improving on their performance in an organization.

Gareth R J and Jennifer M G (2006) managers evaluate how an organization will achieve its goals and take action to improve performance. They monitor the performance of individuals, departments and the organization as a whole to see whether they are meeting desired performance standards.

According to (McKinney et al, 2004) communication is essential to effective team performance and communications for any organization is like blood flow in the human body. Therefore, any organization that understands the importance of communication uses it in their organizational environment. Since, it ensures coordination of factors of production and most importantly material and human elements of organization as an efficient network of change and advancement.

The relationship between lateral / horizontal communication flows is that it aims at linking related tasks in an organization thus increasing with task specialization and diversity in an organization

thus improving workers' performance in such an organization. Fayol (1949) first stressed the need for lateral or horizontal communication, when he suggested a 'gang plank' between similar hierarchical positions.

1.9.1 Definition of terms and concepts

Communication:

Communication is sending and receiving information between two or more people. The person sending the message is referred to as the sender, while the person receiving the information is called the receiver. (Shawn. G, 2003). Joe Kelly (1973) defines Communication as the field of knowledge, which deals with the systematic application of symbols to acquire common information regarding an object or event.

Workers' performance:

Management is a process for establishing a shared workforce understanding about what is to be achieved at an organization level. It is about aligning the organizational objectives with the employees' agreed measures, skills, competency requirements, development plans and the delivery of results. (PeopleStreme Pty. Ltd, 2013)

Efficiency:

Efficiency is a measurable concept that can be determined by determining the ratio of useful output to total input. It minimizes the waste of resources such as physical materials, energy and time, while successfully achieving the desired output.

Productivity:

Is an economic measure of output per unit of input. Inputs include labor and capital, while output is typically measured in revenues and other gross domestic product (GDP) components such as business inventories.

Timeliness:

Something done or occurring at a favorable or useful time.

Policy: A course or principle of action adopted or proposed by an organization or individual.

Pivotal: A crucial importance in relation to the development or success of something else.

1.9. 2 Conclusion

The study of communication flow has been further carried out in other sectors of business activities and the researchers have suggested more research areas. Areas like communication media that influence the organization performance.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

The chapter covers the views of different writers on communication modes and its variables downward communication flow, upward communication flow and lateral communication flow in relation with workers' performance and its variables efficiency, timeliness, and productivity and moderating variables such as organizational policy on communication and diversity of the work force.

2.2 Theoretical Framework

The study centered around two main theories as it has been indicated. Thus, the scientific management theory, which was founded by Fredrick Taylor in 1909, and the two-step flow theory, which was founded, by Lazarsfeld, Berelson and Gaudet in 1944.

2.2.1 Scientific management theory

Following the recent research that has been done by Mind Tools essential skills of career, it has been shown that one of the earliest of these theorists was Frederick Winslow Taylor. He started the Scientific Management movement, and he and his associates were the first people to study the work process scientifically. They studied how work was performed, and they looked at how this affected worker productivity. Taylor's philosophy focused on the belief that making people work as hard as they could was not as efficient as optimizing the way the work was done.

In 1909, Taylor published "The Principles of Scientific Management." In this, he proposed that by optimizing and simplifying jobs, productivity would increase. He also advanced the idea that workers and managers needed to cooperate with one another. This was very different from the way work was typically done in businesses beforehand. A factory manager at that time had very little

contact with the workers, and he left them on their own to produce the necessary product. There was no standardization and a worker's main motivation was often continued employment, so there was no incentive to work as quickly or as efficiently as possible.

Geraldine.E.H (2008) emphasizes that managerial communication occurred in the ancient times, the systematic evolution of managers as communicators begun in the industrial revolution. The theory most associated with the industrial revolution is the scientific management. This philosophy and set of methods and techniques stressed the scientific study and organization of work. During this era it was believed that the greatest levels of efficiency could be obtained with extremely precise job instructions and that subordinates should not second-guess the instructions. Thus, managerial authority was not to be questioned.

She further says that the background of scientific management theory helps us understand its relationship to communication. Taylor studied the work of individual lathe workers to discover how exactly they performed their jobs; he identified each aspect of each job and measured anything and everything that could be measured. He believed that it was possible to develop a science that could indicate the most efficient and effective manner of performing a task, and then this technique could be written in elaborate job designs and communicated to employees through extensive training. Taylor treated individual employees as another element in the scientific formula.

Eric M et al., (2007) say that Taylor's goal was to transform the nature of both work and management. He hoped that cooperation between managers and employees would bring a new era of industrial peace: "under scientific management, arbitrary power, arbitrary dictation, ceases: and every single subject, large and small, becomes a question for scientific investigation, for reduction to law" (Taylor, 1947, p.211). However, things did not work out that way. Instead of industrial

peace, scientific management led to increased conflict because it reinforced hierarchical distinctions and further objectified the already downtrodden worker.

Although Taylor claimed that he was developing his ideas to help the working person, by the end of his life he was cursed by the labor union as “the enemy of the working man” (Morgan, 1986). Even so, Taylor’s work ushered in a new focus on the relationship between managers and employees as a key to organizational productivity, and remains a bedrock principle of contemporary management theory (Braverman, 1979)

However, this theory opposes teamwork to current practice. Essentially, Taylorism breaks tasks down into tiny steps, and focuses on how each person can do his or her specific series of steps best. Modern methodologies prefer to examine work systems more holistically in order to evaluate efficiency and maximize productivity. The extreme specialization that Taylorism promotes is contrary to modern ideals of how to provide a motivating and satisfying workplace for workers’ performance.

As one of the principles of the scientific management theory, managers need to improve on the communication between them and their employees rather than assign them work to justify any job. They should match workers to their jobs based on capability and motivation. They should train them to work maximum sufficiency to improve on the productivity of the organization and workers themselves.

Managers need to study how and what to communicate to ensure that their staff are highly motivated. Effective communication can help someone to change his or her self-image so that (s) he looks at the world differently. Good communication combined with training can help change a

worker's abilities and skills. People's goals and levels of aspiration can also be changed through effective communication in an organization.

2.2.2 Two-step flow theory

Lazarsfeld, Berelson and Gaudet (1944) first introduced the two-step flow theory in the people's choice. This study focused on the process of decision-making during a presidential election campaign. These researchers expected to find empirical support for the direct influence of the media messages on voting intentions. They were surprised to discover, however, that informal, personal contacts were mentioned far more frequently than exposure to radio or newspaper as sources of influence on voting behavior. Armed with this data, Katz and Lazarsfeld developed the two-step flow theory of mass communication. This theory asserts that information from the media moves in two distinct stages. First, individuals (opinion leaders) who pay close attention to the mass media and its messages receive the information.

Opinion leaders are quite influential in getting people to change their attitudes and behaviors and are quite similar to those they influence. The two-step flow theory has improved our understanding of how the mass media influence decision-making. The theory refined the ability to predict the influence of media messages on audience behavior, and it helped explain why certain media campaigns may have failed to alter audience attitudes and behavior. The two-step flow theory gave way to the multi-step flow theory of mass communication or diffusion of innovation theory. Therefore, management and leaders of corporate organizations should be well informed on practices that improve employee performance so that they can pass it on to employees.

2.3.0 Overview

2.3.1 Overview of effects of communication flow and workers' performance.

Price (1997) defined organizational communication as the degree to which information about the job is transmitted by an organization to its members and among members of the organization. Ayatse (2005) observed that communication is needed to establish and disseminate the goals of the enterprise. This is because the competencies and skills they possess will enable them to exhibit work behaviors appropriate and relevant to the performance of the job. It is further theorized that employees are likely to be more productive if their performance is rewarded assuming that the reward received has value to them, as argued by the expectancy theory (Victor Vroom, 1964). Communication is vital in organizations such that Orpen (1997) argued that communication has a vital role in the failure or accomplishment of any organization, it is used for resolving the contradictions in work organization in other that such organization may progress. People must come together, think together, work together, learn together and advance together. Human interaction allows man to forge new horizons and explore new possibilities. Thus, by meeting people, they can communicate in the language of themselves. The variety of communication aids/ techniques used in an organization depends on the nature of the organization, its kind and range of personnel that best suits the management and the location of the workplace.

According to Ince and Gül (2001) communication is the exchange of ideas, emotions and opinions through words, letters and symbols among two or more people. He states that this may be defined as a technical fact. Yet it is uncertain whether symbols are transfer truly or not, to what extent symbols meet the transmitted message and how effective transmitted fact on the receiver (Kalla, 2005; Baltas and Baltas, 2002). Without communication, through readings, listening (the receptive skills), speaking and writing (the productive skills) humankind would find it difficult to unravel

some of the mysteries of life. Those things that we are ignorant of or have knowledge of, or that we have doubts about can be explained to us better through communication.

Altinöz (2008) defines communication as a means through which the task and the resources needed to carry out an assignment, the roles and duties and the expected results are made known to the subordinates. This means that communication is the transfer of information (a message) from one person to another. Thus, effective communication is therefore the transfer of message, followed by feedback, from the receiver to the sender, indicating an understanding of the message. Multidimensional aspect of the notion of communication along with its analyses from different viewpoints affects its definition, communication is needed to review, conceptualize and direct interaction in an organization.

In explaining the meaning of effective communication, it is good to look at the subject matter of communication in details. Meaningful communication informs and educates employees at all levels and motivates them to support the strategy (Barrett, 2002). (Heinemann, 2011) views communication as the imparting of ideas and making oneself understood by others. It is also the process by which information is passed between individuals and/or organizations by means of previously agreed symbols. Communication is the process by which one party (a sender) transmits information (i.e. message). It is a continuous process between the two parties involved and it occurs in many levels, such as intra-individual communication level (Keith, 2014).

William (1992) conducted a study in which he identified and categorized types of internal communication systems were developed and selected for their various missions and diverse approaches to managing international communication. Individual face-to-face or telephone interviews were conducted with their organization. Findings from the study indicated that there

was a varying degree of leadership in the management of internal communication. Four types of internal communication systems were identified: impoverished, imaginary, disjunctive and adaptive. A model describing the diverse elements of internal communication was developed based on a compilation of the organizational analyses and research conducted as part of the study.

A research by Hammond (1986) on organizational communication found that junior staff members did not fill the impact of public relations work and they felt that public relation officers serve the interest of top management. According to her findings, employee communication proved to be fraught with problems. To rectify the situation at the situation, she suggested that management recognize their employee's right to information and communication. Since work participation is an essential tool to any successful organization or institution following this, Hammond (1986) proposed that suggestion boxes, attitude surveys, durbars and in-house publications such as newsletters and house magazines should be introduced to bridge the communication gab.

Berger (2008) in writing on the topic employee/Organizational Communications explained it as referring to communications and interactions among employees or members of an organization. He even used the terms internal communications and organizational communications to mean the same thing. It must be noted that communication or information flow within an organization are sometimes channeled from subordinates to superiors, thus from individuals in organizational groups, departments, or divisions to persons occupying managerial roles represent what is called an upward information flow. Upward communication has several values including; provides input for decision making, advising about subordinate's information needs, as well as providing information regarding subordinates level of receptivity to information, satisfaction and morale. It can again providing a potentially constructive outlet for grievances and complaints and allow superiors to assess the effects of previous downward communication. Berger also cites other

researchers observations on the subject and for instance refers to Harris & Nelson, 2008, who in a write up had noted that Communication is one of the most dominant and important activities in organizations.

Larkin and Larkin (1994) suggest that downward communication is most effective if top managers communicate directly with immediate supervisors and immediate supervisors communicate with their staff. A wealth of evidence shows that increasing the power of immediate supervisors increases both satisfaction and performance among employees. This was first discovered by Donald Pelz (1952) and is commonly referred to as the Pelz effect. Pelz was attempting to find out what types of leadership styles led to employee satisfaction (informal/formal, autocratic/participative, management oriented/front line-oriented). He found that what matters most is not the supervisor's leadership style but whether the supervisor has power. One-way to give supervisors power is to communicate directly with them and to have them provide input to decisions. Ensuring that supervisors are informed about organizational issues/changes before staff in general, and then allowing them to communicate these issues/changes to their staff, helps reinforce their position of power. When the supervisor is perceived as having power, employees have greater trust in the supervisor, greater desire for communication with the supervisor, and are more likely to believe that the information coming from the supervisor is accurate.

2.3.2 Downward communication flow and workers' performance

Shawn. G, (2003) states that downward communication occur when information and messages flow down through an organization's formal chain of command or hierarchical structure. In other words, messages and orders start at the upper levels of the organizational hierarchy and move down toward the bottom levels. Responses to downward communications moves up along the

same path. Organizational discipline and member compliance is much easier to maintain thus improve on workers' performance.

When leaders and managers share information with lower level employees, it is called downward, or top down communication. Where downward communication may sometimes invite a response, it is usually one directional rather than reciprocal; the higher-level communicator does not invite or expect a response from the lower level receipt. Examples of downward communication as explained by Boundless Management Boundless, 2016 include mission and strategy or explaining the organizational vision.

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Effective downward communication gives employees a clear understanding of the message they have received. Whether informative or persuasive, effective downward communication results in the recipients taking action or otherwise behaving in accord with the communicators' expectation. In the work place, directives from managers to employees are the most basic form of downward communication. These can be written manuals, handbooks, memos, and policies, or oral presentations. Another example of downward communication is a board of directors instructing management to take a specific action.

Business communication experts John Anderson and Dale level identified five benefits of effective downward communication, which were; better coordination, improved individual performance through the development of intelligent participation, improved morale, improved consumer relations, and improved industrial relations.

Boundless management boundless, (2016) further explains that ensuring effective downward communication is not an easy task. Differences in experience, knowledge, levels of authority, and status can make it more likely that sender and recipient do not share the same assumption or understanding of context, which can result in messages being misunderstood or misinterpreted. Creating clearly worded and non-ambiguous communications and maintaining a respectful tone can overcome these issues and increase effectiveness.

According to Morgan and Shieman's (1983) research in which 30,000 employee were asked, the majority of the employees felt that productivity was not better because of downward communication. The level of satisfaction got lower as we went down the organizational hierarchy. Larkin and Larkin (1994) suggest that downward communication is most effective if top managers communicate directly with immediate supervisors and immediate supervisors communicate with their staff. A wealth of evidence shows that increasing the power of immediate supervisors

increases both satisfaction and performance among employees. In an organization, downward communication plays the most important role. It determines upward communication style, sets background for horizontal and grapevine communication and is responsible largely for establishing ideal or non-ideal communication climate Dr. Prate. V, (2013)

2.3.1 Upward communication flow and workers' performance

Effective upward communication places heavy demands on managers and subordinates alike. Managers have to be prepared to listen to criticism or to new ideas that might seem threatening. They have to foster an atmosphere of openness and trust. They should also strive to be objective as possible. Subordinates have to be prepared to be as honest and open as possible if upward communication is to succeed. (Michael. F, 2005)

The upward or vertical communication inputs or messages are sent from the executors to the managers. High level of organizational performance requires effective upward vertical communication, which is difficult to achieve, especially to larger organizational systems. However, upward vertical communication is important in decision-making. In the course of organizational communication, top management wants to hear the voice of employees and learn organizational problems, and thus they are given opportunity to express their opinions, needs and influence in decision-making. (Donelly, Gibson, Ivancevich, 1998; Markovits et. al., 2007)

Upward communication leads to more committed and loyal workforce in an organization because the employees are given a chance to raise and speak dissatisfaction issues to the higher levels. The managers get to know about the employees feelings towards their jobs, peers, supervisors and organization in general. Managers can thus accordingly take actions for improving things.

Grievance redressed system, complaint and suggestion box, job satisfaction surveys etc. all help in improving upward communication. Other examples of the upward communication are the performance reports made by low level management for reviewing by higher level management, employee attitude surveys, letters from employees, employee manager discussion etc. Management Study Guide, (2010).

Marcus.E (2014) states that upward communication is the transmission of information from lower levels of an organization to higher ones; the most common form is employees communicating with managers. Managers who are open to and encourage upward communication foster cooperation, gains support, and reduces frustration among their employees thus increase in their performance. The content of such communication can include judgements, estimations, propositions, complaints, grievances, appeals, reports, and any other information directed from subordinates to superiors. Upward communication is often made in response to downward communication; for instance, employees answering a question from their manager. In this way, upward communication indicates the effectiveness of a company's downward communication.

The availability of communication channels affects employees' overall satisfaction with upward communication. For example, an open door policy sends the signal to employees that the manager welcomes impromptu conversations and other communication. This is likely to make employees feel satisfied with the level of access to channels of upward communication and less apprehensive about communicating upward.

2.3.2 Lateral or horizontal communication flow and workers' performance

Upward and downward communication flows generally follow the formal hierarchy within the school organization. However, greater size and complexity of organizations increase the need for communication laterally or diagonally across the lines of the formal chain of command. This is referred to as horizontal communication. These communications are informational too, but in a different way than downward and upward communication. Here information is for coordination to tie together activities within or across departments on a single school campus or within divisions in a school wide organizational system. Horizontal communication falls into one of three categories (Canary, 2011):

1. Intradepartmental problem solving. These messages take place between members of the same department in a school or division in a school-wide organizational system and concern task accomplishment.
2. Interdepartmental coordination. Interdepartmental messages facilitate the accomplishment of joint projects or tasks in a school or divisions in a school-wide organizational system.
3. Staff advice to line departments. These messages often go from specialists in academic areas, finance, or computer service to campus-level administrators seeking help in these areas.

In brief, horizontal communication flows exist to enhance coordination. This horizontal channel permits a lateral or diagonal flow of messages, enabling units to work with other units without having to follow rigidly up and down channels. Many school organizations build in horizontal communications in the form of task forces, committees, liaison personnel, or matrix structures to facilitate coordination.

External communication flows between employees inside the organization and with a variety of stakeholders outside the organization. External stakeholders include other administrators external

to the organization, parents, government officials, community residents, and so forth. Many organizations create formal departments, such as a public relations office, to coordinate their external communications.

More recently, Boundless.com (2016) has established that horizontal communication does not involve relaying information up or down across levels. Sharing information, solving problems, and collaborating horizontally is often more timely, direct, and efficient than up or down communication. Horizontal communication can produce a higher quality of information exchange since it occurs directly between people working in the same environment. According to Professor Michael Papa, horizontal communication problems can occur because of territoriality, rivalry, specialization, and simple lack of motivation. Territoriality occurs when members of an organization regard other people's involvement in their area as inappropriate or unwelcome. Rivalry between individuals or teams can lead to reluctance to cooperate and share information. Specialization is a problem that occurs when there is a lack of uniform knowledge or vocabulary within or between departments. Communication within a team is an example of horizontal communication; members coordinate tasks, work together, and resolve conflicts hence increasing on their productivity. Horizontal communication occurs formally in meetings, presentations, and formal electronic communication, and informally in other, more casual exchanges within the office.

2.4 Conclusion

Organizational structure influences communication patterns within an organization. Communications flow in three directions—downward, upward, and horizontally. Downward communication consists of policies, rules, and procedures that flow from top administration to lower levels. Upward communication consists of the flow of performance reports, grievances, and

other information from lower to higher levels. Horizontal communication is essentially coordinative and occurs between departments or divisions on the same level. External communication flows between employees inside the organization and a variety of stakeholders outside the organization.

CHAPTER THREE

RESEARCH METHODOLOGY

3.0 Introduction

This chapter discusses the methods that were used while undertaking this study. It included identifying a research design that was used, study population, sampling method and size, data sources, data collection instruments, their reliability and validity, measurements of study variables, data processing analysis and anticipated limitations of the study

3.1 RESEARCH DESIGN

Bryman A and Emma B(2003) defines research design as plans and procedures for research that span the decisions from broad assumptions to detailed methods of data collection and analysis. . In this regards the research adopted a cross-sectional survey design because of limited resources in terms of time and finances. Quantitative and qualitative study approaches were used. Correlation, regression and factor analysis were used to establish the relationship and effect of communication flow on workers' performance. The researcher used a survey and field research to gather quantitative and qualitative data respectively.

3.2 Area of the study

This study was conducted in Kampala city, Uganda. The area is located on 3rd Street Behind Iran Exhibition in Kampala city, which makes it easy for it to carry out its activities thus enabling the researcher attain the needed information about its workers' performance.

3.3 Study population

According to Amin (2005), a population is complete collection, or the universe of all the members or a unit of a group that is of interest in particular study. The study population consists of workers in the New Vision Group of companies. This is done to find out how the various communication

flows affect workers' performance. On this study, the unit analysis is the New Vision Group, which consists of 100 employees as stated on its official website page.

Table A

Job Title	Number of employees
Senior Management	12
News Anchors	30
Journalists	40
Finance administrators	5
Head of Radio	1
Head of Television	1
Sales Department	10
Head of Printing	1
TOTAL	100

3.4 Sample size and Selection.

According to Amin (2005), once the sample frame has been prepared, the researcher decides on the sample size. According to Trochim (2005), Sampling is the process of selecting units (e.g., people, organizations) from a population of interest so that by studying the sample we may fairly generalize our results back to the population from which they were chosen. The respondents were grouped according to their positions they hold such as reporters, news anchors, directors and journalists. The respondents were chosen to participate in the study because they are directly involved in the management practices of the organization.

The sample size was determined using the model put forward by Yamane (1967) given as

$$n = N / (1 + Ne^2)$$

Where; n = sample size

N = total population

e² = level of precision, normally given as 5%

Assume a 95% confident interval

Hence, if N, the total population is six hundred ninety one people,

e, is 5%,

Then, the sample size, n, = $100 / (1 + 100 * 0.05^2)$

Sample size for the study was 80 people.

3.5 Sampling techniques

Uma S and Bougie R (2013) define sampling as the process of selecting a sufficient number of the right elements from the population so that a study of the sample and an understanding of its proportions. The sampling technique that was used is the simple random sampling technique. This was used because each member of the total population had equal chance being selected.

3.6.0 Methods of data collection

These are the different ways or methods the researcher used to get the required information.

3.6.1 Questionnaires

The researcher used both open and closed questionnaires. Questionnaire was formulated for workers who knew how to read and write that being an advantage since no meaning was lost in translating to other languages. Here questions prepared by the researcher were about the research problem under investigation; about the distribution of the questionnaire, it was convenient because the researcher had personal contact with the firm. According to John W. Best (1992) a

questionnaire is used when information is desired, when opinion rather than facts are desired, an opinionative or Attitude scale is used.

3.6.2 Interviews

The interview is in a sense, an oral questionnaire. Instead of writing the response, the subject or interviewee gives the needed information verbally in a face-to-face relationship. Interview that are done face to face are called in person interviews; interviews conducted over the telephone are called telephone interviews (Amin Marwat, 2010).

3.6.3 Secondary sources

These sources give information that has been gathered already by other researcher recorded in books, articles and other publications. According to Wayne C. Booth, Gregory G. Colomb, and Joseph M. Williams (2008) Secondary sources are research reports that use primary data to solve research problems, written for scholarly and professional audiences. The researcher collected different information from the documents such as textbooks, newspapers, journals, Internet, magazines among others. This information was reviewed from places like Internet cafes and libraries

3.7 Data Management and Analysis.

Data was managed and analyzed using statistical package for social sciences (SPSS). The analysis was used in data presentation.

3.7.0 Reliability and Validity

3.7.1 Reliability

Reliability means to measure consistency in producing similar results on different but comparable occasions. The researcher used a Test-retest approach in order to measure the reliability of the

research tool this was done by administering the same test twice over a period to a group of individuals and the scores from Time 1 and Time 2 was then correlated in order to evaluate the test for stability over time. Thus reliability of data was an indication of the stability and consistency with which the tool.

3.7.2 Validity

Validity concerns the degree to which a finding is judged to have been interpreted in a correct way (Brinberg & McGrath, 1985). It is concerned with ensuring that the tools used in a study are well designed to ensure that they actually measure what they are meant to measure. Results obtained from the analysis of data actually represented the phenomenon under study to the degree. To ensure the validity of data, the researcher used the coefficient of validity index (CVI) below which is used to test the extent to which data is accurate.

CVI = item rated/ total number of items multiplied by 100 (Abel and Olive, 2003).

$$= (9.5/10)*100$$

=95% thus the questionnaire used was 95% a valid tool to be used.

To establish the validity of the data collection instrument, the researcher worked closely with the supervisor that ensured that the questionnaire was properly drafted to provide the relevant data for the study.

3.8.0 Ethical Consideration

All data sources where data was collected were acknowledged by citing and including all the sources on the reference pages. Before visiting the case study, the researcher first sought for permission from the administration in order to go to the field and collect the required data this is shown by the attached letter permitting the researcher to go on and carry out the research. The

researcher ensured voluntary participation in providing responses to the tools and ensured confidentiality during the study. The researcher did not pay money for answers in the field and force respondents to give information.

Research participants were not subjected to harm in any ways whatsoever. Respect for the dignity of research participants was prioritized. Full consent was obtained from the participants prior to the study. The protection of the privacy of research participants was ensured, adequate level of confidentiality of the research data was ensured as well.

Anonymity of individuals and organizations participating in the research was ensured. Any deception or exaggeration about the aims and objectives of the research were avoided. Affiliations in any forms, sources of funding, as well as any possible conflicts of interests were declared. The researcher carried out communication with transparency.

Before the out study, the researcher clearly explained to the respondents the purpose of the study. The researcher then assured the respondents on how communication flow affected workers' performance. Issues to do with confidentiality and conditions of anonymity were highlighted to the respondents seeking approval.

3.8.1 Study Limitation

The researcher faced the following limitations relating to the research.

The respondents were not ready to answer the questionnaires because they felt it was time consuming and not beneficial to them therefore most people declined to fill in the questionnaires.

This was overcome by assuring the respondents how it will be useful to them.

Some respondents refused to answer some of the questions within the questionnaires because they felt that answering these could be disclosing information that could be used as a tool by their competitors to out compete them even after re-assuring them that their information will be held confidential. Confidentiality of the information given to the researcher was reassured.

Some questionnaires were not returned by the respondents, which reduced number of questionnaires to analyze hence limiting the reliability of the remaining data. This was dealt by reducing the study population to an appropriate sample size.

There was limited literature on the topic as very few scholars have so far researched and written about the topic. It is something people have just started picking interest in over the last decade.

The researcher also had to rely on self-reported data, which was limited by the fact that it rarely can be independently verified. In other words, the researcher had to take what people say on questionnaires, at face value. However, self-reported data can contain several potential sources of bias that are incongruent with data from other sources.

Lack of enough prior research studies on the topic, citing prior research studies formed the basis of the researchers literature review and helped lay a foundation for understanding the research problem that was being investigated. The challenge to the researcher was that there was little prior research on this topic especially about Uganda and the private sector institutions. Therefore, the researcher had to consult the librarians for more information in order to develop a clear problem statement and literature review.

3.9 Conclusion

In conclusion, this chapter directed the researcher in collection and analyzing of data that was used to come up with the findings and the conclusions. It provided the researcher with the research design to use as well as the methods for analyzing data collected from the field.

CHAPTER FOUR

DATA PRESENTATION, ANALYSIS AND DISCUSSIONS

4.0 Introduction

This chapter presents and discusses the study findings from the study questionnaire collected from the field. The study aimed at assessing effects of communication flow on workers' performance. The data that was collected is presented and analyzed and the findings from the research are discussed. The sample size was 80 and therefore 80 questionnaires were issued out; however only 70 questionnaires were returned from the respondents. The response rate was 87.5% out of 100%.

It is assumed that the attributes of the respondents influence their behavior and answers on the survey questions. The respondents were given the assurance that all the data they give is used for the purpose of the research and the identities of the respondents will be confidential. The findings under each objective are presented and this is followed by the discussions of the possible reasons why the results occurred. The findings are then related with the previous researchers and theoretical interpretations made. For easy, understandable and smart reports, bar graphs, pie charts and tables were used to present the research findings.

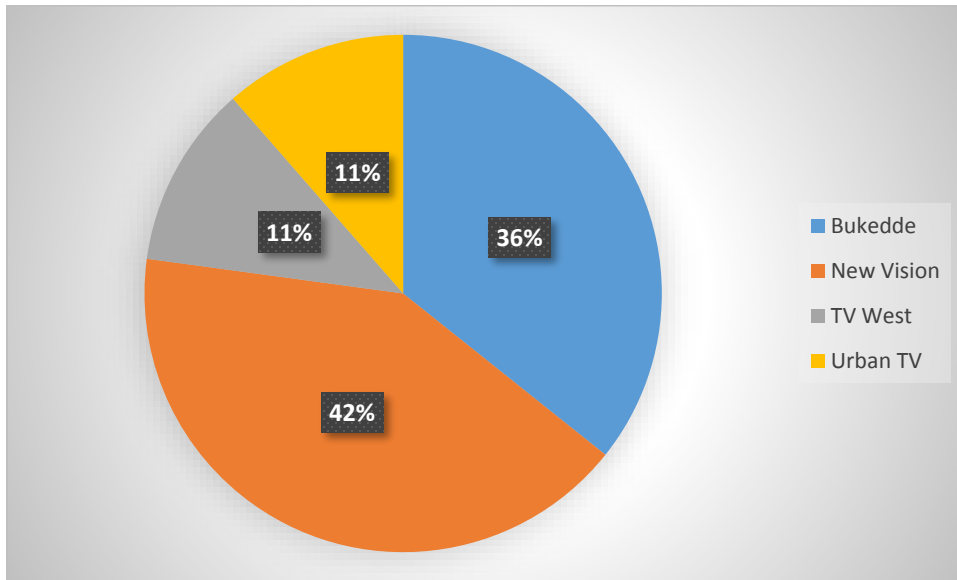
4.1 Personal information

The profile of the respondents was looked upon in terms of age, gender, group being worked for and length of stay in the organization.

4.1.1 Group of the respondents

The first question of the questionnaire sought the view of the respondents about the group they work for and the response was as shown in the pie chart below.

Figure 2 : Groups



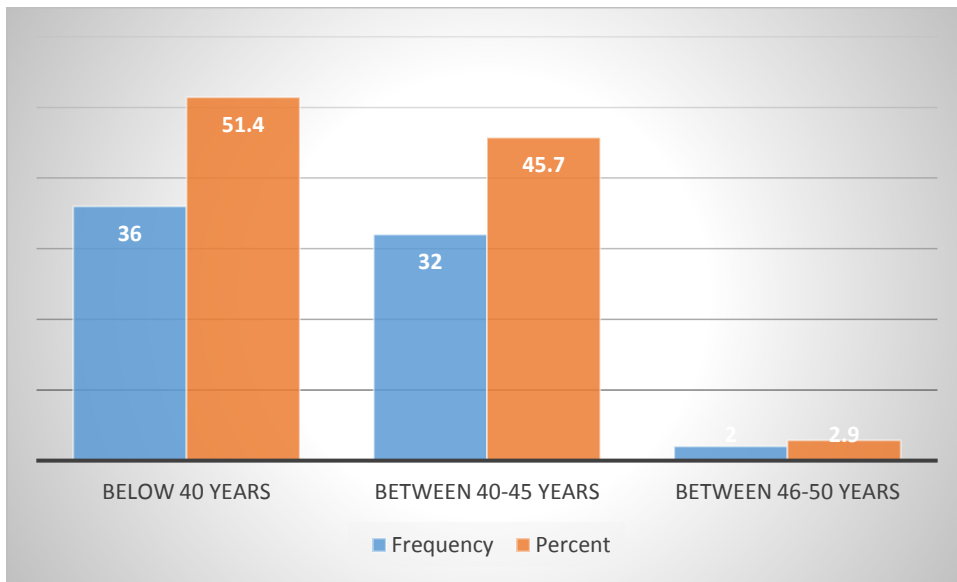
Source: field Data 2017

Figure 1 shows the percentage of the respondents as per the research that was carried out in the new vision group of companies. The majority of the respondents were from New Vision as it has been shown that (29) 42% of the respondents. This was followed by (25) 36% from the Bukedde group, which is under the New Vision Group of companies. During the research a few of the respondents were from TV West and Urban TV with a percentage of (8) 11% each. 42% of the respondents work at New Vision, which indicated that most people are employees of New Vision and it is the biggest newspaper in the Uganda.

4.1.2 Age of the respondents

Respondents were also asked to disclose their age and the information obtained was analyzed and presented in the bar graph as shown below.

Figure 3 : Age of respondents



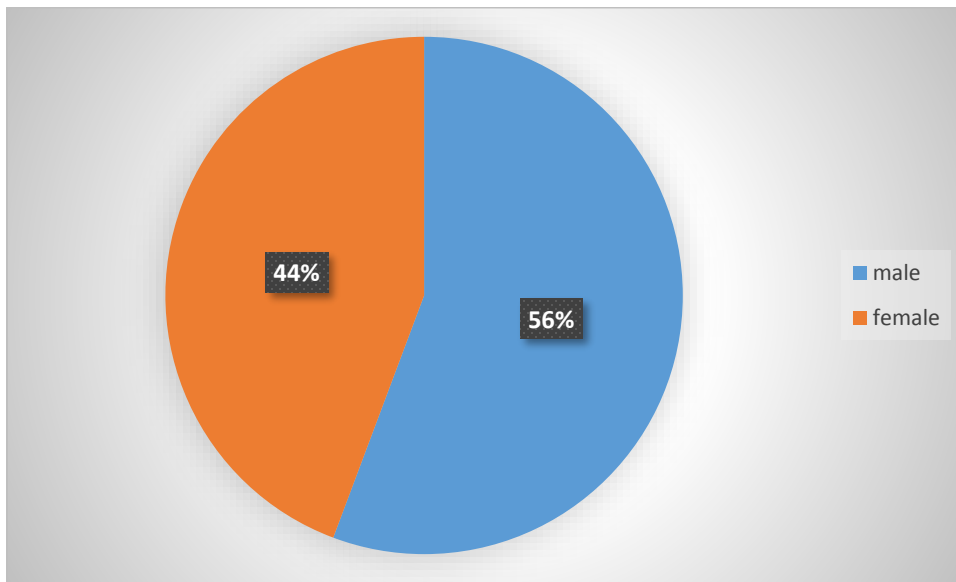
Source: field data 2017

Figure 2 shows the age range of the respondents. 36 (51.4%) of the respondents were below 40 years old, showing that most of them were already considered as young adult. 32(45.7%) of the respondents were between 40-45 years old while 2 (2.9%) of the respondents were between 46-50 years old of the total respondents. On the other hand, there was zero percent of respondents who are in the ages of 51 years old and above. The apparent diversity of the maturity of the respondents reflects several implications in the study's findings. In relation of the age bracket of the respondents, the researcher could presume that in the said percentage, a considerable number could be among the young adult members of the population.

4.1.3 Gender of the respondents

Another question of the questionnaire sought the view of the respondents about their gender and the response was as shown in the pie chart below.

Figure 4: Gender of respondents



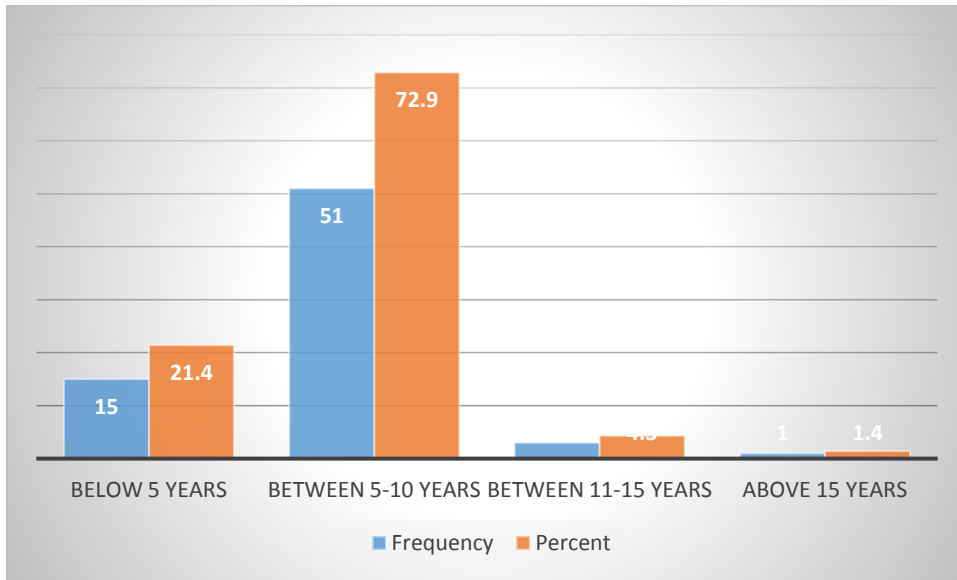
Source: field data 2017

Figure 3: The number of the female respondents 31 (44%) is closed to the male 39 (56%) with the total of 31 for female and 39 for male. Based on the figure, the dominated gender among the respondents was male. Based on the collated questionnaires, over a half of the population is composed of male respondents while 44% were females. This shows that there are mostly male who have interest in participating in research studies and type of work in the institution.

4.1.4 Period of stay in the organization

Respondents were asked to indicate their period of stay in the organization as employees and the findings were presented in the table as shown below.

Graph 1 : Period of stay in the organization



Source: field data 2017

The graph above shows the distribution of the respondents in terms of their length of stay in the organization. According to the findings, it shows that 21.4% of the respondents have stayed in the organization for 5 years, 72.9% have stayed in the institution for 5-10 years, 4.3% have been around for 11-15 years and only 1.4% have worked at the organization for more than 15 years. The result indicate that majority of the respondents are knowledgeable enough about the performance of the organization, specifically in terms operations and daily transactions of the organization.

4.2 Downward communication flow in the organization

To clearly establish the effect of downward communication flow on the performance of the workers, the researcher asked the respondents some questions to find out the relevance of downward communication flow in the organization and when it is to be employed. The findings are presented in the table below.

Table 1 :

Statements	SD (%)	D (%)	NS (%)	A (%)	SA (%)	Mean	Std. Deviation
Downward communication follows the organization's hierarchy.	-	-	30.0	54.3	15.7	3.86	0.666
Organizational discipline and member compliance is much easier to maintain during downward communication.	-	1.4	21.4	55.7	21.4	3.97	0.701
Downward communication offers efficiency of workers	-	-	28.6	45.7	25.7	3.97	0.742
Productivity is not better because of inefficiency in downward communication.	1.4	1.4	22.9	55.7	18.6	3.89	0.772
Downward communication is most effective if top managers communicate directly with immediate supervisors and immediate supervisors communicate with their staff.	-	2.9	30.0	48.6	18.6	3.83	0.761
During downward communication, increasing the power of immediate supervisors increases both satisfaction and performance among employees.	1.4	1.4	18.6	57.1	22.9	3.90	0.819
Downward flow results in the recipients taking action or otherwise behaving in accord with the communicators' expectation.	-	1.4	18.6	57.1	22.9	4.01	0.691
Subordinates react most effectively to those matters that they judge to be of greatest personal interest to the boss during downward flow.	-	2.9	20.0	52.9	24.3	3.99	0.752

Source: Field data 2017

From table 1, none of the respondents neither strongly disagreed nor disagreed that downward communication follows the hierarchy of the organization. 21(30%) of the respondents were not sure, 38(54.3%) agreed with communication flow following the hierarchy and only 11(15.7%) strongly agreed with the statement of downward communication flow following the organization's hierarchy. Therefore, most of the respondents agreed that downward communication flow follows the organizational hierarchy as shown by the mean of 3.86 and a standard deviation of 0.666, which implies that an organization to have an effective workers' performance, the hierarchy has to be put in place and followed. This is in line with what Shawn Grimsley (2003) stated that downward communication occurs when information and messages flow down the organization's formal chain of command.

According to table 1, none of the respondents strongly disagreed that organizational discipline and member compliance is much easier to maintain during downward communication flow. 1 (1.4%) disagreed, 15 (21.4%) not sure, 39 (55.7%) agreed and 15 (21.5%) strongly agreed. Therefore, most of the respondents agreed that organizational discipline and member compliance is much easier to maintain during downward communication flow in the organization as shown by a mean of 3.97 and a standard deviation of 0.701. This implies that through downward communication flow, workers' discipline and compliance to the set policies will be enhanced which will positively affect the performance of the workers. This is in line with what Shawn. G (2003) stated that compliance and discipline of the workers is always determined by the downward flow communication in the organization.

From table 1 none of the respondents neither strongly disagreed nor disagreed that downward communication offers efficiency to workers in the organization. 20(28.6%) were not sure, 32(45.7%) agreed and 18(21.4%) strongly agreed with the statement. Therefore, most of the

respondents agree that downward communication offers efficiency of workers in various ways. This is shown with the mean of 3.67 a standard deviation of 0.720. Some of the ways it does so is through encouraging workers to and emphasizing on what the top management wants from the workers. This is in line with Shawn.G, (2003) who quotes that downward communication offers efficiencies because instructions and information come from the sources in power that are able to coordinate activities from the supervisors who manage them.

Table 1, 2(2.8%) disagreed with the statement that productivity is not better because of inefficiency in downward communication. 16(22.9%) were not sure, 39(55.7%) agreed and 13(18.6%) strongly agreed. The majority of the respondents agree and this is shown in the mean of 3.89 and a standard deviation of 0.772. This is in line with Morgan and Shieman's (1983) research in which 30,000 employee were asked, the majority of the employees felt that productivity was not better because of inefficiency of downward communication.

From table 1, 2(2.9%) disagreed that downward communication is most effective if top managers communicate directly with supervisors. 21(30%) were not sure, 34(48.6%) agreed and 13(18.6%) strongly agreed. The majority of the respondents agreed that downward communication flow is most effective if top managers communicate directly with supervisors, this is shown with the mean of 3.83 and a standard deviation of 0.761. Top managers communicate directly with their immediate subordinates during the downward communication flow to give them instructions on how to carry out various tasks. This is in line with Larkin and Larkin (1994) who suggested that downward communication is most effective if top managers communicate directly with immediate supervisors and immediate supervisors communicate with their staff.

From table 1, 2(2.8%) disagreed that during downward communication, increasing the power of the immediate supervisors increases both satisfaction and performance among the employees.

18(25.7%) were not sure, 34(48.6%) agreed and 16(22.9%) strongly agreed about the statement. The majority of the respondents agreed that during downward communication, increasing the power of immediate supervisors increases both satisfaction and performance among the employees. This has also been shown with the obtained mean of 3.90 and a standard deviation of 0.819 as shown in the table. This indicates that the majority of the employees in the New Vision group always perform when powers of immediate supervisors are increased during the downward communication flow. This will be so because they will have to follow the policies that are being set by the immediate supervisors.

From table 1, 1(1.4%) of the respondents disagreed on downward flow resulting in the recipients taking action or otherwise behaving in accord with the communicators' expectation. 13(18.6%) were not sure, 40(57.1%) agreed with the statement and 16(22.9%) strongly agreed. The majority of the respondents with the mean of 4.01 and standard deviation of 0.691 agreed that downward flow communication results in the recipients taking action or otherwise behaving in accord with the communicators' expectation.

From table 1, 2(2.9%) disagree with the statement of subordinates reacting most effectively to those matters that they judge to be of the greatest personal interest to the boss during downward flow communication. 14(20%) were not sure, 37(52%) agreed and 17(24.3%) strongly agreed. The majority of the respondents agreed with the statement that in new vision group of companies, subordinates react most effectively to those matters that they judge to be of the greatest personal interest to the boss during downward flow communication. The statement having a mean of 3.99 has indicated this and a standard deviation of 0.752. This is in line with Bruce H (2014) who stated that subordinates react most effectively to those matters that they judge to be of greatest personal interest to the boss during downward flow. Furthermore, most of the respondents

agreed that delegation is much easier if it comes directly from the downward communication structure representing the chain of command. This is so because there is respect of those in power when it comes to delegation of responsibilities.

Table 2:

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.116 ^a	.013	-0.001	0.351

a. Predictors: (Constant), Downward communication flow

Table 2 shows regression of the independent variable, which is downward communication flow. Single regression analysis was conducted to examine the effect of downward communication flow to workers' performance and the relationship between downward communication flow and workers' performance. The findings further indicate that the adjusted R squared was -0.001 meaning that the dependent variable (workers' performance) is affected negatively by the independent variable (downward communication flow) however there is a relationship as shown by R which is 11.6% . This is caused by having a smaller sample size, which was brought about by some respondents not returning the questionnaires.

4.3 Upward communication flow

Table 3

Statements	SD (%)	D (%)	NS (%)	A (%)	SA (%)	Mean	Std. Deviation
Managers can get feedback from employees.	-	7.1	32.9	44.3	15.7	3.69	0.826
High level of organizational performance requires effective upward vertical communication.	-	1.4	28.6	51.4	17.1	3.87	0.721
Employees can be instrumental in forming new policies.	-		24.3	58.6	17.1	3.93	0.644
Upward communication leads to a more committed and loyal workforce.	-	2.9	22.9	50.0	24.3	3.96	0.770
The managers get to know about the employees feelings towards their jobs & peers.	-	1.4	18.6	57.1	22.9	4.01	0.691
Upward communication faces barriers due to lower-level employees' educational backgrounds.	-	2.9	22.9	51.4	22.9	3.91	0.847
Complaint and suggestion box all help in improving upward communication	-	2.9	25.7	51.4	20.0	3.89	0.753
Managers who encourage upward communication foster cooperation.	-	1.4	20.0	55.7	22.9	4.00	0.702

Source: field data 2017

From table 3, 5(7.1%) of the respondents disagreed that managers can get feedback from employees that can help improve organizational development. 23(32.9%) were not sure, 31(44.3%) agreed with the statement and 11(15.7%) strongly agreed with the statement. The majority of the respondents agreed that managers could get feedback from employees through the upward communication. This has been shown with a mean of 3.69 of the respondents indicating that and a standard deviation of 0.826. This is in the line with workers' performance in the way that if workers need to improve on their performance, they have to provide feedback through upward communication to their employers.

From table 3, 1(1.4%) disagreed on the statement that high level of organizational performance requires effective upward vertical communication. 20(28.6%) were not sure, 36(51.4%) agreed and 13(18.6%) strongly agreed that the high-level organizational performance requires effective vertical communication. The majority of the respondents of mean 3.87 were in agreement with the statement. This is further indicated with the standard deviation of 0.721, which was obtained. This shows that not all respondents agreed with the statement. This implies that the effective performance of the organization and workers requires effective upward vertical communication as indicated by the respondents in the new vision group of companies. This is in line with Bruce.B (2008)'s statement that for an organization to acquire performance there must be a high level of vertical communication in that organization.

From table 3, 17(24.3%) were not sure about the statement that employees can be instrumental in forming new policies and loyal work force in an organization. 41(58.6%) agreed, and 12(17.1) strongly agreed. This came to a mean of 3.93 indicating that the majority of the respondents were agreeing with the statement that employees could be instrumental in forming new policies and loyal workforce in an organization. A standard deviation of 0.664 was obtained indicating that not

all respondents responded. This implies that through upward communication in an organization like New vision group, committed and loyal workers can come up and thus affect workers' performance positively. This so because workers are given chance to air out their views about the organization.

From table 3, 2(2.9%) disagreed on the statement that upward communication leads to a more committed and loyal work force in an organization. 16(22.9%) were not sure, 35(50%) agreed with the statement and 17(24.3%) strongly agreed. The majority of the respondents in new vision group of companies agreed with the statement that upward communication leads to a more committed and loyal workforce in an organization. This was shown with mean of 3.96 of the population an obtaining a standard deviation of 0.770 this implies that the employees are given a chance to raise and speak dissatisfaction issues to the higher levels. The managers get to know about the employees feelings towards their jobs, peers, supervisors and organization in general. Managers can thus accordingly take actions for improving things.

Table 3 shows that 1(1.4%) disagreed that managers get to know the employees feelings towards their jobs, peers, supervisor and organization in general. 13(18.6%) were not sure, 40(57.1%) agreed and 16(22.9%) strongly agreed. This indicates that the majority of the respondents agreed with the statement that managers get to know about the employees' feelings towards their jobs, peers, supervisors and organization in general having a mean of 4.01 and a standard deviation of 0.691. This implies that through upward communication flow, managers can accordingly take actions for improving conditions to improve workers' performance.

From table 3, 2(2.9%) strongly disagreed that upward communication faces barrier when lower level employees have different educational backgrounds than the individual requesting feedback. 16(22.9%) were not sure, 36(51.4%) agreed and 16(22.9%) strongly agreed. The majority of the

respondents of new vision group agree with a mean of 3.91 that upward communication faces barrier when lower level employees have different education backgrounds. A standard deviation of 0.847 was obtained. The results are in support of the statement that the lower employees having a poor education back ground will fail to provide feedback to top managers which will hinder the performance of workers.

From table 3, 2(2.9%) of the respondents disagreed with the statement that complaint and suggestion box, job satisfaction, surveys etc. all help in improving upward communication. 18(25.7%) were not sure, 36(51.4%) agreed and 14(20%) strongly agreed with the statement with a mean of 3.89 and standard deviation of 0.753. This indicates that the majority of the respondents were in agreement with the statement that stated that complaint and suggestion boxes all help in improving upward communication. Some of the respondents did not return the questionnaires thus attaining such a standard deviation. This implies that employees feel free to suggest or air out their views using those parameters in an organization, which improves the workers performance and upward communication. This is in line with what the management study guide (2010) states.

From table 3, 1(1.4%) disagreed with the statement that managers who encourage upward communication foster cooperation and reduce frustration among their employees. 14(20%) were not sure, 39(55.7%) agreed and 16(22.9%) strongly agreed with the statement. The majority of the respondents agreed with statement having a mean of 4.00. The obtained standard deviation was 0.702, which indicated the response rate of respondents. This implies that workers' performance is enhanced and influenced by managers who encourage upward communication as Marcus E (2014) stated it.

Table 4

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.398 ^a	.159	.146	.324

a. Predictors: (Constant), Upward communication flow

Table 4 shows model summary of regression of the independent variable that is upward communication flow. Single regression analysis was conducted to examine the effect of upward communication flow on workers' performance, which shows R square of 15.9%. The findings further indicate that the adjusted R square is 0.146 (14.6%) meaning that the dependent variable (workers' performance) is positively affected by the independent variable (upward communication flow) since the adjusted R square is a positive. The remaining adjusted R square 0.854(85.4%) was for other factors unstudied and therefore further studies should be conducted. This is further seen in the open-ended question that was asked whether communication flows are positively associated with various firm performance indicators where the majority of the respondents agreed with the statement. There is a relationship between Upward communication flow and workers' performance, this is shown by having R of 39.8%.

4.4 Lateral or horizontal communication flow

Table 5

Statements	SD (%)	D (%)	NS (%)	A (%)	SA (%)	Mean	Std. Deviation
Collaborating horizontally is often more timely, direct, and efficient than up or down communication.	-	4.3	28.6	48.6	18.6	3.81	0.786
Horizontal communication problems occur due to rivalry and simple lack of motivation.	-	1.4	22.9	55.7	20.0	3.94	0.700
Lateral communication flow increases motivation through creating more employee empowerment.	-	1.4	25.7	55.7	17.1	3.89	0.692
Since it happens between people with equal amounts of power, it is voluntary and discretionary.	-	1.4	20.0	50.0	28.6	4.06	0.740
Sharing information, solving problems, and collaborating horizontally is often more timely.	-	2.9	17.1	57.1	22.9	4.00	0.722
Lateral communication flow produces a higher quality of information exchange.	-	2.9	27.1	50.0	20.0	3.87	0.760
Members coordinate tasks, work together, and resolve conflicts.	-		30.0	51.4	18.6	3.89	0.692

Source: field data 2017

From table 5, none of the respondents strongly disagreed that collaborating horizontally is often more timely, direct, and efficient than upward or downward communication flow. 3(4.3%) disagreed, 20(28.6%) were not sure, 34(48.6%) agreed with the statement and 13(18.6%) strongly

agreed. The majority of the respondents agreed with a mean of 3.81 and a standard deviation of 0.786 was obtained. This implies that horizontal communication flow within an organization as New vision group of companies enhances collaboration among workers, which increases on their performance levels in such an organization. This is in line with what was stated in the article established at Boundless.com (2016).

Table 5 shows that none of the respondents strongly disagreed that horizontal communication problem occur because of territoriality, rivalry, specialization, and simple lack of motivation. 1(1.4%) disagreed, 16(22.9%) were not sure, 39(55.7%) agreed and 14(20%) strongly agreed with the statement. The majority of the respondents as shown by the mean of 3.94 of the respondents agreed that horizontal communication problems occur because of territoriality, rivalry, specialization, and simple lack of motivation. A standard deviation of 0.700 was obtained indicating that not all the respondents' questionnaires were returned. This is in line with what Professor Michael Papa stated that territoriality occurs when members of an organization regard other people's involvement in their area as inappropriate or unwelcome. This in the end has affected teamwork in an organization thus affecting workers' performance in New Vision group of companies.

From table 5, none of the respondents strongly disagreed about lateral communication increasing motivation through creating more employee empowerment. 1(1.4%) disagreed, 18(35.7%) were not sure, 39(55.7%) agreed and 12(17.1%) strongly agreed. The majority of the respondents agreed thus a mean of 3.89 of the interviewed population and a standard deviation of 0.692 was obtained indicating that not all respondents returned the questionnaires back. This implies that when an employee is put in charge of a particular group of workers at the same level, he or she will feel

trusted and will always be motivated to do his or her work in a right way. This in line with what management study guide (2014) stated.

From table 5, none of the respondents strongly disagreed that lateral communication is voluntary and discretionary. 1(1.4%) disagreed, 14(20%) were not sure, 35(50%) agreed and 20(28.6%) strongly agreed with the statement. With a mean of 4.06, this shows that the majority of the respondents agreed with the statement that lateral communication is voluntary and discretionary. A standard deviation of 0.740 was obtained. This means that lateral communication flow happens not because it is supposed to but because workers feel free to communicate among themselves on the same level. This improves on workers' performance.

From table 5, none of the respondents strongly disagreed that sharing information, solving problems, and collaborating horizontally is often more timely. 2 (2.9%) disagreed, 12(17.1%) were not sure, 40(57.1%) agreed and 16(22.9%) strongly agreed. The majority of the respondents agreed and this is seen with the mean figure of 4.00 that was attained. This implies that during lateral communication sharing information, solving problems, and collaborating horizontal are often more timely. This so since communication is among the workers at the same level. However, a standard deviation of 0.772 was obtained indicating that not all respondents replied.

From table 5, none of the respondents strongly disagreed that lateral communication flow produces higher quality of information exchange since it occurs directly between people. 2 (2.9%) disagreed, 19(27.1%) were not sure, 35(50%) agreed and 14(20%) strongly agreed. The majority of the respondents were not sure about the statement. This has been shown by obtaining a mean of 3.89 in the research carried out on the new vision group. A standard deviation of 0.760 was obtained as well. This implies that lateral communication flow, however much it happens between workers at

the same level, the quality of information produced will vary thus will be neither accurate nor inaccurate.

From table 5, none of the respondents strongly disagreed and disagreed that members coordinate tasks, work together, and resolve conflicts hence increasing on their productivity during lateral communication flow. 21(30%) were not sure, 36(51.4%) agreed and 13(18.6%) strongly agreed. The majority of the respondents agreed and this is shown by the mean of 3.89. A stand deviation of 0.692 was obtained from the research. This implies that in an organization like New vision group of companies, members work together through lateral communication to coordinate tasks and resolve conflicts thus increasing their productivity and performance. This is also, in line with what the respondents say that lateral communication flow has influenced workers' performance through allowing them to share ideas on how to carry out certain activities in the organization.

Table 6

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.160 ^a	.026	.011	.349

a. Predictors: (Constant), Lateral or horizontal communication flow

Table 6 shows a model summary of a regression analysis of independent variable (lateral or horizontal communication) which was conducted to show the effect of lateral communication flow on workers' performance. The findings indicate that the adjusted R square was 0.011(1.1%) meaning that the dependent variable (workers' performance) is positively affected by the independent variable (lateral or horizontal communication flow). The remaining adjusted R square 0.989(98.9%) was for other factors unstudied and therefore further studies should be conducted. Furthermore, the results obtained show that there is a relationship between the two variables. This is shown with the obtained R of 16%, which also stands for relationship.

4.5 Workers' performance

Table 7

Statements	SD (%)	D (%)	NS (%)	A (%)	SA (%)	Mean	Std. Deviation
Efficient organizing involves finding out what work will be due and which one to be done in time.	-	1.4	22.9	50.0	25.7	4.00	0.742
Gives employees secure, consistent access to information.	-		24.3	51.4	24.3	4.00	0.702
Effective communication flow is needed for management to develop and sustain a competitive advantage.	-		27.1	44.3	28.6	4.01	0.752
Communication flow is essential to effective team performance.	-		22.9	52.9	24.3	4.01	0.691
Managers evaluate how an organization will achieve its goals	-	5.7	27.1	47.1	20.0	3.81	0.822
Communication flow is another way to monitor the performance of individuals.	1.4	-	22.9	51.4	24.3	3.97	0.780
Communication flows give employees secure, consistent access to information to improve on their productivity.	-	2.9	30.0	51.4	15.7	3.80	0.734
Team members communicate among themselves to find out what each one is up to.	-	1.4	17.1	52.9	28.6	4.09	0.717

Source: field data 2017

From table 7, none of the respondents strongly disagreed that efficient organizing involves finding out what work will be due and which one to be done. 1 (1.4%) disagreed, 16 (22.9%) were not sure, 35 (50%) agreed and 18 (25.7%) strongly agreed. This majority of the respondents agreed (35 + 18) with the statement, this is shown with the mean of 4.00, and a standard deviation of 0.742 was obtained. This implies that sufficient organizing involves finding out what work will be due and which one to be done in time by the workers. This has increased the sufficiency and timeliness of the workers in the New Vision group of companies.

Table 7 further shows that none of the respondents strong disagreed and disagreed that giving employees secure, consistent access to information improves on their productivity. 17 (24.3%) were not sure, 36 (51.4%) agreed and 17 (24.3%) strongly agreed. This in total came up with a mean of 4.00, which implied that the majority of the respondents agreed that giving employees secure, consistent access to information improves on their productivity. A standard deviation of 0.702 was obtained as well. As quoted by one of the respondents, the information given to workers acts as a guide on what their employers expect from them. This in the end improves on their productivity.

Table 7 continues to show that none of the respondents strongly disagreed and disagreed that effective communication flow is needed for management to develop and sustain a competitive advantage for workers' performance. 19 (27.1%) were not sure, 31 (44.3%) agreed and 20 (28.6%) strongly agreed. The majority of the respondents agreed and this has been shown by obtaining a mean 4.01 and a standard deviation of 0.752 was obtained. As quoted by one of the respondents, workers to improve on their performance and productivity need continuous flow of communication between them and their employers. This enables them to work within the standards expected by their employers.

From table 7, none of the respondents strongly disagreed and disagreed that communication flow is essential to effective team performance and communications for any organization. 16 (22.9%) were not sure, 37 (52.9%) agreed and 17 (24.3%) strongly agreed. The majority of the respondents agreed and this has been shown by obtaining a mean of 4.01 and a standard deviation of 0.691 was obtained. This implies that for any organization to meet its expectations as regards to productivity, communication flow has to be an essential part in that organization. Further this is in line with what Management Study Guide (2015) stated.

From table 7, none of the respondents strongly disagreed that managers evaluate how an organization will achieve its goals and take action to improve performance through the right channels of communication. 4 (5.7%) disagreed, 19 (27.1%) were not sure, 33 (47.1%) agreed and 14 (20%) strongly agreed. The majority of the respondents (33+14) agreed and this is proven by the obtained mean of 3.81. A standard deviation of 0.822 was obtained. This is because of some respondents not returning the questionnaires back. This implies that managers often follow the right communication channels to check on the performance of their workers. This is done in order to improve the workers' performance. As said by one of the respondents, often managers use the communication flow as checkups on the performance of the organization.

From table 7, none of the respondents disagreed that communication flow is another to monitor the performance of individuals. 1 (1.4%) strongly disagreed, 16 (22.9%) were not sure, 36 (51.4%) agreed and 17 (24.3%) strongly agreed. The majority of the respondents agreed and this has been shown by the mean of 3.97 that was obtained and 0.780 was the obtained standard deviation. This is so because through upward and downward communication flow, managers are able to pass on the communication and receive feedback from the workers thus monitoring performance of the

workers in an organization. As one of the respondents said, managers often use the suggestion box to get queries of their employees.

From table 7, none of the respondents strongly disagreed that communication flows give employees secure, consistent access to information to improve on their productivity. 2(2.9%) disagreed, 21 (30%) were not sure, 36 (51.4%) agreed and 11 (15.7%) strongly agreed. The majority of the respondents agreed (51.4%+15.7%) and this is shown by the 3.80 mean, which was obtained in the research carried out. A standard deviation of 0.734 was obtained. This means that not all respondents returned questionnaires. As one of the respondents claimed, through communication flows more so the downward communication, employees get to understand the organization's objectives, mission and goals. These are critical items for the organization and thus will enhance the workers work towards achieving them in the end. This will improve the motivation of the employees.

From table 7, none of the respondents strongly disagreed that team members communicate among themselves to find out what each one is up to in terms of work to avoid duplication of work and increase efficiency in the organization. 1 (1.4%) disagreed, 12 (17.1%) were not sure, 37 (52.9%) agreed and 20 (28.6%) strongly agreed. The majority of the respondents agreed and this has been shown by the mean of 4.09, which was obtained while computing the number of the respondents. The mean shows that the majority of the respondents agreed. This implies that workers communicate among themselves which work each one is to do to avoid duplication of work. This has also improved on the efficiency of the workers, which has encouraged specialization in the New Vision group of companies. A standard deviation of 0.717 was obtained.

Table 8

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.430 ^a	.185	.148	.324

a. Predictors: (Constant), Lateral or horizontal communication flow, Upward communication flow, Downward communication flow

Table 8 shows that multiple regression between dependent variable, which is workers' performance and independent variable, which is communication flows. Multiple regression analysis was conducted to examine the effect of communication flows on workers' performance.

The adjusted R square also called the coefficient of multiple determinations is the percent of variance in the dependent explained uniquely or jointly by the dependent variable.

The findings further indicate that the adjusted overall R squared was 0.148 meaning that the regression line explains 14.8% of workers' performance (dependent variable). The remaining adjusted R square 0.852 (85.2%) was for other factors unstudied and therefore further studies should be conducted. The changes are caused by the independent variable included in the regression line. Therefore, error term or the residual account for the other factors is 85.2%. This means that there is a relationship between workers' performance and downward communication flow, upward communication flow and lateral or horizontal communication flow due to a positive adjusted R square got. The balance of 85.2% shows factors that were not studied in this research. Furthermore the independent variable (communication flows) positively affects the dependent variable (workers' performance)

4.6 Conclusion

In conclusion, according to the data that was gathered from the field research at New Vision Group of companies, it was found out that communication flow is of great importance on workers' performance of the organization.

CHAPTER FIVE

SUMMARY OF FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

5.0 Introduction

This chapter summarizes the findings of the study about effect of communication flows on workers' performance in New Vision Group of companies in Uganda. This is divided into five subsections and these include; the introduction, summary of the research findings, conclusion, recommendations and areas further study.

5.1 Summary of findings

The following are the summarized findings of the study. These are presented basing on the three objectives of the study; downward communication flow and workers' performance, upward communication flow and Lateral or horizontal communication flow and workers' performance.

5.1.1 Bio data of respondents

Basing on the results in chapter four, the majority of respondents were male with 56% which shows that there are mostly male who have interest in participating in research studies and type of work in the institution is suitable for the male gender. Likewise, majority of the respondents about 42% were found to be working under the New Vision Newspaper group in the New vision group of companies. Most of the respondents 36 (51.4%) were in the age bracket of below 40 years which is an indicator that most of the respondents were energetic and able bodied. More so, 51 (72.9%) of the respondents have stayed in the organization between 5-10 years which was an indicator of high knowledge about the organization's activities and its performance when it comes to its workers.

5.1.2 Downward communication flow and workers' performance relationship

According to the study carried out, it was found out that the majority of respondents agreed that downward communication affects workers' performance largely. This was shown in table 1 where an average mean of 3.97 that is 39 (55.7%) of the respondents. This has further been indicated by a standard deviation of 0.742. This standard deviation was obtained because some of the respondents did not return the questionnaires. Downward communication has been proven that through it, workers are able to understand the organization's objectives and goals thus enhancing productivity just as stated by one of the respondents.

Downward communication flow has a positive effect on the workers' performance in a way that workers get to know what their employers expect from them. This was shown in table 1 where an average mean of 3.83 and a standard deviation of 0.761 were obtained. This furthermore gave 47 respondents agreeing with the statement that communication is most effective if it is directly from the top.

The findings from the regression showed that the adjusted R square was -0.001 meaning that the dependent variable (workers' performance) was negatively being affected by the independent variable (downward communication flow). However, the results showed that there is a relationship between the two variables thus obtained 11.6% as the R, which means the relationship.

5.1.3 Upward communication flow and workers' performance relationship

According to the study that was carried out and the results generated in table 2, the majority of the respondents agreed that upward communication has a positive effect on the workers' performance. This was shown in the average mean of 4.01 that was obtained in the research carried out. An average of the standard deviation of 0.691 was obtained. This was further shown in the regression

table 4 where the adjusted R square obtained was a positive. There is a positive effect of upward communication flow and workers' performance.

Still in table 3, a mean of 3.69 and a standard deviation were obtained after analyzing data. This was the lowest mean obtained under this table. This shows that not all respondents were in agreement with the statement. 7.1 (10.1%) disagreed that managers ability to get feedback from employees can improve on the organization's performance. This provided a standard deviation of 0.826 meaning that however much some respondents disagreed with the statement, there is a relationship between upward communication flow and workers' performance.

Through the regression analysis carried out during the study, further findings showed that adjusted R square was 0.146 meaning that the dependent variable (workers' performance) is positively affected the independent variable (upward communication flow). This is so because the adjusted R square is positive. There is a relationship between the two variables, which was indicated by R of 38.9% generated from the results. This showed that workers actively participate in upward communication flow to improve on their performance.

5.1.4 Lateral or horizontal communication flow and workers' performance relationship

All the respondents 70(100%) gave their views on how lateral or horizontal communication has influenced workers' performance in New Vision group of companies. Some of the replies were that it has increased on teamwork in the organization; it has promoted specialization in the organization, which has increased in the efficiency of the workers. A total of 51 (72.8%) of the respondents also agreed that lateral communication flow in New Vision Group of companies increases motivation through creating more employee empowerment, which leads to efficiency in

workers' performance with a mean of 4.06 and standard deviation of 0.740.

In table 5, 80% of the respondents agreed that sharing information horizontally is often more timely than upward communication flow in the organization. This has further been proven with a mean of 4.00 and standard deviation of 0.722 that shows that there is a relationship between the horizontal communication flow and workers' performance. This is in line with what some of the respondents stated as an advantage over other communication flows in the organization. They said that through horizontal communication flow, a worker gets instruction faster than when downward communication flow is followed.

In the regression analysis that was carried out, findings show that the adjusted R square obtained was 0.011, which is a positive. This shows that the dependent variable (workers' performance) is positively affected by the independent variable (lateral communication flow). Further findings showed that there is a strong relationship between the variables. This was shown with R of 16%, which was obtained.

5.2 Conclusions

The researcher found out that downward communication flow is crucial when it comes to workers' performance. This is shown with findings from the respondents that emphasized the point of workers knowing the organization's objectives and goals. Furthermore, the researcher found out that through downward communication, the organization is able to communicate what it expects from its workers thus avoiding errors at the work place and improving on the workers' performance.

The researcher found out that through downward communication, the workers know what they have to do. This is either through delegation of work to different workers or through ability to

carry out the work that is in the organization. This avoids scenarios of having many workers not knowing what to do at a particular time.

Findings from the study show that upward communication flow enhances corporation in the organization of New vision group of companies. This is in line with what some respondents stated that effective upward communication flow avoids strikes and riots in an organization. This is so because the workers' issues are heard clearly and addressed promptly.

Upward communication flow in New vision group of companies not only works among lower workers, it also works among top officials since they also have employers to report to like the shareholders. This was found out when some directors of the company agreed that through upward communication, the employers get feedback on whether what they communicated to workers was paid attention to and put to practice. The findings show that all employers need upward communication flow as long as they have someone they report to who is above them in an organization hierarchy.

Basing on the second objective, workers are able to air out challenges they are most likely to face while achieving the organizational goals and objectives. This has helped them in avoiding mistakes and wastage of the organization's resources while trying to improve their performance. This is another finding that the researcher found through the various respondents who showed how upward communication flow affects the performance of workers.

Findings show that lateral communication enables workers to carry out their various activities efficiently and effectively. Thus, communication flows in an organization have a positive effect once handled well and a negative effect once ignored on workers' performance. This is so because

lateral communication in New Vision enhances teamwork, which enables efficiency and effectiveness in the workers' performance and once it is ignored, little or no work will be done.

Furthermore, the researcher found out that lateral communication flow in an organization like New Vision group of companies prevents boredom among the employees in the various departments. This further more makes workers love what they are doing thus being motivated among each other while at work.

The researcher found out that for workers' performance to yield better results for an organization like New Vision group of companies, all the three variables of communication flows have to be maintained. This is so because it is through downward communication flow instructions, organization's objectives and goals are communicated to workers. It is through the upward communication flow that workers will air out their challenges preventing them to perform as they are expected and finally it is through lateral communication flow that workers are able to coordinate among each other and perform as expected.

5.3 Recommendations

Communication flows are very vital to any organizations that are both coming up and those that have already been established, but the way to pass on the communication in an organization also matters.

In regards to upward communication in the New Vision group of companies, the organization should put up more platforms through which workers can easily pass on what they want to communicate to their superiors. Apart from the suggestion box that have been put up for workers suggestions, monthly meetings should be held with the organizations' workers to air out what affects the workers and what should be done to improve on their performance.

The organization of New vision group of companies should encourage the sharing of information among employees on the same level of working or performance. This will increase on the teamwork and thus enhance efficiency in the organization like new Vision group.

The top administrators should be able and ready to welcome suggestions from the low-level employees in case they are to come up with suggestions on how to improve their performance in the organization of New Vision group of companies.

Delegating responsibilities to employees should be maintained in an organization like New Vision Group of companies. This enhances motivation among the employees and a feel that they are trusted with some organization's activities. This enables employees to work without any doubt about their employers of lacking the trust in them.

5.4 Areas for further studies

Further studies should be done on communication media used in the organization to ensure that there is effective and continuous flow of the information in an organization. During my research, I was not able to do it because it required more time than what was allocated. Another area for further studies is whether critical formal/informal communication conflicts exist in an organization. Another area that needs emphasis is the communication media that are used in ensuring efficient communication in the organization. Various organization use different media to transmit their communications to their workers. How do the various communication media used affect the mode of delivery or performance of workers in an organization?

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APPENDICES

Appendix I: Questionnaire

SELF ADMINISTERED QUESTIONNAIRE ON EFFECT OF COMMUNICATION FLOW ON WORKERS' PERFORMANCE

Dear Respondents, I am a student at Uganda Martyrs University in the faculty of Business Administration and Management. The research is about effect of communication flow on workers' performance in New Vision Group of companies. I hereby kindly request you to participate in this research by answering below. All gathered information will be kept confidential.

I will be grateful for your cooperation.

SECTION A

1. Name of the group. (Bukedde, New Vision, Urban T.V)

2. Position held by respondent in the organization

For the following questions, tick the most appropriate box

3. Age group

(a) Below 40 years

(b) Between 40-45 years

(c) Between 46-50 years

(d) Above 50 years

4. Gender for respondent

Male

Female

5. How long have you worked for organization?

(a) Below 5 years

(b) Between 5-10 years

(c) Between 11-15 years

(d) Above 15years

In section B, C, D, E the following scale will be used to answer the questions.

Tick in the appropriate box basing on the scale.

Scale	1	2	3	4	5
particulars	Strongly disagree	Disagree	Not sure	Agree	Strongly agree
	SD	D	NS	A	SA

SECTION B:

Downward communication flow

Statements	SD	D	NS	A	SA
Downward communication follows the organization's hierarchy.					
Organizational discipline and member compliance is much easier to maintain during downward communication.					
Downward communication offers efficiency of workers					
Productivity is not better because of inefficiency in downward communication.					
Downward communication is most effective if top managers communicate directly with immediate supervisors.					
During downward communication, increasing the power of immediate supervisors increases both satisfaction and performance among employees.					
Downward flow results in the recipients taking action or otherwise behaving in accord with the communicators' expectation.					
Subordinates react most effectively to those matters that they judge to be of greatest personal interest to the boss during downward flow.					

9. Is delegation much easier if it comes directly from the downward communication structure representing the chain of command? YES or NO? If YES, give reason(s)

SECTION C

Upward communication flow

Statements	SD	D	NS	A	SA
Managers can get feedback from employees that can help improve organizational development.					
High level of organizational performance requires effective upward vertical communication.					
Employees can be instrumental in forming new policies or changing those that are outdated.					
Upward communication leads to a more committed and loyal workforce in an organization					
The managers get to know about the employees feelings towards their jobs, peers, supervisor and organization in general.					
Upward communication faces barriers when lower-level employees have different educational backgrounds.					
Complaint and suggestion box, job satisfaction surveys etc. all help in improving upward communication					
Managers who encourage upward communication foster cooperation.					

18. Are communication flows positively associated with various firm performance indicators?
YES or NO? If YES, give reason(s)

SECTION D

Lateral or horizontal communication flow

Statements	SD	D	NS	A	SA
Collaborating horizontally is often more timely, direct, and efficient than up or down communication.					
Horizontal communication problems occur because of territoriality, rivalry, specialization, and simple lack of motivation.					
Lateral communication flow increases motivation through creating more employee empowerment.					
Since it happens between people with equal amounts of power and prestige, lateral communication is voluntary and discretionary.					
Sharing information, solving problems, and collaborating horizontally is often more timely.					

Lateral communication flow produces a higher quality of information exchange.					
Members coordinate tasks, work together, and resolve conflicts.					

26. How has lateral or horizontal communication influenced workers' performance in New Vision group of companies?

SECTION E

Workers' performance

Statements	SD	D	NS	A	SA
Efficient organizing involves finding out what work will be due and which one to be done in time.					
Gives employees secure, consistent access to information to improve on their productivity.					
Effective communication flow is needed for management to develop and sustain a competitive advantage.					
Communication flow is essential to effective team performance and communications for any organization					
Managers evaluate how an organization will achieve its goals and take action to improve performance through right channels of communication.					
Communication flow is another way to monitor the performance of individuals.					
Communication flows give employees secure, consistent access to information to improve on their productivity.					
Team members communicate among themselves to find out what each one is up to in terms of work.					

35. Does communication flow Increase productivity and save both time and money? YES or NO.
If yes, give reason(s) for your answer.

SECTION F:

36. Does communication help to improve workers' performance? If so how?

Thank you for participating in this research.

Appendix II: Krejcie and Morgan tables

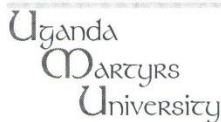
Table for determining sample size from a given population

N	S	N	S	N	S	N	S	N	S
10	10	100	80	280	162	800	260	2800	338
15	14	110	86	290	165	850	265	3000	341
20	19	120	92	300	169	900	269	3500	246
25	24	130	97	320	175	950	274	4000	351
30	28	140	103	340	181	1000	278	4500	351
35	32	150	108	360	186	1100	285	5000	357
40	36	160	113	380	181	1200	291	6000	361
45	40	180	118	400	196	1300	297	7000	364
50	44	190	123	420	201	1400	302	8000	367
55	48	200	127	440	205	1500	306	9000	368
60	52	210	132	460	210	1600	310	10000	373
65	56	220	136	480	214	1700	313	15000	375
70	59	230	140	500	217	1800	317	20000	377
75	63	240	144	550	225	1900	320	30000	379
80	66	250	148	600	234	2000	322	40000	380
85	70	260	152	650	242	2200	327	50000	381
90	73	270	155	700	248	2400	331	75000	382
95	76	270	159	750	256	2600	335	100000	384

Note: “N” is population size

“S” is sample size.

Appendix III: Introductory Letter



making a difference

Office of the Dean
Faculty of Business Administration and Management

Your ref.:

Our ref.:

Nkozi, 10th April, 2017

To Whom it may Concern

Dear Sir/Madam,

Re: Assistance for Research:

Greetings and best wishes from Uganda Martyrs University.

This is to introduce to you KAMOGA-HAN CHARLES who is a student of Uganda Martyrs University. As part of the requirements for the award of the Degree of Bachelor of Science Accounting & Finance of the University, the student is required to submit a dissertation which involves a field research on a selected case study such as a firm, governmental or non governmental organization, financial or other institutions.

The purpose of this letter is to request you permit and facilitate the student in this survey. Your support will be greatly appreciated.

Thank you in advance.

Yours Sincerely,

Mr. Segawa Edward
Associate Dean

