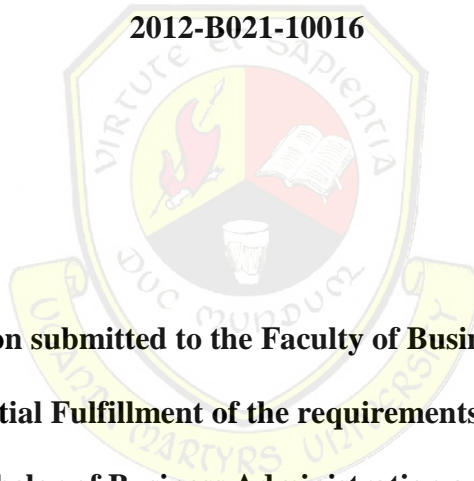


**ROLE OF COMMUNICATION TO EMPLOYEE PERFORMANCES IN
ORGANISATIONS**

CASE STUDY: STANDARD SIGNS (UGANDA) LIMITED

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DEDICATION

This dissertation is dedicated to my beloved parents Mr. Wandera Wycliffe and Ms. Nasirumbi Victoria, my beloved siblings Vanessa, Vera, Wayne, Eunice, my beloved nephew Joel and my beloved late sister Precious..

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ABSTRACT

This study sought to examine the role communication plays to influence employee performance in Standard Signs (Uganda) Ltd as the case study. Communication in organizations has not been given the credit it deserves as regard to contributing towards the performance of the employees as well as the organization at large. The study is expected to contribute to the body of knowledge and evidence necessary as regards to underlining the importance of communication as a core contribution factor towards enhancing effectiveness and efficiency in performance. The objectives of this study were; to examine the types of communication in Standard Signs (Uganda) Ltd; to examine the impact of verbal communication on employee performance in Standard Signs (Uganda) Ltd and to ascertain the influence non-verbal communication has on employee performance in Standard Signs (Uganda) Ltd.

The study employed quantitative and qualitative approaches of data collection and analysis. A sample of 44 employees from Standard Signs (Uganda) Ltd was studied. Qualitative and quantitative data was collected using semi-structured questionnaires, interview guides and use observation methods.

The researcher found out that effective communication is what keeps organizations performing effectively. this study, the researcher recommended that managers need to attach more value to communication to enable them get the best out of their subordinates.

The researcher found out that there were two types of communication used in Standard Signs (Uganda) Ltd namely; verbal and non verbal communication. It was concluded that the functioning of verbal communication is mostly complimented by the existence of non verbal communication. The researcher recommended that the organization does sensitize the employees on how the types of communication complement each other to aid effective employee and organization performance.

The researcher in regard to the impact of verbal communication on performance found out that verbal communication through its dimensions of oral and written communication impacts employee performance. Oral forms of communication include face to face interactions, training, meetings while the written communication forms are use of memos, bulletin boards, electronic mail. The researcher concluded that the effective use of these forms of communication has a positive impact on the employee performance. However he recommended the effective flow of communication through upward, downward and sideward communication flow within the organization.

The researcher in regard to the impact of non verbal communication on performance found out that non verbal communication occurs within various forms in the organization that is to say; hidden features of speech, facial expressions, visual behaviors, physical contact and territoriality. It was concluded by the researcher that non verbal communication to a large extent indirectly impacts the performance of employees since most employees do not tend to notice it existence and role towards performance. The researcher hence recommended the sensitization of employees about non verbal communication, its importance in the organization and the role it plays towards employee and organization performance .

CHAPTER ONE

INTRODUCTION

1.0 Introduction

One of the roles of Managers in organizations is to communicate to their employees in one form or another that is to say through meetings, face-to-face discussions, memos, letters, e-mails and reports. However, at the same time, employees have found communication of great value and a necessity as well as an important part of their work. In changing business phenomena where service workers are outnumbering production workers there is need for more emphasis on greater collaboration and teamwork among workers in different functional group. The human resource function however constitutes the biggest challenge because unlike the other organization functions, employee management demands skillful handling of thoughts, feelings and emotions to secure highest productivity. Communication is hence a major challenge for managers because they are responsible for providing information, which in the end has to result into efficient and effective performance in organizations. This chapter presents the background to the study, problem statement, purpose of the study, objective of the study, research questions, scope of the study and significance of the study.

1.1 Background of study

A requirement of communication is needed to coordinate the production process which enhances the transformation of capital and labor into products and services in a production function. It further analyses that the level to which an organization is successful depends on the influence of managers/supervisors on their subordinates into doing what the organization demands of them so as to obtain the organization goals and objectives which calls for a

communication channel to link up the supervisor and his/her subordinates(Laudon and Laudon 1998).

Communication is a requirement to achieve coordinated results amongst individuals unlike the individual independent actions which may be for the individual good neglecting the organization policies and instructions consequently leading to poor presentations in an organization on an individual basis. Communication enables the coordinated results through collective action whereby people come together and table ideas, discuss about them and then agree upon them Collective action enables the organization to come up with a variety and many ideas to contribute to the success of the organization hence the enabling the development of synergy, (Armstrong2001)

Communication is the lifeblood of organizations since it enhances the growth of effective relationships between and amongst individuals and groups which are a major requirement and factor to the functionality and survival of organizations (Harris and Nelson 2008)

1.2 Problem statement

In various organizations, the poor employee performance is often related to other factors such as laziness, attitudes, salary levels of employees, motivation factors, working conditions and other related factors. To a large extent communication is not taken into consideration as an important incentive towards the performance of employees. However in organizations where there is inadequate flow of information, workers are not or less informed about the desires and intentions of the management and the organization at large therefore they are not or less aware of the organization's mission, policies, strategies, goals and objectives. Workers are also not given adequate information about their job descriptions in terms of employment, job instructions, quality standards, work roles and authority. This leaves the workers unaware of what they have to achieve, how they are to achieve it and when to achieve it hence causing

low performance levels. On the other hand management is not aware of the support the employees need to enable them perform or continue performing effectively hence as result leading to the neglecting of worker's needs , feelings, work progress, achievements, required resource support, suggestions for improvement and unsolved problems. This negligence or oversight affects performance hence inefficiency.

Although managers spend most of their time communicating (e.g., sending or receiving information), one cannot assume that meaningful communication occurs in all exchanges Based on this background that the researcher wants to find out the extent to which communication has an impact on the performance of employees

1.3 Broad objective

To find out the role communication plays to influence employee performance in Standard Signs (Uganda) Ltd

1.3.1 Specific objectives

- Examine the types of communication in Standard Signs (Uganda) Ltd?
- Examine the impact of verbal communication on employee performance in Standard Signs (Uganda) Ltd?
- Ascertain the influence non-verbal communication has on employee performance in Standard Signs (Uganda) Ltd?

1.4 Research questions and hypothesis

1.4.1 Research questions

- How relevant are the types of communication to employee performance in Standard Signs (Uganda) Ltd?
- To what extent does verbal communication influence employee performance in Standard Signs (Uganda) Ltd?
- Does non-verbal communication affect employee performance in Standard Signs (Uganda) Ltd?

1.4.2 Research hypotheses

- Adequate flow of communication an important incentive to employee performance in Standard Signs (Uganda) Ltd.
- Verbal communication has an impact on employee performance in Standard Signs (Uganda) Ltd.
- Non-verbal communication has an impact on employee performance in Standard Signs (Uganda) Ltd.

1.5 Significance of study

- The research study will contribute towards better management of employees to enhance employee performance through communication.
- The research study will enable managers increase the productivity of employees through effective communication.

- The study to an extent will enable organizations to establish communication networks that take into consideration the diverse perspective of employees to enhance performance.
- The research study will make a contribution to the existing literature in both the fields of communication and employee performance
- The research study is a partial requirement to the researcher's award of a bachelor's degree in Business Administration and Management of Uganda Martyrs University

1.6 Scope of study

The research was carried out at Standard Signs (Uganda) Ltd located at Plot 2065 Kasokoso Road- Kireka Kampala near Mandela National Stadium (Namboole). The variables of my study are Communication whose dimensions are verbal and non-verbal communication and Employee performance whose dimensions are profits, turnover, achievement of objectives and goals and employee efficiency. The researcher mainly focused on the three (3) years to gather the information that is from 2012 to 2014. The researcher focused on the period to find out the impact of communication on employee performance in Standard Signs (Uganda) Ltd.

1.7 Justification of study

Organizations seek people who can follow and give instructions, accurately listen, provide useful feedback, get along with coworkers and customers, network, provide serviceable information, work well in teams, and creatively and critically solve problems and present ideas in an understandable manner. Developing communication awareness and effectiveness amongst employees is much more than just giving them instructions about how to carry out their jobs but also involves knowing how to create and exchange information, working with diverse groups and individuals, communicating in complicated and changing circumstances,

as well as having the aptitude or motivation to communicate in the appropriate manner. Therefore an employee with skill and knowledge will not be as effective as required if he/she is not directed on how and when to apply the knowledge and skills. Hence communication is bound to play a role that bridges the employee's skill and knowledge towards achieving effective performance of an employee. Through communication we make known our needs, our wants, our ideas, and our feelings. The better we are at communication, the more effective we are at achieving our hopes and dreams (Alessandra, Hunsaker, 1993).

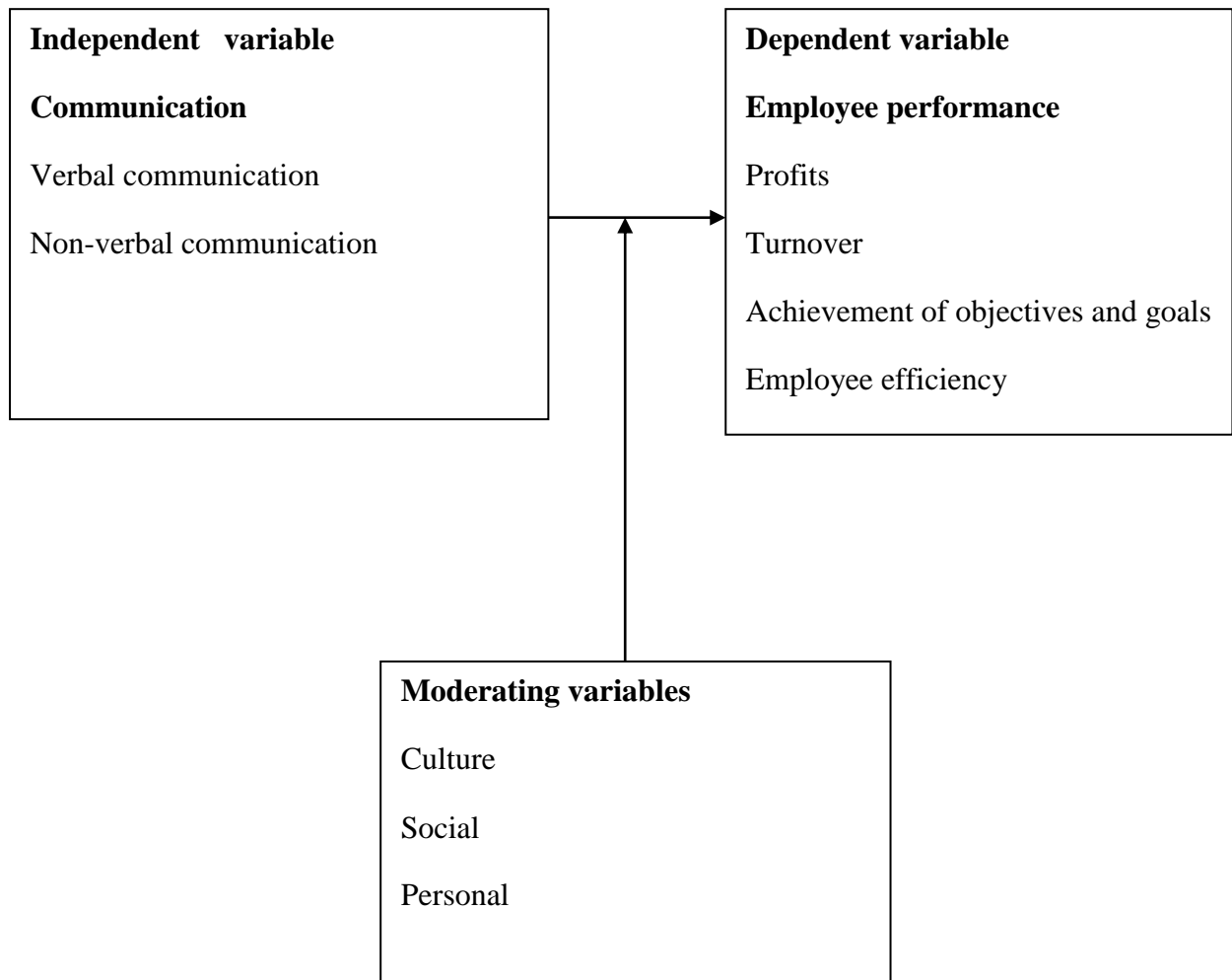
1.8 Conceptual framework

The conceptual framework elaborates the relationship between communication and employee performance. The assumption to be used for this conceptual framework is that efficient communication has a positive impact on the employee performance.

The independent variables of verbal and non-verbal communications affect the independent variables of profits, turnover, achievement of objectives and goals and employee efficiency and therefore the performance of the dependent variables is affected by the efficiency or inefficiency of the independent variables. However the relationship between the independent and dependent variables is affected by the moderating factors such as culture, social and personal

Communication with people of different cultures is very challenging. Culture provides people with ways of thinking, seeing, hearing and interpreting the world in a certain line of perspective and hence same words can mean different to people from different cultures. This if not handled properly increases the potential of misunderstanding interfering with the performance of the employee and organization at large in terms of profits, turnover and attainment of organizational goals and objectives.

Figure 1: Conceptual model



Source: Developed by the Researcher after reviewing literature

1.9 Definition of key terms

Communication; the activity or process of expressing ideas and feelings

Verbal communication; the activity or process of expressing ideas and feelings relating to words spoken or written

Non verbal communication; the activity or process of expressing ideas and feelings not involving words or speech.

1.10 Conclusion

The chapter presented the background to the study, problem statement, purpose of the study, objective of the study, research questions and hypothesis, scope of the study, significance of the study, justification of the study and the conceptual framework. The chapter lays a stepping stone for the other chapters.

CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

This section presents the views of the authors and writers on the role of communication to employee performance. The data is mainly collected from textbooks, articles, newspapers, websites and journals. The discussion follows the objectives of the study; to examine the types of communication in Standard Signs (Uganda) Ltd; to examine the impact of verbal communication on employee performance in Standard Signs (Uganda) Ltd and to ascertain the influence non-verbal communication has on employee performance in Standard Signs (Uganda) Ltd.

2.1 Communication

In every society, humans have developed spoken and written language as a means of sharing messages and meanings. The most common form of daily communication is interpersonal- that is, face-to-face, at the same time and in the same place (Encarta, 2005).

According to Cole 1991, communication is the process of creating, transmitting and interpreting ideas, facts, opinion and feelings hence it involves a mutual interchange between two or more people. He mentions the various ways organizations view or think of communication that is to say; media of communication e.g. reports, memos, skills of communication e.g. giving and receiving instructions, chairing meetings and organization of communication e.g. chain of command.

According to Etzel et al 1997, communication can be either verbal or non verbal transmission of information between one wanting to express the idea and the other expecting to receive the idea. Fundamentally communication requires only four requirements that is to say; the

message to be transmitted. Source of the message, communication channel to be used for transmission and the receiver.

Naylor 1999 defines communication as capturing a wide range of behavior or narrowly concentrating on a specific and major process. Communication varies whereby some describe it as any understanding transmitted from one party to the other while others only treat intended meanings as communication is further described as what the sender does and for others and hence it is the creation of a dialogue between the originator and the audience.

Jones et al 2004 states that organizational capabilities are developed and enacted through intensely social and communicative process hence communication helps individuals and groups coordinate activities to achieve goal. It is also vital in socialization, decision making, problem solving and changing management processes.

According to Keyton 2011, communication is a process of transmitting information and common understanding from one person to another. He states the word communication is derived from a Latin word 'communis' which means common. The definition underscores the fact that unless a common understanding is derived from the exchange of information, there is no communication.

“Communication is the process of conveying the message from one person to the other (Weick and Browing, 1986), however it is very important that the recipient of the information understands the message from the sender.

According to Johns (1996, p. 63), communication is the process by which information is exchanged between a sender and a receiver.

Gordon (2002, p. 213) explains that communication involves the exchange of information, including facts, assumptions, behaviors, attitudes, and feelings, between two or more parties.

2.1.1 Communication Process

Communication process is the procedure where a sender and a receiver communicate. This scheme incorporates the “encoding-decoding” operations and describes the usual transfer of the message. McShane and Von Glinow (2003). The process of communication involves several elements: the sender, the message, the medium, and the recipient. Communication flows from the sender which is the source of the communication (be it an individual or a group). He sends off the message to the recipient using a particular medium. Communication within an organization involves different immediate conversations, memos, printouts and schemes depending on the content and the aim of the message which the sender wants to convey to the recipient. The recipient then attempts to understand which message the sender wants to convey. However the communication process may sometimes be interrupted by a noise in the communication channel, which can impede the communication. The problem which often appears within the organization is getting information overload which leads to a burden, so therefore it is important to take account of selecting only the relevant information. Communicational flow in the organization can develop into many different directions: upward communication, downward communication and sideward communication.

Communication barriers can pop-up at every stage of the communication process (which consists of sender, message, channel, receiver, feedback and context) and have the potential to create misunderstanding and confusion. To be an effective communicator and to get your point across without misunderstanding and confusion, your goal should be to lessen the frequency of these barriers at each stage of this process with clear, concise, accurate, well planned communications (Fowler & Manktelow, 2005).

2.2 Employee performance

Performance is defined as accomplishment or output in a productivity of system in the form of service or goods (Swanson, 1999). It provides the employee with specific expectations for each major duty. The observable behaviors and actions of employee explain what are needed in a jobs needed and results that are expected for satisfactory job performance.

According to Dowling *et al* 2008, Grobler *et al* 2006, Armstrong & Murlis 2004, Cheminais *et al* 1998, an organization will invest in specific human resources in order to meet its goals and objectives. It hence requires continual reassessment, evaluation and capacity building within the work context in order to sustain performance at the expected level or surpass organizational expectations. Reassessment, evaluation and capacity building of individuals should therefore be interactive and participatory and strive to give information as well as elicit feedback between the employer and the employee.

A human resource is not an inanimate object. Human beings have feelings, emotions, opinions and frames of reference that are unique to each and every individual diversifies their control as a way of get the best out them in terms of performance.

The management of employees on matters concerning performance can result in highly complex and emotion-filled decisions. Motivation of the employee is an important factor that may ensure that employees remain focused on the organization's goals and objectives. This includes work-based and external training, employee participation in the organization's decision-making, remuneration, perquisites and benefits, the physical environment, challenging work, individual growth and personal development among other creative employee performance enhancing approaches.

Hunter (1984) pointed out that job performance is of interest to the organizations because of the importance of high productivity in the workplace.

2.3 Types of Communication in Organizations

2.3.1 Verbal communication

When people ponder the word communication, they often think about the act of talking. We rely on verbal communication to exchange messages with one another and develop as individuals. The term verbal communication often brings out the idea of spoken communication, but written communication is also part of verbal communication that is to say by reading a book, one is decoding the authors' written verbal communication in order to learn more about communication. Verbal communication is about language, both written and spoken which emphasizes the use of words though many people mistakenly assume that verbal communication refers only to spoken communication. However verbal communication occurs through channels that is to say formal and informal communication and involves a communication process which ensures the adequate flow of communication from the source to the target recipient.

2.3.1.1 Oral communication

The spoken word is the main code of the communication. Formal discussions and informal rumors are some of the forms of oral communication. Usual channels of oral communication are phone, video, and face-to-face conversations. There are some advantages of oral communication over other forms of communication, namely the speed of conveying the information and feedback. The disadvantage, however, is the possibility of distorting the original message.

In the business world oral communication plays a great role. Oral communication is hence the most effective mode of communication when communication is urgent and an immediate response is needed. It is less formal than written communication and can achieve better understanding because oral communication can combine with non-verbal communication to provide total interaction.

2.3.1.2 Written communication

In relation to the oral communication it is tangible whereby it is much easier to verify the data. One of its disadvantages is that it takes up more time compared to the oral communication and there is not a direct feedback. The written form of the communication is attached to some sort of technology which enables us to convey the information (computers, paper, pen...).

When both online and offline communication media are available, employees may choose different media to interact with others based on their preferences. Some may feel more comfortable using an offline medium, whereas others may prefer to use an online medium or both (Hollingshead et al. 1993; Sproull and Kiesler 1986; Walther 1995)

Gordon (2002, p. 225) indicates that superior-subordinate communication involves sending messages to people lower in the organization's hierarchy. This implies the flow of information from management to employees. Managers need to seek ways to share information, provide job guidelines, set goals, solve problems, explain organizational policies and give feedback regularly.

2.3.1.3 Forms of verbal communication; Formal and Informal communication

According to Shermerhorn et al 1998, formal communication channels follow the chain of command established by an organization's hierarchy of authority since formal

communication channels are recognized as official and authoritative hence it is typical for written communications in form of letters, memos, and policy statements to adhere to.

Informal communication channels exist outside of the formal channels and hence do not adhere to the organization's hierarchy of authority because it diverges from them by skipping levels in the hierarchy or cutting across the vertical chain of command.

Formal communication is a systematic and formal process of information transmission in spoken and written form planned in advance, and adjusted with the needs of the organization(Fox; 2001) While informal communication does not follow the line determined in advance, but there is an undisturbed communication between particular groups within the organization..

Verbal communication flows in two directions in the organization: vertically and horizontally. Vertical communication is concerned with communication between employees at different hierarchical levels in the organization. It focuses on upward and downward communication between managers and employees. Horizontal communication is concerned with communication between employees at the same level in the organization

2.3.1.4 Flow of verbal communication

Upward communication

This one goes up the official hierarchy, from the lower to the higher level in the organization. Information comes from the subordinates to the superiors. It is mostly used for sending information associated with the proposals system, employees' opinion, work insight, attitudes and problems of the employees. It is important to secure the freedom of communicating (undisturbed information flow) since the main drawback of the upward communication is message filtering. Upward communication allows employees to point to the internal

contradictions and problems that beset their organizations (Tourish, Craig, & Amernic, 2010).

It influences personnel and operational decisions, as well as adjustments in policies and strategy (Glauser, 1984).

Downward communication

Flows from the higher to the lower levels in the organization, it is characteristic for giving orders, broadening of ideas and communicational knowledge. It takes up a lot of time, but its most common problem is the loss or denying of information on the path through the chain of command; very often there is misunderstanding of the directions, therefore a backward connection has to be established in order to confirm the transmission of correct and full information. Downward communication serves to provide employees with directives, policy statements, and performance feedback (Katz & Kahn, 1966).

Sideward communication

Horizontal communication appears among people of the same status within a department or among different working units, whereas the diagonal communication appears among people of the different status who are not formally connected in the organizational communication system. Fox; 2001.

2.3.2 Non verbal communication

Non-verbal communication is a primitive form of communication that does not involve the use of words. It rather uses gestures, cues, vocal qualities or spatial relationships to convey a message. It is commonly used to express emotions like respect, love, dislike, unpleasantness.

According to Robbins (1995, p. 355), nonverbal communication is communication without the use of words. Nonverbal communication implies the transmission of information that

cannot be spoken, written or typed on a computer. Nonverbal communication refers to gestures, facial configurations, body movements and voice tones. Non-verbal communication enhances the effectiveness of the message as gestures and body language are registered easier and quicker with the audience than verbal communication.

2.4 Impact of Verbal communication to Employee performance

Communication plays a vital role in designing rules, regulations and responsibilities, and presenting to the members of the organization. Kreps 1990 observes that communication in an organization serves to establish managerial control, provide workers with job instruction, and enable managers gather information for planning and hence communication is involved in all types of managerial functions. Managers develop strategies to achieve goals, construct relevant messages and then transmit through different channels for conversations with employees and workers. Poor planning may be the result of poor communication and it always results in the failure of the accomplishment of the goals which becomes the reason for dissatisfaction at workplace. Similarly, if employees are not told about organizational strategies and their responsibilities, they cannot perform effectively. Employees need to understand and coordinate their work activities; but if information is poorly communicated to them or they lack to communicate themselves, they cannot understand the task which leads to the confusion and to the job not being done or not completed properly. Therefore, poor communication decreases their satisfaction with the work. As people work together they develop some important formal and informal relationships with each other. All people are of different personalities and natures, their thinking, perception, and view points are also different. They therefore cannot understand each other until and unless they effectively communicate.

Access to novel information or new ideas may help better accomplish tasks in one's job because new ideas may broaden an employee's horizons such that he or she could apply different approaches or refine existing approaches to resolve problems. In the workplace, being creative and thinking outside the box has been found to be effective in contributing favorably to performance (Gilson et al. 2005).

According to Johns (1996, p. 20), various studies show that 20% to 50% of a manager's time at work is spent in verbal communication and when communication through paperwork is added, these figures increase to between 29% and 64%.

According to Jim Lukazewski (2006), "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? Little understanding of relationships leads to the little satisfaction. People want open communication channels and a system of common understanding.

Job satisfaction is concerned with various aspects, one of which is salary/income of employees, but a study has found that employees in small businesses are more satisfied than those working in large organizations even though large business employees receive higher incomes and benefits than small business employees. It is because of the levels of communications and trusts that are easier to achieve at small workplace settings as there are fewer people to inform and share information.

According to Black Enterprise, Charles, 1998, Communication, the heart of business, is the most important of all entrepreneurial skills. The destiny of the business depends on the

quality of your relationships. Your ability to transmit information helps both clients and employees feel they can communicate with and ultimately trust you.

According to Brennan, 1974, Personal relationship is what organizations are all about or should be. An organization, whatever its size, mission, or motive is merely a collection of people assembled to pursue a common objective. An organization functions through its people, who in turn function through communication.

Brennan 1974 further recognizes that employees have their own sources, their own information system, separate from the management channels. These usually carry the news ahead of communications from management. That system transmits information indiscriminately. Fragments, rumors and gossip, may not always operate in the best interests of the organization, but it does provide a check-point when management fantasies are disguised as information. Furthermore, it enables employees to participate in the communication process, and it fills their need for information which at least seems to come from a credible source which is more likely another employee.

Brennan 1974 also acknowledges that employees like all people require outlets for their thoughts and feelings hence one does not have to conclude about the relative absence of employee complaints as a positive sign. Employees may be expressing themselves through other channels: meetings with fellow employees, union representatives or through passive-aggressive behavior such as work slowdowns, carelessness, tardiness, absenteeism, and apathy. These can be symptoms that employees feel other means of participation are unavailable to them.

According to Nichols & Stevens, 1999, the skill of listening becomes extremely important when we talk about "upward communication." There are many avenues through which

management can send messages downward through a business organization, but there are few avenues for movement of information in the upward direction.

USA Today, 2002, puts emphasis on the power skilled communicators who are able to build rapport with coworkers and business associates, which can help move projects along more efficiently. They know whose expertise to tap when they need assistance and are adept at resolving conflicts and building consensus among team members.

According to Daedalus, 1996, One's effectiveness in employing the attributes of leadership and the strengths of a company is enhanced by one's aptitude for communication. When leaders and managers are better understood and appreciated, they are followed and supported.

Jones et al.2004 discusses how relationships grow out of communication, and the functioning and survival of organizations is based on effective relationships among individuals and groups. In addition, organizational capabilities are developed and enacted intensely through the communicative processes.

Communication helps individuals and groups coordinate activities to achieve goals, and it's vital in socialization, decision-making, problem-solving and change-management. It also provides employees with important information about their jobs, organization, environment and each other.

When knowledge is transferred effectively, employees are more likely to leverage it to enhance job performance. In the absence of contextual information, the communication partners will find it difficult to gain a better understanding of each other, thus increasing the difficulty in transferring complex knowledge (Becker-Beck et al. 2005).

According to Gray & Laidlaw, 2004; Muchinsky, 1977; Tsai, Chuang, & Hsieh, 2000, employees who have open lines of communication with managers are more likely to build

effective work relationships with those managers, to increase their organizational identification and enhance their performance, and to contribute to organizational productivity.

The effective implementation of organizational strategies and human resources (HR) policies depends on open two-way communication between management and employees (Goggin, Bowman, Lester, & O'Toole, 1990; Tourish, 2005)

Timely access to important knowledge or advice plays a critical role in affecting knowledge seeking (Borgatti and Cross 2003) and subsequent job performance (Sparrowe et al. 2001). In today's business context, pressures of ever shorter time-to deliver are salient (Vidgen and Wang 2009). When employees have questions about work-related problems and ask for advice from other employees, it is important for them to receive advice or knowledge in a timely fashion such that they can resolve problems and accomplish their assignments before deadline.

Managers should therefore resolve employee uncertainty by communicating "everything they can" to avoid that employees feel less valuable and become less committed to the firm (BusinessWeek, 2000; Keye and Jordan-Evans, 2008).

According to Schultz (2003, p. 119), organizations cannot function without the support of effective and adequate communication systems. Orders and policies must be transmitted, team spirit and cooperation built, problems and their solutions identified. Employees must clarify directives, provide feedback and communicate their problems, while team members need to share feelings, solve problems and resolve conflicts.

2.4 Impact of Non verbal communication to Employee performance

Givens (2002) stated, "Tone of voice reflects psychological arousal, emotion, and mood. It may also carry social information, as in a sarcastic, superior, or submissive manner of

speaking. Furthermore, proper use of tone by managers/supervisors while communicating to employees is very essential and useful and creates interest and curiosity amongst the employees. He also says that body movements, postures, or material artifacts encode or influence a concept, motivation, or mood (thus, a gesture is neither matter nor energy, but information). In its most generic sense is a sign, signal, or cue used to communicate in tandem with, or part from words. Gestures include facial expressions, clothing cues, and body movements.

Communication behavior such as facial expression, eye contact, vocal expression, and body movement is crucial to the superior-subordinate relationship (Teven, p. 156).

Nonverbal messages play a central role in interpersonal interactions with respect to impression formation, deception, attraction, social influence, and emotional expression (Burgoon, Buller, & Woodall, 1996). Nonverbal immediacy from the supervisor helps to increase interpersonal involvement with their subordinates impacting job satisfaction.

Mason (2003) stated, "It is essential that you are heard. If you do not achieve this basic objective, then everything else is irrelevant. You must adjust your voice according to the audience and the room. If a few people are gathered in a small room, then something close to a normal conversational tone will be used. If there is a large group of people you must raise your voice and project it. He further states that the human species value open, engaging eye contact, such as is normally found in a conversation between friends. It is subconsciously taken as an indication of confidence, authority and sincerity.

Argyle, 1988 defines personal space as the space an individual maintains around him or herself, while territory is a larger area an individual controls that can provide privacy (for example, an office or a specific chair in the conference room). Invading another's territory may cause that person discomfort and the desire to defend his or her space and hence by turning away or creating a barrier. Culture partly influences the way that individuals use space. He further argues that the most important non-verbal channel for expressing attitudes and emotions to other people is the face.

The manner in which supervisors communicate their subordinates may be more important than the verbal content (Teven, p.156).

Communication has been shown to be related to interpersonal and informational justice perceptions (Kernan & Hanges, 2002).

The quality of communication by an organization or manager can improve justice perceptions by improving employee perceptions of manager trustworthiness and also by reducing feelings of uncertainty (Kernan & Hanges, 2002).

It is important that the information provided be accurate, timely, and helpful in order for the impact on justice perceptions to be positive (Schweiger & DeNisi, 1991).

Bargoon, Coker and Coker (1986) emphasizes that eye contact is important and that even in the case of a "positive" verbal message, gaze aversion may lead the receiver to perceive an overall negative message. Specifically, gaze aversion conveyed non affection, superficiality, lack of trust and non receptivity. Devin-Sheehan, & Allen, 1978; O'Hair, Cody,& McLaughlin, 1981 also confirm that nonverbal behaviors can be used to predict truth or deceit in the sender.

O'Rourke (2004) stated, "Communication experts have established the fact that less than a third of the meaning transferred from one person to another in a personal conversation comes from the words that are spoken. The majority of meaning comes from nonverbal sources, including body movement; eye contact; gestures; posture; and vocal tone, pitch, pacing, and phrasing. Other messages come from our clothing, our use of time, and literally dozens of other nonverbal categories.

Bovee *et al* (2003) stated, "When communicating orally, pay attention to your nonverbal cues. Avoid giving other conflicting signals. For instance, if you tell an employee that you are free to talk to her about her raise but your nonverbal signals suggest that this is not the best time to discuss the subject, she will be confused. So try to be as honest as possible in communicating your emotions.

He also states that people's actions often do speak louder than their words. In fact, most people can deceive others much more easily with words than they can with their bodies. Words are relatively easy to control; body language, facial expressions, and vocal characteristics are not.

Young (2006) stated, "Communication is more than words. Your body language speaks to listeners through visual elements, such as eye contact, physical distance between the speaker and the listener, gestures, postures, and body orientation. Body language is as much a part of casual communication as it is of formal presentations.

Locker (2004) stated, "Communication doesn't use words, it takes place all the time. Smiles, frowns, who sits where at a meeting, the size of an office, how long someone keeps a visitor waiting, all these communicate pleasure or anger, friendliness or distance, power and status. Most of the time we are no more conscious of interpreting nonverbal signals than we are conscious of breathing.

Communication hence occurs through means other than words such as body language facial expression, gesturing, tone of the voice, look, appearance and silence as well are some of the elements of non-verbal communication. “Non-verbal communication implies all intentional and accidental meanings which have no form of a written or spoken word.” (Rouse &Rouse, 2005)

According to Virginia P. Richmond & McCroskey, 2004 appearance messages are generally the first nonverbal messages received and can be used to develop judgments about people based on how they look, what they wear, and their level of attractiveness, among other things.

Researchers have also attempted to categorize facial expressions that express emotion and typically agree on six: happiness, surprise, fear, sadness, anger, disgust/ contempt. (Ekman, 1982)

Goldman, 1994, gestures and postures are frequent and continuous movements of the body that reflect individual thought processes and regulate communication. For body language to be interpreted as positive and genuine, it is important that it appear to be natural.

Argyle, 1988, writes that the most basic meaning of touch is that an interpersonal bond is being offered or established. While touch can be used for consolation, support, and congratulations depending on the relationship, touch is often culturally regulated in organizations (Harris, 2002) meaning it may be regulated to behaviors such as handshakes. Touch, like any other communication message, may elicit negative and positive reactions depending on the configuration of people and the circumstances. (Knapp and Hall, 2002).

Eye contact regulates conversation and signals the exchange of speaker and listener roles. It is occurs during 10–30% of the conversation. Eye contact is used to acknowledge or avoid the presence of others and can reveal information about attitudes, emotion, dominance and

power in social relationships. When there are breakdowns in conversation it may be because the people conversing have different patterns of eye contact (which can be a result of differing cultural backgrounds). When individuals respond with their eyes they allow others to have a sense of their emotional state and can increase feelings of communication satisfaction. (Webbink,1986)

According to Lewis, 1998, vocal cues include intonation, voice quality and vocal emphasis of which of the mentioned can influence verbal meaning. Laughing and crying are also considered vocal cues. These cues may reveal an emotional state, attitudes towards others, social class, or origin. Individuals may exercise dominance with a loud projecting voice and indicate submission by using a lower, softer pitch. By paying attention to these nonverbal cues, you can detect deception or affirm a speaker's honesty.

Because nonverbal communication is so reliable, people generally have more faith in nonverbal cues than they do in verbal messages. If a person says one thing but transmits a conflicting message nonverbally, listeners almost invariably believe the nonverbal signal. Chances are, if you can read other people nonverbal messages correctly, you can interpret their underlying attitudes and intentions and respond appropriately.

The way an individual talks about or uses time can communicate much nonverbal information about him or her. Individuals may view time or as patterns of intervals (routines or cycles of behavior) (Knapp & Hall, 2002).

And hence a successful interpretation of non-verbal elements conveyed by the speaker requires the same understanding of the symbols shared between interpreter and speaker. If the participants have a shared understanding of non-verbal meanings, the interpreter can also predict the non-verbal action of the speaker.

Non-verbal form of the communication is often neglected compared to the other forms of communication and yet it plays a role in supporting other forms of communication though its very disadvantage is that the recipient may misconceive the message and consequently misinterpret it. However, Non-verbal communication, when combined with verbal communication, makes a presentation more effective and has greater impact on the audience.

2.10 Conclusion

Communication will help the managers in their technical planning as well as the development of new strategies. To the human re-source manager it is a professional ethic to communicate with employees. He hence adheres to the fact communicating with employees builds a good working relationship where both the manager and the employee can learn from each other. Managers use the advance technological devices as their main means of communication that is through e-mail, phone, and online meetings with conference calls, as well as physical contacts on a one on one conversation.

Employee performance is very central in the management of employee within an organization. This is because it has a direct bearing on the organization's productivity or quality of services rendered. This tends to have an impact on the organization's profits and continued existence.

CHAPTER THREE

RESEARCH METHODOLOGY

3.0 Introduction

The research methodology was designed to find out accurate information about the study with an aim of attaining the objectives of the study, This chapter outlines the study design to be used in the research, the study population, sample size of the study, the sampling techniques, data collections methods, data instruments that will be used, quality control methods of the data, research procedure, data analysis, ethical considerations and limitations of the study.

3.1 Research design

The researcher used both Qualitative and Quantitative research approach and a case study research design. Qualitative research was concerned with finding meaning embedded within rich sources of information while Quantitative research helped in analyzing data in numeric form. The case study research design allowed the researcher to get in-depth information/data about his research topic from the different multiple data sources. The case study research design is a design whose focus is on a contemporary phenomenon within its actual life context and the case study allowed the researcher to get in depth information/data about his research topic from the different multiple data sources (Yin Robert, 1994). It also enabled the researcher to closely examine data about the research topic in question.

3.2 Area of the study

The study was carried out at Standard Signs (Uganda) Ltd located at Plot 2065 Kasokoso Road- Kireka, Kampala near Mandela National Stadium (Namboole). The area has a good political atmosphere which enables the collection of data with less interruptions and hence consistency during the process of data collection.

3.3 Study population

The researcher chose respondents from the population of 50 where the different number of people from the management and employees of Standard Signs (Uganda) Ltd were given questionnaires and also consulted for the research about the contribution of communication towards employee performance in the organization.

3.4 Sample Size and selection

It is impossible to study the whole targeted population due to factors like time and therefore the researcher decided on taking a sample of the population.

The researcher used a sample size of 44 respondents who were randomly selected of which 4 were the management and 40 were employees. They were given questionnaires, interviews were administered and an observation was made by the researcher which was used to get information needed to assess the contribution of communication towards organization performance.

This sample size was determined by the Krejcei and Morgan (2005) formulae as shown below;

$$n = \frac{\text{Total Population}}{1 + Ne^2}$$

$$1 + Ne^2$$

$$n = \frac{50}{1 + 50(0.05)^2}$$

$$1 + 50(0.05)^2$$

$$n = \frac{50}{1 + 50(0.0025)}$$

$$1 + 50(0.0025)$$

$$n = \frac{50}{1.125}$$

$$1.125 \quad n = 44$$

Where n- is the sample size

N-is the total number of management and employees at Standard Signs (Uganda) Ltd.

e- represents the error which can be either 0.05 or 0.01

Table 3.1: Computation of sample size per category of respondent

Respondents category	Computation of category sample size
Management	$\frac{\text{Number of management staffs}}{\text{Total population}} \times \text{overall sample size}$ $5/50 \times 44 = 4$
Employees	$\frac{\text{Number of employees}}{\text{Total population}} \times \text{overall sample size}$ $45/50 \times 44 = 40$

3.5 Sampling techniques

The simple random sampling was used in the case study of Standard Signs (Uganda) Ltd among the employees and management because it ensures that specific groups are represented proportionally in the sample(s).

3.6 Data Collection Methods and Instruments

The researcher mainly used the interview and Questionnaire data collection methods. The instruments used were the Interview guide and the Questionnaire.

3.6.1 Questionnaire survey and questionnaires

Questionnaire survey was the main collection method and self-administered questionnaires were used to collect data from management and employees. Open ended and closed ended questions were used to access information from the respondents. Close ended questions were

used to give respondents alternative answers and to avoid wastage of time in the answering activity. On the other hand, open ended questions were used to allow respondents to express issues at hand in more details. Questionnaires were used because the format is familiar to most respondents, they are straight forward to analyze, simple to administer and can be filled in at the respondents' convenient time. The questionnaires were designed in such a way that reflected the objectives of the study.

3.6.2 Interviews and interview guide

The researcher also used interviews to collect necessary data for the study. The researcher asked questions with the help of the interview guide. This instrument was used to access firsthand information and it is the quickest technique of collecting data and questions can be answered clearly for the respondents so that they comprehend them better. The researcher compared and contrasted the interview responses with the answers given in the questionnaires so as to gather more knowledge about the topic under study. In the course of interviewing, the researcher was jotting down some important issues, which later enabled better analysis of the data.

3.7 Data quality control

Several methods were used during the process of data collection to ensure quality data for the research.

3.7.1 Validity

Amin (2005) defines validity to be the ability to produce findings that are in agreement with the conceptual values. Validity of an instrument hence means that the instrument is able to measure what it is intended to measure. Validity therefore has to do with how accurately the data obtained in the study represents the variables in the study. To ensure validity, the

researcher used the questionnaire method to cross-check the findings got using the interview method and vice versa.

To also ensure validity, the researcher also pre-tested the instruments to check the accuracy of perception. The degree of truthfulness was measured by the use of face validity where by the researcher made conclusions that what was intended to be measured has been successfully measured. The instruments were subjected to expert review and the Content Validity Index (CVI) was calculated as shown below;

$$\text{CVI} = \frac{\text{Items rated relevant}}{\text{Total number of items}} \times 100\%$$

Total number of items

$$= \frac{40}{44} \times 100\%$$

$$= 90.9\%$$

A 90.9% of the CVI implied the relevance and efficiency of the data collected

3.7.2 Reliability

Amin (2005) says that the instrument is reliable when it produces the same results when it is used repeatedly hence ensuring dependability and precision. Reliability was determined by the same results got from some of the questions in the questionnaires and some questions in the interview guide as asked of the researcher in line with the research study.

3.8 Data Analysis and Presentation

Quantitative data collected was analyzed, interpreted, arranged and tabulated and the frequencies generated were used to analyze and interpret the findings of the study. Analysis of qualitative was done through description of events and occurrences as gathered from the

interviewees and in the questionnaires as well. Judgment was made on the basis of highest percentages or otherwise depending on the facts on the ground (Amin, 2005)

3.9 Research procedure

Permission to conduct the research was obtained from relevant authorities, questionnaires were administered to management and employees of Standard Signs (Uganda) Ltd. The data was collected, edited and validated by the researcher.

3.10 Ethical Consideration

Before carrying out the study, the researcher clearly explained to the respondents the purpose of the study. The researcher provided assurance to the respondents that the findings were of benefit to them on how to improve their performance through communication. Confidentiality and conditions of anonymity were emphasized to the respondents.

Sought permission to carry out the study in form of a permission letter from the relevant authorities which the researcher presented to the authorities in the area of my study to enable carrying out the study.

The report was to hence base on the study conducted that is to say data will not be forged and only the one collected will be added to the report to reflect what is on the ground in the relevant study area.

3.11 Limitations of the study

The study had a number of limitations such as;

Non response from certain participants and this was avoided by following them to their various places to attain the questionnaires given to them.

Some of the respondents were not friendly and co-operative thus reluctant to fill in the questionnaires in time but the researcher was able to search for other respondents who cooperated in the activity of data collection.

There was too much pressure as however, the researcher devoted most of the time on the research. However, despite of the above constraints, the researcher was determined and gathered enough efforts to produce his best.

3.12 Conclusion

The chapter presented the research design used, area of study, study population, sample size and selection, data collection methods and instruments, data quality control, data analysis and presentation, research procedure, ethical consideration and limitations of the study.

CHAPTER FOUR

DATA PRESENTATION, ANALYSIS AND DISCUSSION OF FINDINGS

4.0 Introduction

This chapter represents the findings of the study the role of communication to employee performance in Standard Signs (Uganda) Ltd Kireka, Kampala in relation to the objectives of the study namely; to examine the types of communication, to examine the impact of verbal communication on employee performance and to ascertain the influence non-verbal communication has on employee performance.

In regards to the gender of the respondents, 70% of the respondents were male as shown in the table 4.1 below.

4.1 Background information of the Respondents

Table 4.2: Gender of the Respondents

Gender	Frequency (No.)	Percentage (%)
Male	28	70
Female	12	30
Total	40	100

The remaining 30% of the respondents were female. The majority percentage was male because a big number of employees lie in the production department which requires physicality which most of the female lack since the organization is a construction company. The female hence tend to take up the few office jobs available. This is seen in other organizations for example RCC a contracted road construction company in Uganda.

On the issue of the job title of respondents, the casual employees tend to take up a much bigger percentage of 85% as shown in the table 4.3 below,

Table 4.3: Job Title of the Respondents

Job Title	Frequency (No.)	Percentage (%)
Managers & Supervisors	6	15
Casual employees	34	85
Total	40	100

Source; Primary data 2015

Compared to the 15% of managers and supervisors, the casual employees are the ones who handle the primary work tasks of the organization. The manager/supervisors tend to mainly do the supervision and paper work related work. This is evidenced in most organizations such as Mukwano Group Of companies; the number of employees is larger than that of management.

In regards to the departments of the respondents, the production department takes up 45% of the respondents as shown below in table 4.4

Table 4.4: Department of Respondents

Department	Frequency (No.)	Percentage (%)
Human Resource and Administration	6	15
Finance and Accounting	6	15
Sales and Marketing	6	15
Procurement	4	10
Operations and Production	18	45
Total	40	100

Source; Primary data 2015

The production department is the glue that keeps other departments functioning together. It therefore enhances the growth of the business through revenue increase, expense control and increased customer loyalty. Other departments such as Human Resource and Administration 15%, Finance and Accounting 15%, Sales and Marketing 15% and Procurement 10% of the respondents had relatively few numbers of respondents because of relatively less work compared to that in the Operations and Production Department.

On the issue of work duration in the current department/unit, 55% of the respondents have worked in their current departments for a period of 1-3 years as shown in the table 4.5 below,

Table 4.5: Work Duration in Current Department/Unit %

Time duration	Frequency (No.)	Percentage (%)
Less than 6 months	2	5
More than 6 months but less than 1 year	4	10
1-3 years	22	55
4-6 years	6	15
More than 6 years	6	15
Total	40	100

Source; Primary data 2015

6 respondents have worked in the current department/unit for 4-6 years and 6 respondents for more than 6 years which reflects a 15 % for each of the time durations. 10% for respondents (4 respondents) have worked in the current department/unit for more than 6 months but less than a year and 2 of the respondents having worked for less than 6 months a reflection of 5%. This implied that employees tend to be switched from one department to another which is the company policy of diversification whereby they are able to do various tasks in the organization. This hence avails the employees with skills to carry out multiple tasks in the organization and hence increasing the employee's productivity and efficiency.

In regard to the work duration in the organization, 40% of the respondents said they have in the organization for a period of 1-3 years as shown in the table 4.6 below

Table 4.6: Work Duration in the Organization Response

Time duration	Frequency (No.)	Percentage (%)
Less than 6 months	2	5
More than 6 months but less than 1 year	4	10
1-3 years	16	40
4-6 years	8	20
More than 6 years	10	25
Total	40	100

Source; Primary data 2015

10 respondents have worked in the organization for 6 years hence 25%, 20% for respondents (8 respondents) having worked in the organization for 4-6 years, 4 respondents for more than 6 months but less than a year hence 10% and 2 of the respondents (5%) having worked in the organization for less than 6 months. However much there could be experienced employees within the organization as a reflection of 25% of respondents having worked for more than 6 years, 75% are not experienced enough to the company's disadvantage since they have not worked within the organization for a longer time period. It also emphasizes that there is a high turnover rate as the percentages tend to drastically decrease from the 40% of respondents who have worked between a time period of 1-3 years to 20% for those working between 4-6 years which means employees work for relatively a time range of 3 years and they leave the organization due to unknown reasons.

4.2 Presentation and Discussion

On the issue of identifying the types of communication, the researcher made inquiries about verbal and non verbal communication types of communication as shown in the table 4.7 below.

Table 4.7: Types of Communication

Communication types	Frequency (No.)	Percentage (%)
Verbal	-	-
Non- verbal	-	-
Both	40	100
Total	40	100

Source; Primary data 2015

100% of the respondents acknowledged the use of both verbal and non verbal communication within the organization. The respondents said that both verbal and non verbal communication work hand in hand though non verbal communication plays a role of elaborating verbal communication. The findings are in line with Etzel et al 1997 who says that communication can be either verbal or non verbal transmission of information between one wanting to express the idea and the other expecting to receive the idea.

As regards to ascertaining the use of verbal communication, 50% of the respondents said that verbal communication is frequently used as shown in the table 4.8 below.

Table 4.8: Use of Verbal Communication

Answer	Frequency (No.)	Percentage (%)
Never	-	-
Seldom	-	-
Sometimes	4	10
Frequently	20	50
Always	16	40
Total		100%

Source; Primary data 2015

There is frequent use of verbal communication because employees are bound to keep in close contact with their managers/supervisors for monitoring and evaluation. 10% of the respondents said verbal communication is sometimes used especially in situations where it acts as a motivator for example when employees are involved in decision making processes. 40% emphasized that verbal communication is always used since it fuels the day to day running of the activities and also helps develop a spirit of teamwork within the organization. This evidences that 100% of the respondents use verbal communication however to different levels. These findings are in line with Encarta, 2005 who states that in every society, humans have developed spoken and written language as a means of sharing messages and meanings. On the issue of ascertaining how verbal communication impacted employee performance, 35% of the respondents said that verbal communication always impacts employee performance as shown in the table 4.9 below.

Table 4.9: Verbal Communication impact on Employee Performance

Answer	Frequency (No.)	Percentage (%)
Never	-	-
Seldom	4	10
Sometimes	12	30
Frequently	10	25
Always	14	35
Total	40	100

Source; Primary data 2015

Verbal communication always impacts employee performance because it is the most reliable and effective means of communication. It also creates a sense of socialization hence teamwork within the organization. 25% of the respondents frequently use verbal communication especially in times of receiving job instructions from time to time from their

supervisors. 30% of the respondents sometimes use the verbal communication to be able to correct mistakes through employee consulting and seeking guidance from supervisors or coworkers about job related activities. 10% of the respondents seldom use verbal communication and tend to focus more on their job knowledge, skill and experience to impact their performance. The findings approve that to a large extent verbal communication has an impact on employee performance which corresponds with Fowler & Manktelow, 2005 who states that for one to be an effective communicator and to get your point across without misunderstanding and confusion, the goal of the communication should be to lessen the frequency of these barriers at each stage of this process with clear, concise, accurate, well planned communications which is done through verbal communication.

In regards to identifying the Oral Communication forms that impact employee performance, 70% of the respondents said they use face to face interactions with managers/supervisors to influence their performance as shown below 4.10 below.

Table 4.10: Oral Communication Forms impact on Employee Performance

Oral communication	Frequency (No.)	
Face to face with supervisor/managers	28	70
Employee meetings with top management	12	30
Training	14	35
Workplace/staff meetings with my boss	18	45
Coworkers	6	15
News media (e.g. TV, radio)	4	10

Source; Primary data 2015

Face to face with managers/supervisors interactions are used because it is the most appropriate way to receive work instructions, inquire for guidance and request for feedback. 30% of the respondents discuss their issues in employee meetings with top management since

through such meetings objectives and employee roles are restated and new goals and targets are set. It is hence the role and responsibility of the employees to work towards achieving what has been set by the top management. 35% of the respondents participate in training through which they are able to attain more skills and knowledge in their field of expertise which enables them to improve on their performance. 45% of the respondents involve themselves in workplace/staff meetings with the boss which enables them to discuss departmental work related issues such as decline, progress and way forward. The employees tend to have an interaction with their boss to come up with a solution towards improvement in case of a decline and maintenance in case of a progress. Employees are therefore willing to work towards achieving the solution in whose construction they have played part influencing them to improve their performance. 15% of the respondents interact with coworkers through which they are able to be corrected in case of mistakes at work as well as seek advice on work related issues. Coworkers are also a source of encouragement and motivation which to an extent has an influence on employee performance. 10% of the respondents keep in touch with the news media e.g. radio and television to influence their performance. The findings show that the respondents use more than one form to impact performance. This is in line with Hollingshead et al. 1993, Sproull and Kiesler 1986 and Walther 1995) who say that when both online and offline communication media are available, employees may choose different media to interact with others based on their preferences. Some may feel more comfortable using an offline medium, whereas others may prefer to use an online medium or both.

On the issue of identifying the Written Communication forms that impact employee performance, 70% of the respondents said they use memos to influence their performance as shown below 4.11 below.

Table 4.11: Written Communication Forms impact on Employee Performance

Written communication	Frequency (No.)	Percentage (%)
Memos	24	60
Newspapers	6	15
Documents reported to my department	7	17.5
Bulletin boards	8	20
Letters to homes	-	-
Employee handbook	14	35
Electronic mail	14	35

Source; Primary data 2015

Memos are used because they target all categories of employees, are easily accessible, are precise and easy to understand. 15% of the respondents read newspapers to influence their performance for example the employees in the sales department are able to locate the new markets for the company products and the employees in the finance department are able to look for new investments and as well check performance of the money markets in relation to the organization finances. 17.5% of the respondents use the documents reported to the department to influence their performances because they consist of the employee appraisals in relation performance and hence one is able to know his/her weaknesses and work towards improvement. 20% of the respondents refer to the bulletin boards to influence their performance since most of the information is pinned up or written on the bulletin boards for example change in company schedules. 35% of the respondents revise their employee handbooks which impacts their performance since the handbooks consist of regulations, rules and duties which enables one to keep on truck. 35% of the respondents use electronic mail to

influence their performance which is used to contact clients and attaining more clients from long distances and hence acquiring more clients is a sales activity which indicates sales personnel are performing effectively. However letters are not sent to employee homes with an aim of affecting their performance because they acquire all the information they need at the workplace. The findings indicate that each employee uses various forms of communication and this is line with Brennan 1974 that employees have their own sources, their own information system, separate from the management channels and these usually carry the news ahead of communications from management.

As regards to ascertaining the use of non verbal communication, 45% of the respondents said that non verbal communication is sometimes used as shown in the table 4.12 below.

Table 4.12: Use of Non-Verbal Communication

Answer	Frequency (No.)	Percentage (%)
Never	-	
Seldom	2	5
Sometimes	18	45
Frequently	12	30
Always	8	20
Total	40	100

Source; Primary data 2015

5% of the respondents said that non verbal communication is seldom used since most of the time it goes unnoticed by the communicators and hence less value is attached to it during the communication process. Non verbal communication is sometimes used since they do not deem it to be as vital as verbal communication within the organization. One's attitude and body language sometimes also speaks out about one's present condition. 30% of the respondents said that non verbal communication is frequently used for clarification of the

verbal communication whereby what one says is backed by expressions such as the face and movement of the hands. 20% emphasize that non verbal communication is always used to cater for cases of language barrier within the organization. However much non verbal communication is 100% used within the organization, the findings show that it is used on various scale. The findings correspond with Bovee, *et al* (2003) who approves that people’s actions often do speak louder than their words.

On the issue of ascertaining how non verbal communication impacted employee performance, 35% of the respondents said that non verbal communication sometimes impacts employee performance as shown in the table 4.13 below.

Table 4.13: Non-Verbal Communication impact on Employee Performance

Answer	Frequency (No.)	Percentage (%)
Never	-	-
Seldom	8	20
Sometimes	14	35
Frequently	10	25
Always	8	20
Total	40	100

Source; Primary data 2015

Non verbal communication is used to certain extents whereby 20% of the respondents said they always use non verbal communication inform of handshakes with supervisors and clients after completion of a task which motivates them to work harder. 25% of the respondents frequently use non verbal communication to show gratitude and appreciation towards an achievement through clapping for that particular person or group especially in meetings which will be an encouragement factor to enable them work towards achieving more success.

Non verbal communication is sometimes used especially by managers to be able to relate an employee's facial reaction and attitude to his verbal content. This helps the manager determine whether to maintain that employee on that job or switch him/her to another job which he/she has a better attitude towards. 20% of the respondents seldom use non verbal communication to impact their performance since it is rarely noticed by the employees. In relation to the findings, most of the respondents are in agreement that non verbal communication has an impact on employee performance which corresponds with Burgoon, Buller, & Woodall, 1996 who says nonverbal messages play a central role in interpersonal interactions with respect to impression, formation, deception, attraction, social influence, and emotional expression.

In regards to identifying the Non verbal Communication forms that impact employee performance, 30% of the respondents said the use of physical contact has an influence on their performance as shown below 4.14 below

Table 4.14: Non-Verbal forms Communication Forms impact on Employee Performance

Non verbal communication	Frequency (No.)	Percentage (%)
Hidden features of speech	10	25
Visual behaviors	8	20
Facial expressions	14	35
Between- the-person spacing and territoriality	5	12.5
Physical contact	12	30

Source; Primary data 2015

25% of the respondents recognized hidden features of speech in terms of voice pitch, volume and frequency having an impact on performance of employees. For example managers may exercise dominance with a loud projecting voice while giving orders and instructions for a specific job as well as reacting to a poor performance to employees. On the other hand employees may indicate submission by using a lower pitch to their manager/supervisor. 20% of the respondents observed visual behaviors such as eye contact and eye gaze to impact their employee performance. This occurs in a way that if individuals respond with their eyes they allow others to have a sense of their emotional state and can increase feelings of communication satisfaction. For example employees try to keep eye contact with their managers/supervisors when reporting to them. 35% of the respondents recognized facial expressions as an important communication form towards performance because the face is able to express the attitudes and emotions of employees are expressed in terms of happiness, sadness, disgust, fear, anger and surprise. This has an impact on the performance whereby an employee will perform very well only when he is happy unlike when he is angry as reflected on the face. 12.5% of the respondents said between-the-person spacing and territoriality impact their performance in a way that one is able to maintain the space around him/her as well as using it adequately to enhance performance. One therefore has to have ultimate control of space he/she is in charge to influence his/her performance. For example employees in various departments are allocated different location rooms to carry out operations. In case two departments are merged within the same room without any expansion or reducing the numbers of employees, it would affect the performance as a result of the new atmosphere. This will hence require a lot of time for adjustment to maintain a certain level of performance. Physical contact impacts performance in form of handshakes and clapping of which both are used as a sign of appreciation. For example in a meeting if they are appreciating good acts, they clap their hands. Other hand handshakes can be used as welcome

and goodbye gestures. The findings correspond to Givens (2002) who states that body movements, postures, or material artifacts influence a concept, motivation, or mood (thus, a gesture is neither matter nor energy, but information). In its most generic sense is a sign, signal, or cue used to communicate in tandem with, or part from words. Gestures include facial expressions, clothing cues, and body movements.

On the issue of ascertaining whether communication from employees in the same department had an impact on employee performance, 35% of the respondents said that communication from employees in the same department sometimes affects their performance as shown in the table 4.15 below.

Table 4.15: Communication impact on employee performance from employees from the same department

Answer	Frequency (No.)	Percentage (%)
Never	-	-
Seldom	4	10
Sometimes	14	35
Frequently	12	30
Always	10	25
Total	40	100%

Source; Primary data 2015

10% of the respondents say communication from employees in the same department seldom affects their performance because they attach less value to communication and believe they can do work on their own and rarely communicate to fellow department employees on both work and non work related issues. Communication from employees in the same department sometimes affects one's performance especially in times when one needs clarification and guidance on work related issues which will force him to acquire it from employees working

within the same department. 30% of the respondents say communication from employees in the same department frequently has an impact on their performance because by doing so employees are able to avoid mistakes since they are able to refer to fellow employees within the organization. This is also time saving because employees are in the same department as well as cost saving since one is able to acquire knowledge and skill from a fellow employee at zero cost. 30% emphasize communication from employees in the same department always has an impact on the performance because it builds a relationship through interactions regarding work issues. This becomes a source of motivation and commitment to do their jobs hence efficiency in one department as well as the entire organization. The findings show that 100% agree that communication has an impact on employee performance from employees from the same department which is in line with Jones et al. 2004 who discusses that relationships grow out of communication, and the functioning and survival of organizations is based on effective relationships among individuals and groups.

In regards to the issue of ascertaining whether communication from employees from the different departments had an impact on employee performance, 35% of the respondents said that communication from employees in different departments always affects their performance as shown in the table 4.16 below

Table 4.16: Communication impact on employee performance from employees from different departments

Answer	Frequency (No.)	Percentage (%)
Never	-	-
Seldom	8	20
Sometimes	8	20
Frequently	10	25
Always	14	35
Total	40	100%

Source; Primary data 2015

20% of the respondents said communication from employees in different departments seldom affects their performance because there is barely much time with employees from different departments. Most employees tend to focus on occurrences within the department he/she operates but to some extent there is some time spared for idle talk and gossip which may have an influence on employee performance. 20% of the respondents said that employees from the different departments sometimes affect their performance in certain ways such as meetings and training sessions involve the entire organization which enables employees from different departments. This enables the employees to interact, share ideas, encourage and motivate themselves in regard to their job tasks and performance. 25% of the respondents said employees from the different departments frequently have an impact on their performance because it alerts employees of what is happening in the different departments. Work is done in phases from one department to another which motivates them not to lag behind the other departments hence need for job efficiency. Employees from the different departments always have an impact on the performance because all employees in an organization work as a team towards achieving the objectives and goals of the organization. There is hence need to close

on the gap between departments through communication to achieve great team work. The findings show 100% in agreement that communication has an impact on employee performance from employees from different departments. This is in line with Brennan, 1974 who says that personal relationship is what organizations are all about or should be and an organization, whatever its size, mission, or motive is merely a collection of people assembled to pursue a common objective. An organization functions through its people, who in turn function through communication.

On the issue of identifying whether there is employee communication with manager/supervisor about job performance, 50% of the respondents said they communicate with managers/supervisor about their job performance as shown in the table 4.17 below.

Table 4.17: Communication with manager/supervisor about job performance

Answer	Frequency (No.)	Percentage (%)
Daily	20	50
Weekly	6	15
Twice in a month	4	10
Monthly	8	20
About every other month	2	5
Never	-	-
Other	-	-
Total	40	100%

Source; Primary data 2015

Communication is done on a daily basis about employee's performance because of existence of certain job types. Particular jobs especially in the production department require one to know the progress, challenges and analyze feedback so as to be able to cover gaps in the

shortest time possible. Some jobs also require frequent consultation from the supervisors. Jobs are also assigned with a job card which on completion of the job, it has to be returned to the supervisor. 15% responded that it happens weekly because some are expected to write weekly reports in regard to the tasks completed in that particular week. 10% of the respondents say communication occurs twice in a month since it is in line as stated in the company policies and rules to submit reports as well as hold meetings within the organization after this particular time period. 20% emphasize communication happens monthly because appraisals are carried out monthly and also regard it appropriate since it gives an ample time range for one to measure progress in performance. 5% of the respondents said they communicate about every other month because it enhances performance comparisons from month to month which calls for improvement. According to the findings, 100% of the respondents agree that the managers/supervisors communicate to employee about their performance which corresponds with Daedalus, 1996, who believes one's effectiveness in employing the attributes of leadership and the strengths of a company is enhanced by one's aptitude for communication. When leaders and managers are better understood and appreciated, they are followed and supported.

In regards to ascertaining whether communication with manager/supervisor has an impact on employee performance, 60% of the respondents said communication with supervisor always affects one's performance as shown in the table 4.18 below.

Table 4.18: Communication with manager/supervisor having an impact on employee performance

Answer	Frequency (No.)	Percentage (%)
Never	4	10
Seldom	-	-
Sometimes	8	20
Frequently	4	10
Always	24	60
Total	40	100%

Source; Primary data 2015

10% of the respondents said that communication with the supervisor does not impact their performance because they believe they have the skill, knowledge and experience to do the task at hand and therefore do not recognize communication with managers having an impact on their performance, 20% responded that communication with the manager sometimes does affect their performance. This is mostly in times when a task is being done for the very first time, in complicated situations during job performance and at complex stages during the process of job performing which need guidance from the manager/supervisor. 10% of the respondents say communication with the supervisor frequently does affect their job performance because through consultation from the supervisor, one is able to improve on his/her performance. Communication with supervisor always affects the employee's performance because it enables them maintain a healthy and productive relationship, coordination and participative planning with the manager/supervisor. This fosters better performance within the organization. Furthermore, nothing can be done without the approval of the supervisor as a policy in the organization. However the findings present 90% majority of the respondents in agreement that communication with their managers plays a role towards

their performance. The findings are hence in correspondence with Laudon and Laudon 1998 who says that the level to which an organization is successful depends on the influence of managers/supervisors on their subordinates into doing what the organization demands of them. This leads to attainment of the organization goals and objectives which calls for a communication channel to link up the supervisor and his/her subordinates.

On the issue of the manager asking for ideas before taking decisions that affect one's job, 30% of the respondents emphasized that the manager always asks for their ideas before taking a decision that affects their job as shown in the table 4.19 below.

Table 4.19: Manager asking for ideas before taking decisions that affect one's job

Answer	Frequency (No.)	Percentage (%)
Never	4	10
Seldom	6	15
Sometimes	8	20
Frequently	10	25
Always	12	30
Total	40	100%

Source; Primary data 2015

Table 4.19 above reflects how often managers ask for ideas from employees before taking decisions that affect employee jobs in Standard Signs (Uganda) Ltd. 10% of the respondents said the managers never asks for their ideas because the managers tends to undermine the employees and do not think they can make decisions on their own. 15% responded that the manager seldom asks for their ideas and this in times when performance is declining and hence there is an assumption that some ideas from the employees can improve on the performance.

20% of the respondents said the managers sometimes ask for their ideas to be able to reduce on the mistakes in areas where managers/supervisors are not conversant with and hence need to consult the employees. 25% of the respondents said the manager frequently asks for their ideas to involve them in the day to day running of the business so that employees can feel being part of the organization. It is also a way of showing the employees that they are valued by the organization. This is also attributed to the organization policy to measure the level of creativity and innovation of the employees in relation to their job line. The manager always asks for employees ideas before taking a decision that affects their job because some jobs especially in the production department such as designing signs/posters require the manager to consult the employees within that particular department. Through these ideas the manager is able to make better and correct decisions. It further creates a better manager and employee relationship. The findings show that 90% of the respondents agree that managers ask for ideas from employees before taking decisions that affect employee jobs. This corresponds with Gray & Laidlaw, 2004; Muchinsky, 1977; Tsai, Chuang, & Hsieh, 2000 who believe that employees with open lines of communication with managers are more likely to build effective work relationships with those managers to enhance their performance contribute to organizational productivity.

In regard to ascertaining whether the manager giving feedback about job performance to enhance improvement, 35% of the respondents said manager always gives feedback to enhance performance as shown In the table 4.20 below.

Table 4.20: Manager giving feedback about job performance to enhance improvement

Answer	Frequency (No.)	Percentage (%)
Never	-	-
Seldom	4	10
Sometimes	10	25
Frequently	12	30
Always	14	35
Total	40	100%

Source; Primary data 2015

10% of the respondents said the managers seldom give feedback because of the tight schedules of both managers and employees. This limits them of time to give and receive feedback respectively on performance. 25% responded that the manager sometimes give feedback. This happens in case the employees demand for it and when the performance is not to the set standard and hence calls for a need for the supervisor to give feedback so the employees can be able to adjust and improve their performance. 30% of the respondents said the managers frequently give feedback so as to avoid accumulation of mistakes, remind employees of the goals and objectives of the organization and hence be able to maintain a consistency in performance. The manager always gives feedback because there is need to measure performance progression. Job appraisal is hence done by the supervisors every after performance. It is also an organization policy for managers/supervisors to give feedback to employees especially in department meetings with the aim enhancing performance improvement.

100% of the respondents agree that the manager gives feedback to employees about job performance to enhance improvement. The findings are hence in line with Dowling *et al*

2008, Grobler *et al* 2006, Armstrong & Murlis 2004, Cheminai *et al* 1998 who say that an organization invests in specific human resources in order to meet its goals and objectives. It hence requires continual reassessment, evaluation and capacity building within the work context in order to sustain performance at the expected level or surpass organizational expectations. The reassessment, evaluation and capacity building of individuals should therefore be interactive and participatory and strive to give information as well as elicit feedback between the employer and the employee.

On the issue of ascertaining whether the management/employees have information needed to do the job, 60% of the respondents agreed that they have the information needed to do their as shown in the table 4.21 below.

Table 4.21: Management/Employees have information needed to do the Job

Answer	Frequency (No.)	Percentage (%)
Strongly Agree	12	30
Agree	24	60
Neutral	4	10
Disagree	-	-
Strongly Disagree	-	-
Total	40	100%

Source; Primary data 2015

30% of the respondents strongly agree to have the information and say that the roles and responsibilities are indicated in one's appointment letter and employee policy books/manuals. One is therefore obliged to match what is in the appointment and employee books/manuals. They also believe without enough information, they would not be able meet the needs and satisfaction of their clients. Respondents agreed that they have the information needed to do

the job sias long as they are able to follow their job descriptions. Others rely on interactions with fellow workers while some are able to do the work with no or less supervision from supervisor. 10% are neutral and say the information available does not enable them operate to their best because it is not enough. This findings shows a level of efficiency in the communication system since 100% of the respondents agree to have information needed to do their job. This is in correspondence to Kreps 1990 who acknowledges communication a major factor in playing a vital role in designing rules, regulations and responsibilities, presenting to the members, surveying to establish managerial control and providing workers with job instructions in the organization.

As regards to ascertaining communication satisfaction within the organization, 85% of the respondents said that they are satisfied with the communication in the organization as shown in the table 4.22 below.

Table 4.22: Communication satisfaction within the organization

Answer	Frequency (No.)	Percentage (%)
Very satisfied	2	5
Satisfied	34	85
Neutral	4	10
Dissatisfied	-	-
Very dissatisfied	-	-
Total	40	100%

Source; Primary data 2015

5% of the respondents are very satisfied with the communication since they have not yet experienced major problems with the mode of communication and hence say the communication environment in the organization is convenient. The respondents are satisfied

with the communication because they believe the communication system and tools required are in place. The communication channels are followed and feedback is timely and an effort is put towards improving communication in the organization from time to time. 10% of the respondents are neutral and say some communication forms such as electronic mail are not accessed by every employee. They also think the communication in the organization at the particular time can be improved to a better standard. The findings show that a large number of the respondents are satisfied with the communication in the organization which is a drive towards efficiency. This is in line with Weick and Browing, 1986 who states that it is very important that the recipient of the information understands the message from the sender whereby understanding a message is a sign of communication satisfaction.

On the issue of identifying the communication contribution to employee performance, 100% of the respondents agreed that communication contributes to their performance as shown in table 4.23 below.

Table 4.23: Communication contributes to employee performance

Answer	Frequency (No.)	Percentage (%)
Yes	40	100
No	-	-
Total	40	100%

Source; Primary data 2015

The respondents further explain that through communication, instructions are given to them on how to perform certain tasks and guidance and consultation is given during the performance of the task to enhance performance efficiency.

The feedback is later given after analyzing the performance which gives one some room for improvement on the task and to do it better the next time. The findings are hence in accordance to Black Enterprise, Charles, 1998 who values communication as the heart of

business. The destiny of the business which is maximum performance depends on the quality of relationships within the organization.

4.3 Conclusion

This chapter has highlighted key findings from the study the role of communication to employee performance. It was found out that communication does exist and plays a very big role in all organization especially in Standard Signs (Uganda) Limited as the case study. It was found out that both verbal and non verbal communications are used within the organization to influence performance. However most of the respondents give the greatest credit to verbal communication playing a vital part towards their performance. On the other hand non verbal communication though occurs within the organization, sometimes it goes unnoticed on the influence it has on one's performance

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.0 Introduction

This chapter brings out the summary, conclusions and recommendations basing on the topic “the contribution of communication towards employee performance in Standard Signs (Uganda) Ltd Kireka, Kampala. To achieve this, both primary and secondary sources were used in data collection where the researcher discovered that most of the respondents were in support of the questions at hand.

5.1 Summary of the findings

The management and employees of Standard Signs (Uganda) Ltd recognize various factors contributing towards employee performance as well as the organization performance at large and one of them is communication which is the pivotal point of all organizations.

The first objective was to examine the types of communication in Standard Signs (Uganda) Ltd. The researcher found out that Standard Signs (Uganda) Ltd uses both verbal and non verbal communication within the organization. Verbal communication has two categories that is to say oral and written communications. Oral communication has various forms in which it is used within the organizations and these include face to face amongst supervisors and coworkers, meetings, news media and through training. Written communication has various forms in which it is used in within the organizations that is to say through use of memos, bulletin boards, employee handbooks, department documents, news papers and electronic mail. Non verbal communication also occurs in the organization through forms like use of facial expressions, features of speech, visual behaviors, physical contact and territoriality.

Conclusion

Verbal communication is the well known type of communication as used in Standard Signs (Uganda) Ltd while non verbal communication does exist but its occurrence is not of much relevance. For example a handshake and clapping are attributed to as day to day happenings and hence less or no value is attached when it does happen since it is of no relevance to the users.

Recommendations

The other forms of verbal communication such as emails, memos, bulletin boards, should often be put to use to weigh off some weight from the face to face approach which is mostly used in the organization.

The employees should be sensitized more about non verbal communication, its forms such as facial expressions, gestures, use of space and the contribution and role it has to play in the organization.

The second objective was to examine the impact of verbal communication on employee performance in Standard Signs (Uganda) Ltd. The researcher found out that in Standard Signs (Uganda) Ltd, the interactions between management and employees and employees amongst themselves fosters performance in a way that the management sets a target to be achieved and instructions are given on how to go about it. The employees are able to seek guidance and clarification on how to perform from both the managers/supervisors and from fellow employees which creates less room for mistakes during the performance of a given task. Verbal communication is further enhanced through use of appointment letters given to employees during recruitment which show the employee's job description and specifications. Employee handbooks/manuals also help clarify one's roles and responsibilities in relation to his job as well as the entire organization. Verbal communication is however formal and

informal and flows in various forms that is to say upward (employees to management), downward (management to employee) and side ward(employee to employee).

Conclusion

Verbal communication is the mostly acknowledged type of communication in Standard Signs (Uganda) Ltd. And hence employees believe it has an impact on their performance to especially through the most commonly used forms that is to say face to face interactions on an individual basis as well as in meetings. However much verbal communication is effective in Standard Signs (Uganda) Ltd, it is limited by small grudges and differences amongst employees which to a very small extent and hence an obstacle to the fluent flow of communication in the organization.

Recommendations

Personal grudges should be put aside to ensure that the communication system is effective and therefore what has been sent inform of maybe instructions or announcement is not distorted but delivered to the satisfaction of the sender, The information should also be understood by the receiver in a way that the sender perceives. If the right instructions are given and on the other hand received for a certain job task, it is to a large extent that the performance will be to expectations, other factors held constant like the number of employees available, skills of the employees.

The third objective was to ascertain the impact of non verbal communication on employee performance in Standard Signs (Uganda) Ltd. The researcher found out that through non verbal communication, management is able to give employees enough working space so that one's work does not interfere with the others, read and determine employee's attitudes by the way they react at the work place, emphasize instructions, targets and goals with a tone that

grabs attention amongst the audience (employees) with the aim of enhancing performance of the employees within the organizations.

Conclusion

However, of the very few of the respondents who recognize the functioning of non verbal communication within the organizations, less attach value to its contribution towards one's performance while others experience it unknowingly and hence cannot put it to appropriate use to impact their performance.

Recommendations

The employees should be sensitized about the importance of non verbal communication and the influence it can have on their performance. They should be able to recognize its impact, appreciate its existence, witness its impact on their performance and hence compare it to the previous performances before.

5.2 Areas of further research

The barriers of communication should be researched about since by regulating the communication barriers, the communication system becomes more effective and hence increased organization efficiency.

The communication flow in the organization that is to say upward, downward and sideward communication should further be researched about and their influence on organization performance. The flow of communication was talked about in brief in the research completed.

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APPENDICES

Appendix I: Questionnaire

Questionnaire for Employees and Management of Standard Signs (Uganda) Ltd

I am Odongo Wyland Jonathan a student at the Uganda Martyrs University in pursuit of Bachelor's Degree in Business Administration and Management. I am currently conducting research on the role communication plays to employee performance in Standard Signs (Uganda) Ltd located at Plot 2065 Kasokoso Road- Kireka Kampala near Mandela National Stadium (Namboole). I kindly ask that your responses are objective and independent to enhance adequacy of the data collection and gathering. The data will be compiled, analyzed and used as an information source to my dissertation in fulfillment of the partial requirement needed for acquisition of the award of a Bachelor's Degree in Business Administration and Management at Uganda Martyrs University.

Your response is greatly appreciated.

Job **Title**.....

Department.....

Gender of respondent; Male Female

1. How long have you worked in your current department/unit?

- | | |
|--|--|
| <input type="checkbox"/> Less than 6 month | <input type="checkbox"/> More than 6 months but less than 1 year |
| <input type="checkbox"/> 1-3 years | <input type="checkbox"/> 4-6 years |
| <input type="checkbox"/> More than 6 years | |

2. How long have you worked at the organization?

- | | |
|---|--|
| <input type="checkbox"/> Less than 6 months | <input type="checkbox"/> More than 6 months but less than 1 year |
| <input type="checkbox"/> 1-3 years | <input type="checkbox"/> More than 6 years |

4-6 years

3. What type of communication is used within the organization?

Verbal communication Non-Verbal communication Both

Why?

.....
.....

4. How often do you use Verbal communication within the organization?

Never Seldom Sometimes Frequently Always

Why?

.....
.....

5. How often do you use Non-Verbal communication in the organization?

Never Seldom Sometimes Frequently Always

Why?

.....
.....

6. How often does the use of Verbal communication affect the employee performance in the organization?

Never Seldom Sometimes Frequently Always

Why?

.....
.....
.....

7. How often does the use of Non-Verbal communication affect the employee performance in the organization?

Never

Seldom

Sometimes

Frequently

Always

Why?

.....
.....

8. In what way is Oral communication used in the organization to affect employee performance

- Face-to-face with supervisors/managers
- Workplace/staff meetings with my boss
- Coworkers
- Employee meetings with top
- Management
- News media (e.g. TV, radio)
- Training

How?

.....
.....

Other:

.....

9. In what way is Written communication used in the organization to affect employee performance

- Memos
- Newspapers
- Documents reported to my department
- Bulletin boards
- Letters to my home
- Employee handbook
- Electronic mail

How?

.....
.....

Other

.....

10. In what way is Non-verbal communication used in the organization to affect employee performance?

- | | |
|--|---|
| <input type="checkbox"/> Hidden features of speech | <input type="checkbox"/> Visual behaviors |
| <input type="checkbox"/> Facial expressions | <input type="checkbox"/> Between-the-person spacing and |
| <input type="checkbox"/> Territoriality | |
- Physical contact, such as clapping

How?

.....
.....
.....

Other

.....

11. How often does communication with employees who work within the same department affect your work?

- Never Seldom Sometimes Frequently Always

Why?

.....

Other

.....

15. How often does your manager ask for your ideas before making decisions that affect your job?

Never Seldom Sometimes Frequently Always

Why?.....

.....

Other;

.....

16. How often does your manager give you specific and enough feedback about the way you perform your job so that you can improve your performance?

Never Seldom Sometimes Frequently Always

Why?

.....

.....

Other;

.....

17. Generally I have the information I need to do my job.

Strongly Agree Agree Neutral
 Disagree Strongly Disagree

Why?

.....

.....

Other;

.....

18. Overall, how satisfied are you with the communication within this organization?

Very Satisfied

Satisfied

Neutral

Very dissatisfied

Why?

.....
.....

Other;

.....

19. Do you think communication contributes to your employee performance?

YES

NO

How?

.....
.....
.....

THANK YOU FOR YOUR COOPERATION

Appendix II; Interview Guide

Interview guide for employees and management of standard signs (Uganda) Ltd.

Job Title.....

Department.....

Gender of respondent; Male Female

1. How long have you worked in your current department/unit?

.....
.....

2. How long have you worked at the organization?

.....
.....

3. What types of communications are used within the organization?

.....
.....

4. How often do you use Verbal communication within the organization?

.....
.....

.....

5. How often do you use Non-Verbal communication in the organization?

.....
.....

6. How often does the use of Verbal communication affect the employee performance in the organization?

.....
.....

7. In what way is Oral communication used in the organization to affect employee performance

.....
.....

8. In what way is Written communication used in the organization to affect employee performance

.....
.....

9. In what way is Non-verbal communication used in the organization to affect employee performance?

.....
.....

10. How often does communication with employees who work within the same department affect your work?

.....
.....

11. How often does communication with employees who work in different departments affect your work?

.....
.....

12. How often do you communicate with your manager/supervisor about your job performance?

.....
.....
.....

13. Does the communication with your supervisor often have an impact on your job performance?

.....
.....

14. How often does your manager ask for your ideas before making decisions that affect your job?

.....
.....

15. How often does your manager give you specific and enough feedback about the way you perform your job so that you can improve your performance?

.....
.....

16. Generally I have the information I need to do my job.

.....
.....

17. Overall, how satisfied are you with the communications within this organization

.....
.....

18. Do you think communication contributes to your employee performance?

.....

.....

.....

THANK YOU FOR YOUR COOPERATION

Appendix III: 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.

From : Krejcie, Robert V., Morgan, Daryle W., "Determining Sample Size for Research Activities", Educational and Psychological Measurement, 1970.