

**EFFECTIVE COMMUNICATION ON ORGANISATIONAL PERFORMANCE
BASED ON THE SYSTEMS THEORY**

BY

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Requirements for the Award of Master of Business Administration in Managemnt
Strategy**

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DECLARATION

I, **Mukelabai Marylyn Musheke** do here by declare that this work is my own original work achieved through personal reading and research. This work has never been submitted to the University of Zambia or any other universities. All sources of data use and literature on related works previously done by others, used in the production of this dissertation have been dully acknowledged. If any omission has been made, it is not by choice but by error.

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APPROVAL

This dissertation by **Mukelabai Marylyn Musheke** approved as a fulfilment of the requirements for the award of Master of Business Administration in Management Strategy.

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ABSTRACT

Effective communication has been widely acknowledged as a way to enhance organizational performance. This study's focus is on effective communications on organizational performance based on the systems theory. The objectives of this study were to firstly identify the factors affecting effective communication based on the systems theory and secondly to devise a communication model that addresses these factors to improve organisational performance. A quantitative approach was used to describe and analyse data collected for the study from 88 respondents. A questionnaire was used to identify factors affecting effective communication based on systems theory. Descriptive analysis and Pearson's correlation were used to analyse the results. The results for H₁ showed a Pearson correlation coefficient of 0.642 which is statistically insignificant if the (sig. 2-tailed) < 0.05 indicating that there was no statistical significant relationship between management and channel of communication used. However, the results from H₂ indicated that there was a relationship between Channel of communication used and effective communication with a Pearson correlation coefficient of 0.041 at (sig. 2-tailed) < 0.05. Lastly the correlation results from H₃ showed that effective communication has a positive effect on organizational performance at (sig. 2-tailed) < 0.05 indicating a Pearson's correlation coefficient of 0.012.

Keywords: Effective, Communication, Performance, Systems theory, Organisation

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DEDICATION

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ACRONYMS AND ABBREVIATIONS

BEM Consultancy	Brilliance Executive Management Consultancy
Comms	Communication
Info	Information
Mgt	Management
UNZA	University of Zambia

CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

All organizations rely on communication for their basic functioning. Callaghan (2004) defines Communication as the process by which people attempt to share meanings. Communication is used to transfer information to their audience about the organizations' mission and vision, policies, and procedures, tasks and duties, and various activities within the company (Farmer, Slater, and Wright, 1998). As simple as communication may look, research has shown that communication can build or destroy an organizations' existence. Therefore, a good communication strategy is essential for a business to survive. Communication acts as a link between decision-makers and all employees. When poorly carried out, communication has been said to cause interpersonal conflict in organizations (Baskin et al (1997). What people hear or understand is largely based on experience and background. People have preconceptions about what people are going to say, and if these preconceptions do not fit into their framework of reference, adjustments are made until they do.

The term communication is derived from the Latin word. (Communis), which means "to share" (Ezezue, 2008). Consequently, this means sharing would enable one to partake and co-operate hence it is a social activity. However, if there are no common understanding results from the transmission of symbols (verbal or non-verbal), there is no communication, (Donnelly, Gibson and Ivancerich, 1984). Effective communication is strategic for organizational goal achievement. However, ineffective communication in an organization may result in uncertainty, apprehension and dissatisfaction, these results to, poor productivity. It is therefore necessary that managers communicate with employees effectively. The extent to which a manager accomplishes corporate goals depends on his ability to communicate effectively (Herich, 2008). The fact remains that many executives still do not understand what communication is and its role in the success of an enterprise (Nnamseh, 2009).

There are a number of human resource consultancy companies on the Zambian market and this particular research will focus on the three companies being TopFloor Limited, Brilliance Executive Management Consultants and Beatmus Human Resource which saw the need for strategies and recommendations that enhance communication as a way to improve

performance. Human resource consultancy companies in Zambia deal with recruitment and selection, consultancy, outsourcing among many human resource functions on behalf of other organisations. In doing all these functions, communication is essential to help achieve not only the goals of the company but also meet client expectations. Lack of effective communication is one of the major reasons that can lead to confusion and poor planning in many organizations (Kazoleas and Wright, 2001). This is because communication is the source of information used by managers in making decisions that affect the performance of the organization. A managers Communication Skills are vital in not only decision making but transmitting the results and intention of the decisions to other people. In most organizations, managers often concentrate on meeting targets and expect the role of effective communication to come from human resource department. This puts a strain on the free flow of information that assist staff to understand this information. The contribution of employees on jobs is the most important factor for development and excellence in the organization because the fulfillment of necessities in terms of satisfactory and correct information regarding the organization and their roles to be accomplished can enhance performance (Greenberg and Baron, 2008).

According to Booth (1986), the systems theory is more relatable to communication. It recognizes the role that communication plays in helping efficient functioning between the various components of the organizations. In systems theory, the whole determines the character and functions of parts (Weckowicz, 2002). This means that the main systems are designed into subsystems, making up the whole system, which operates within a larger environment. Conferring to Salem (1999), the systems theory operates from primary principles of inter-relatedness and interdependence, it can be said that the same basic principles form the basis from which communication audit occurs. Every organization has a hierarchical structure with the various sections functioning as a whole structure and all the staff working towards a common goal. The systems theory is therefore appropriate for this study. Given this, the researchers would determine the effects of effective communication on organizational productivity.

Perfect Communication would exist 'when a thought or idea is transmitted so that the mental picture perceived by the receiver was the same as that envisioned by the sender. Any idea no matter how great is useless until it is transmitted and understood by others. Puth (2002) in his studies argued that the most valuable resources within an entity are the employees and performance in these entities can be improved by way of sharing information regarding

policymaking. Therefore, it is the responsibility of managers to encourage the flow of information to enhance the organization's performance as well as employee productivity. This makes communication very essential for all participants as it integrates most managerial purposes.

Managers have at their disposal various communication tools which when well-balanced and comprehensible can enhance communication (Bsoul, 2003). Based on different projects within an organization, employees form teams and groups. Teams and groups within every organization use communication to solve underlying problems within those groups (Pop & Dumitrascu, 2013). Leaders must empower and support employees to solve problems and to control quality (Fletcher, 1999). They are significant for delegating work and avoiding unnecessary conflicts (Agrawal, 2012; Pop & Dumitrascu, 2013).

Focusing on sound effective communication can be instrumental in improving the accuracy and speed with which employees perform their tasks, coupled with other improvements such as structures that will facilitate the ease of access and flow of communication (Robert et al, 1957). Current organizational work requires organizations to focus more on effective communication processes since tasks are becoming more complex due to multicultural work environments. Communication is an indispensable function in organizational performance. Getting the message across effectively and having it understood is a prerequisite to progress. There is no point in moving forward if the basic message is lost, or there are barriers in the process. It is with this backdrop that a study on effective communication on organizational performance based on the systems theory was undertaken.

1.2 Statement of the Problem

Many organizational disputes and conflicts arise due to failure in effective communication. Lack of effective communication therefore among stakeholders can lead to several problems such as poor performance, strained interpersonal relations, poor service, and dissatisfied customers (Kazoleas and Wright, 2001). Past research shows that communication focuses on information and knowledge sharing activities within organizations, which are led by leaders that have the responsibility to distribute information and knowledge to employees in the organization and across departments (Jimenez-Castillo & Sanchez-Perez, 2013). However, managers today still focus more on meeting overall organizational targets, thereby forgetting to communicate with all stakeholders. This has been the case at TopFloor Limited which is one

of the human resource consultancy companies in Lusaka. The lack of effective communication within the company led to employees not being well informed about important issues regarding the management of clients and tasks and duties related to the overall running of the company. When stakeholders are not well informed, they cease to be reliable sources of information about the company and they cannot execute business plans effectively. This poses a threat to several organizations as they may lose corporate clients and experience reductions in revenue. Furthermore, the constant delay in accessing information by staff seems to limit their performance, which could create maladministration in coordinating of organizational. Activities (Richard and McCroskey, 2009). Therefore, performance of employees in relation with their duties and responsibility seems to question their communication techniques in terms of performance in the organisation. Moreover, it is without question that success lies in the root of good communication, particularly in matters of delivery and development Greenberg and Baron, 2008). It fosters the necessary environment for the pursuit of partnerships leading to shared growth and better lives. It is with this backdrop that the research sort to investigate effective communication on organizational performance based on the systems theory.

1.3 Aim of the Study

To develop an effective communication framework that enhances organizational performance

1.4 Research Objectives

The objectives of this study were to:

- i. To identify factors affecting effective communication based on systems theory.
- ii. To devise an effective communication model that addresses the factors in (i) in order to improve organizational performance.

1.5 Research Questions

The study was designed to respond to the following questions:

- i. What are the major factors that affect effective communication based on the systems theory?
- ii. How can we devise an model for effective communication based on the factors identified in (i) in order to improve organizational performance?

1.6 Significance of the Study

Firstly, this study is important because it will serve as a model for studying communication in various organizations in Zambia and shed light on the challenges that employees face with communications' in Zambia that may affect organizational performance.

Secondly, this study will be relevant for decision-makers in organizations' as it will enable them to decode and determine what communication strategy will enhance employee performance and hence generate overall organizational effectiveness.

The results in this study were submitted to a peer review Journal and have been published. Hence the study has contributed to the body of knowledge.

Lastly, the study will be useful to contemporary organizations and their top management executives to establish ways to enhance internal communication taking into consideration the diverse perspectives of employees.

1.7 Scope of the Study

This study was a comparative study of three private human resource consultancy organizations conducted in Lusaka. This study tackled communication and contemporary research on its link to organisational performance. The communication practices focus on communication between management and employees. The link between performance and the role communication plays in enhancing organisational performance based on the systems theory was determined using Pearsons correlation.

1.8 Ethical consideration

In this research, there is respect for all human beings and the recognition of their value. It includes respect for beliefs, perceptions, customs both individual and collective of those involved in this research. The Researcher and the institution will show at most respect, privacy and confidentiality of all participants.

1.9 Organization of the Dissertation

The dissertation is divided into five chapters as follows.

Chapter One covers the introduction to the dissertation and information on the background of the study. The statement of the problem is given, followed by the aim and objectives. The research questions, scope and significance of the study are also covered in this chapter.

Chapter Two outlines the various literature done by different scholars on the subject matter, identifying findings and gaps.

Chapter Three highlights the methodology that was employed to carry out the study, discussing the design, population, data collection methods, techniques, and analysis. The proposed research method, hypothesis and ethical considerations are also covered.

Chapter Four presents the analysis of the collected data. The chapter also tests and presents the results of the hypothesis stated in Chapter three. It will interpret, discuss, and conclude the results the research results.

Chapter Five answers the study questions discussed in the first chapter. Conclusions and recommendations are given based on the findings of the study.

1.10 Chapter Summary

This chapter has given a background and problem statement regarding effective communication and organizational performance. The aim of the study was highlighted followed the objectives were used to answer the research questions. The significance of this study was explained, the scope was given as well as all ethical considerations. Lastly, the organisation of the dissertation was presented.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

Understanding the effects of communication on organizational performance using the systems theory is the major focus of this study and so this chapter explores the literature that has significance to the objectives and research questions outlined in Chapter One. It will explain the systems theory and its relation to communication, give major findings and gaps between related works and give a summary to the chapter.

2.2 Nature and Functions of Communication

Communication according to literature has many definitions that have gained a specific function of management theory and practice. Greenberg and Baron (2008) define it as the process by which groups, people, or an organization (sender) transmits information (message) to another person/group or organization. Communication according to Soola (2000) is the process by which any person or a group shares and impacts information with/to another person (or group) so that both people (and groups) clearly understood one another. To this paper, communication will be the process by which groups, people, or an organization (sender) transmits information (message) to another person/group or organization. It is important to then state what is meant by organisation in this research. An organisation is a Body of individuals working under a defined system of rules, assignments procedures, and relationships designed to achieve identifiable objectives and goals (Greenwald, 2008).

Interactions are very central to all human activities. All interaction with other human beings is a result of communication. Communication is the key around which human life revolves. The fact that every man is born with the Ability to communicate from childhood, we say that it is innate. Organizational communication can thus be defined as a social collectives in which people develop ritualized patterns of interaction in an attempt to coordinate their activities and efforts in the ongoing accomplishment of personal and group goals. 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 (Mumba, 2019). 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). Communication, the heart of business, is the most important of all entrepreneurial skills. An organisations ability to transmit information helps both clients and employees feel they can communicate with and ultimately trust you (Charles, 1998).

Communication is more important today than in previous years partly because the business and market conditions are more complex. There is a lot of information in the marketplace and it's crucial that employees understand it. The development of a strategic communication strategy and its implementation can provide a number of benefits to organizations, such as keeping employees motivated and engaged, and sharing clear, consistent messages with employees in a timely manner. Personal relationship is what organizations are all about. An organization, whatever its size, mission, or motive is merely a collection of people assembled to pursue a common objective. An organization works through its people, who in turn function through communication (Phelps, 2000). Employees have their own sources, their own information system, separate from the management channels. These typically carry the news ahead of communications from management. Not that the employee network is flawless. That system transmits information indiscriminately. It may not always operate in the best interests of the organization, but it does provide a checkpoint for management. 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 (Richard and McCroskey, 2009).

Employees have various channels that they use to express themselves, their thoughts or feelings. These can be meetings with fellow employees, union representatives, government agents; or through passive-aggressive behavior such as work slowdowns, carelessness, tardiness, absenteeism, and apathy. These can be the symptoms which employees feel other means of participation are unavailable to them. 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 (Nichols & Stevens, 1999). Skilled communicators can build rapport with co-workers 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 (USA Today, 2002). 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 (Daedalus, 1996).

2.3 Effective Communication Within an Organization

Heron (1942) identified certain elements necessary for effective communication. His work outlined goals, attitudes, and criteria for effective communication. Credit is attributed to him for outlining two-way communications between employees and management in the existing organizational communication literature. He posited that “communication is a line function, a two-way sharing of information. This demands the freedom and opportunity to ask questions, get answers and exchange ideas”. However, Pigor (1949) pointed out that effective communication can only be possible if management and employees collaborate and work together. The findings of his study demonstrated that employees were significantly important to the success of internal communication and internal communication played a great positive role in shaping or moulding employee performance within the organization. Increased globalization and the ushering in of new Information Communication Technology, has made the working environment grow and become more complex which has increased rivalry amongst organisations. It thus became imperative to research new ways of establishing the role and importance of employee communication to preserve organizational dynamism. The vision and mission of an organization defines its essence of existence and differentiates it from others. To achieve this, communication is a prerequisite and the result of effective communication is realized when the intended action is achieved by first the mind over the others and communication is demonstrated orally, through gestures or even silence.

The responsibilities of each organization’s employees are formalized by incorporating them into documents such as employee handbooks. Effective communication can encourage employees to improve their work environment through positive contributions. The ability to communicate effectively enables people to maintain personal relationships (Mumba, 2019). The main objective of communication in an organization is to make it more effective and is the invisible string that ties it together as one unit. There is greater achievement when people work together than when they work as individuals. Appropriate and clear messages must be formulated and then the right medium used to communicate within an organization. In organizational communication, the source of the message must be sensitive to the different audience characteristics.

A crucial stage in organizational communication is the choice of the right source of the message that is intended for delivery. Changing sources of information in an organization reduces credibility of the source. Message recipients usually look at the person who has signed the letter and this affects their perception. Any message intended for release in an organization must be made by the most credible source within its hierarchy. The channel or route identified to deliver the message must be consistent with the intended results. Different channels have unique characteristics for delivery of messages. A multi- prolonged application of the channels identified for message delivery is advisable. The following objectives should be kept in mind while reviewing and revising your current approach to communicating with employees: provide accurate information about factors that affects their work quality; clarify the responsibilities of each party; establish an effective system for logging and responding to complaints should they occur and provide accurate information. Many indoor problems can be prevented if staff and management understand how their activities affect the organizational performance. Every organized society needs communication to give life to its organizational structure. Bernard (1990), realizes that communication should occupy a central place because the structure is almost entirely determined by communication technique.’ Communication is regarded as the foundation upon which organizations administration. Thus, Bernard also stressed that the first executive function of the management is to develop and maintain a system of communication.

Several authors all agree that communication serves the following four functions within an organization; Moorhead and Griffin (1989) state that managers transmit information for a variety of reasons as highlighted in Obamiro (2008): to achieve coordinated action, to express feelings and emotion, to share information regarding: Organizational goals, Task directions, Results of efforts, Decision making, to achieve effective control, to encourage staff participation in decision making, to create a good public image and reputation for an organization.

Communication is a social process of broadest relevance in the functioning of any group, organization, or society and that it is the very essence of a social system of an organization (Farmer, Slater, and Wright, 1998). An organization as a stable system of individuals who work together to achieve, through a hierarchy of ranks and divisions of labour, organizational goals. To do this, the individuals requires information to enable them to make appropriate decisions. Therefore, enough information must be availed to them to dismantle their individuality. The

behaviour of people in organizations has a different set of determinants than outside organizational roles. Most of these distinctive determinants are variables that involve the organizational structure. Since the organizational communication occurs in a highly structured context, the organizational structure tends to affect the communication process. Hence communication from a subordinate to a superior is very different from communication between equals. (Katz and Kahn, 1978).

In an open system perspective, an organization is seen as an elaborate set of interconnected communication channels designed to impart, sort and analyse information from the environment and export the processed message back to the environment. " Communication provides a means for making and executing decisions, obtaining feedback and correcting organizational objectives and procedures as the situation demands." (Rogers and Rogers 1976). Communication is not only an essential ingredient in the internal functioning of an organization, but it is also vital in the organization's information exchange with its environment. An organization might emphasize training and development of other managerial skills, but communication is often taken for granted. There is an assumption that if an individual can speak, read and writes, then he can communicate. Communication is not just reading, writing, and speaking; rather it is the transfer of information and understanding from one person to another. (Waweru, 2002).

The importance of communication research as seen by Deutch (1952), rests in understanding the requisite pathways by which communication is communicated between different parts of an organization. Further, the research has enabled scholars to determine how communication is applied to the behaviour of the organization relation to the outside world and we will have gone far towards understanding that organization. The gist of studying communication in an organization lies in recognizing it as a process by which an idea is transferred from a source to a receiver with the intention of changing his/her behaviour. Communication relates with an organization in that different individuals work together to achieve common goals and objectives. This can only happen in an environment where free flow of information persists.

Webber (1970) has shown that supervisors perceive that they communicate more with their subordinates than their subordinates perceive they do. Likewise, the subordinates perceive that they send more messages to their supervisors than their supervisors perceive they do. Webber's finding indicates that both parties perceive that the other fails to keep them adequately

informed. That breakdown in communication results from perceptual differences between both supervisors and subordinates.

2.4 Organizational Performance

According to Richard et al. (2009) organizational performance encompasses three specific areas of firm outcomes: financial performance (profits, return on assets, return on investment); product market performance (sales, market share) and shareholder return (total shareholder return, economic value added). Ricardo (2001) argued that performance measures could include result-oriented behaviour criterion-based and relative normative measures, education and training, concepts and instruments, including management development and leadership training, which were the necessary building skills and attitudes of performance management. Some researchers, such as Thompson (1967), and Friedlander and Pickle (1968) consider performance as a theme that repeatedly occurs in paradigms of management. Performance is one of the most argued concepts among various researchers and theorists. In the absence of any operational definition of performance upon which most of the relevant scholars agree, there would naturally be different interpretations and inferences opined by various people according to their own perceptions. This discord and lack of agreement is partly due to the lack of a significant attempt to theoretically or practically account for and define the concept. As a result, a commonly accepted definition of the concept faces various problems, which means that the possibility of any definitions and deriving some norms to arrive at the desired definition is still questionable.

Organizations perform various activities to accomplish their organizational objectives. It is these repeatable activities that utilize processes for the organization to be successful that must be quantified to ascertain the level of performance and for management to make informed decisions on where, if needed, within the processes to initiate actions to improve performance (Farmer, Slater, and Wright, 1998). Therefore, it can be claimed that there is a close relationship between the organizational objective and the concept of organizational performance (Ricardo, 2001). Therefore, all companies probably attempt to achieve certain pre-determined objectives with the help of available resources. Hence, the two aspects of the concept, i.e., the organizational objective, and the organizational inputs or resources can be considered in the definition of organizational performance.

Strategic and operations management are also included in performance, a feature that attracts the interest of both practicing managers and academic scholars. Performance, therefore, can be

defined as the evaluation of the constituents that try to assess the capability and ability of a company in achieving the constituents' aspiration levels using efficiency, effectiveness, or social referent criteria (Thompson 1967). According to Katz and Khan (1978), effectiveness refers to the maximum extent production functions are able to fulfil and meet the demands and requirements of the customer. Efficiency, on the other hand, is assessing and evaluating how the resources of an organization are economically utilized through the accomplishment of functions to achieve its objectives. Quantitatively, performance and the dimension of scale are interrelated, i.e., it is generally quantifiable in different dimensions. As an example, the performance level can be expressed as a percentage or an absolute value in a way that makes it easy to understand for directors.

According to Macleod et al. (1997), the quantitative expression of performance targets is the only way to render them meaningful. Furthermore, performance refers to the nature and quality of an action performed in an company to achieve the accomplishment in its primary functions and tasks to produce profit. Communication is an integral component of any performance improvement approach. Organizations eager to accomplish strategic goals establish well defined communication strategies. A well-defined strategy is one that engages employees and aligns with the organization's business goals. Hence, from the above literature review, the term "performance" should be broader based which include effectiveness, efficiency, economy, quality, consistency behavior and normative measures (Ricardo, 2001). Communication strategies, systems, and practices do play a central role in high-performance. A thoughtful and comprehensive communication strategy is a vital component to any successful change and improvement. The communication strategy sets the tone and direction of improvement efforts. Effective strategy links to organizational goals. Aligned strategies tend to enhance organizational performance. Communication strategies influence the energy levels for change and improvement. Strong communications keep everyone focused on goals and priorities while providing feedback on progress.

Effective communication strategies, systems, and practices have a huge and direct effect on organization learning and innovation. Organizational performance comprises the actual output or results of an organization as measured against its intended outputs (or goals and objectives). According to Richard et al (2009), organizational performance encompasses three specific areas of firm outcomes: (a) financial performance (profit, return on assets, return on investments, etc.); (b) product market performance(sales, market share, etc); (c) shareholder

return (total shareholder return, economic value added, etc.). The term organizational effectiveness is broader. Specialists in many fields are concerned with organizational performance including Strategic Planners, Operations, Finance, Legal, and Organizational Development. In recent years, many organizations have attempted to manage organizational performance using the balanced scorecard methodology where performance is treated and measured in multiple dimensions such as: Financial performance, Customer service, Social responsibility (e.g. corporate citizenship, community outreach) and Employee stewardship.

2.5 Organisational Performance and Effective Communication

Communication has been characterized as the “Life blood” of an organization and miscommunication has caused the equivalent of heart damage in more than one organization (Salako, 2016). According to Bateman and Snell (2002) They stated that, some managers believed they should choose only one channel to communicate a message because doing so is more efficient but multiple channels may be necessary for example with virtual terms, relying solely on e-mail is not enough. Managers should also employ audio meetings, video conferencing voice mail and face – to face communication. It is helpful for all team members to be available by phone during certain hours. You should hold regular face to face meetings and enforce attendance at scheduled virtually meetings. Regular updates status and two way exchanges are necessary via multiple channels. Another key to communication effectiveness is that people know how to use various channels properly for example virtual terms should be trained on how to use software to enhance team performance. How to use (and not use) e-mail typography to communicate emotions and such norms as acknowledging receipt of messages and speed of response.

It is broadly recognized that effective communication also results in a number of positive outcomes for managers. These include increased productivity, reduced absenteeism, and greater commitment to organizational goals (Clampitt and Downs, 1993). In turn, communication practices that succeed in maintaining an informed and empowered workforce offer many benefits to staff such as improved morale and better working relationships. Despite positively contributing to performance, communication problems will always exist and the issue comes in on how best to mitigate these issues. As Buchanan & Huczynski (2004) assert, that the factors affecting communication are wide-ranging and often depend on multiple variables. One of the most important features of the communication flows that operate in organizations are those that regulate interactions between supervisors and subordinates.

Superiors are expected to provide resource and direction, subordinates complete their tasks and contribute to the organization, but this interaction does not often match the ideal while on the other hand leaders complain of a power struggle between them and subordinates. If not properly handled this is likely to affect organisational performance.

2.6 Channels of Communication

Communication channel is defined as a technical or formal side of communication process that allows us to transfer information from the sender to the receiver and vice versa (Reinsch and Lewis 1984). This includes all the various means in creation and acceptance of a message. This can be signs, codes or technical devices. A channel is a means of communication that an organisation can use or decide to totally ignore (Boczkowsky and Orlikowski, 2004). One channel can be used in a particular situation and not used in another situation. Also, certain channels may be used separately and others may tend to be combined. Today, businesses rarely use a single channel of communication. Studies show that two or more channels are frequently used sequentially or simultaneously (Dennis, Fuller and Valacich, 2008).

Informal channel of communication is an official chain of command which flows in any direction. It grows out of social interactions from people who work together. This can be used when there are gaps in or barriers to formal communication which disturb the employees from getting the information they require or desire. Common sources are rumour (an unofficial channel which transmits unreliable information), grapevine (it carries more reliable and valuable information. It can be single strand, gossip or cluster). When there are existing gaps in communication, conflicts between those in charge of distributing information and those in charge of receiving it arise. A study by Mumba and Phiri (2019), discovered that poor leadership skills from management, employees not being satisfied with the communication procedures in their workplace can cause conflict and demoralization.

2.7 Forms of Communication

There are three different forms of communication, Written Communication, Oral Communication and Non-Verbal communication. To begin with, written communication basically involves the use of emails, letters, memos, procedures/ policy manuals, notices, books, to transmit information in an organization. Any form of communication which is written and documented from the sender to the receiver is known as written communication (Boczkowsky and Orlikowski, 2004). Examples of written communication include letters,

memos, research papers, reports, etc. It is a very concrete form of documentary evidence and can also be used for future reference purposes. As the information is written, it can be easily distributed to many people thus making it a bulk communication method. As the information does not change from person to person, the accuracy of the information conveyed is same across the entire audience.

To ensure an effective written communication form, it is a must to follow completeness, clarity, and correctness in your writing (Mamoria, 1997). As there is no immediate feedback that can be received, it is important that written communication is detailed and accurate to ensure that the write message is communicated. Some of the limitations are lack of feedback and absence of modulations to convey message effectively. These can be overcome effectively by mixing oral communication with written to combine the advantages of both along with eliminating the disadvantages. Written Communication is more effective when the sender wants to convey complex information, written communication serves better than oral communication. Having the written document, the receiver can read it repeatedly until he/she understands the entire message. In addition, Written communication is preferable when a permanent record is needed for future reference. Written communication is also suitable when immediate interaction with the audience is either unimportant or undesirable .

Secondly Oral communication: this is the transfer of information from sender to receiver by means of verbal and visual aid. Examples of oral communication include presentations, speeches, discussions, etc. Though the message is conveyed through words, most of the times oral communication is effectively carried out with the help of non-verbal communication like body language (Robbin, 1998). There are many benefits of oral communication. This form of communication is a quick and direct method of communication. Whether positive or negative, it helps to convey the message immediately to the receiver. This method of communication enables in obtaining immediate feedback and hence is a form in which two-way communication can be enabled. The other main advantage of this communication method is that it helps in conveying the message with the desired pitch and tone that is needed for the message. It also saves on time in a huge way and saves enormously on effort that is spent.

Oral communication is a less formal method as compared to others and hence adds a personal touch to your message (Moorhead and Griffin 1999). Though it has many advantages, oral communication has its set of limitations also. This form of communication can be misinterpreted or misunderstood very easily. Communicating effectively through oral forms

require high skills and is not something that everyone can master. It is also not a form of communication that can be used as a form of documentary evidence. Oral communication is more effective when it is needed to communicate with someone instantly. When giving detailed explanation of policies, managers of the company require explanation and oral communication is the best way to communicate. Likewise when developing direct relationships it is important to establish a direct relationship between sender and receiver, or between workers and management, they should communicate orally.

Thirdly there is Non-Verbal Communication. Messages that are expressed without the use of words. This is basically through using facial expressions, body movement and personal appearance to pass information. Important categories are Kinetic behaviour, physical distance, Oculesis, Chronemics, Haptics, Paralanguage and Paralinguistics (Robbin 1998).

2.8 Barriers to Effective Communication

Communication means sharing information among different parties. For one to communicate successfully in a team or with others, at home, school, work or in the community, we must understand the different communication environments and the various barriers which prevent messages from being sent and received successfully. A communication barrier is anything that prevents us from receiving and understanding the messages others use to convey their information, ideas, and thoughts (Dr. Rani, 2016). There are different barriers to effective communication. Empathy is important for overcoming barriers to communication based on culture. Language barriers occur when people do not speak the same language, or do not have the same level of ability in a language. There are many environmental factors affecting the effective communication process. Four types of barriers: are process barriers, physical barriers, semantic barriers, and psychosocial barriers (Eisenberg, 2010).

2.8.1 Environmental and Physical Barriers

Messages can be blocked by environmental factors, such as the physical setting or the situation where communication takes place. A suitable choice of media can be overcome by distance barriers between people. Any number of physical distractions can interfere with the effectiveness of communication, including a telephone call, drop-in visitors, distances between people, walls, and static on the radio. People often take physical barriers for granted, but sometimes they can be removed. The ability to communicate effectively enables people to maintain personal relationships (Mumba, 2019). Within an organizational structure, it is vital to have team spirit and individuals should work in coordination with each other and be

cooperative towards each other. Formal and informal means of communication occurs within an organization. One of the crucial factors is proximity within an organizational structure. There is a system of hierarchy and those individuals who are placed at the higher levels of the hierarchy have closed doors, offices and cabins and are physically placed at the distance; their subordinates are in this way unable to communicate with them and this is a physical barrier to effective communications. Other examples include Time, space, place and medium used

2.8.2 Psychosocial Barriers

Three important concepts are associated with psychological and social barriers: fields of experience, filtering, and psychological distance (Antos, 2011). Fields of experience include people's backgrounds, perceptions, values, biases, needs, and expectations. Senders can encode and receivers decode messages only in the context of their fields of experience. The behaviours like bias, generalisations and stereotyping can cause communication barriers. This can cost an entire organisation time and money. Stereotyping occurs when you assume, we know something about a person because of their cultural or social background (Pikering, 2015). Our views may come from a bias you may have against a behaviour, appearance, possession or even a geographical area. Our situation, appearance and behaviour may contribute to other people's stereotyped views. This could contribute to communication breakdown. When the sender's field of experience overlaps very little with the receiver's, communication becomes difficult. Filtering means that often we see and hear what we are emotionally tuned in to see and hear. Filtering is caused by our own needs and interests, which guide our listening.

2.8.3 Language Barriers

Language is the means which is said to be the most effective means of communication with others. The language provides understanding of the content that an individual is willing to express or communicate with the others. When two persons or groups of people are involved in communicating with each other and if a common language is used that is understandable to all individuals then their objectives will be fulfilled, and the process of communication will be made effective. Usually, barriers often go hand-in hand with cultural differences, posing additional problems and misunderstandings in the workplace (Morris, 2002). Thus, language barriers can easily give impact in the work performance because messages can easily be misconstrued. Language barriers occur when people do not speak the same language, or do not have the same level of ability in a language. However, barriers can also occur when people are speaking the same language. Sometimes barriers occur when we use inappropriate levels of

language or we use jargon or slang which is not understood by one or more of the people communicating. Often the situation in which the conversation is taking place, and whether people have prior experience of the matter being discussed, can also contribute to such barriers being formed. Within an organization, it is vital to develop a common language to communicate appropriately.

2.8.4 Cultural Barriers

Within an organization, individuals belonging to different nationalities, regions, cultures, religions, castes, creed, and different status groups are employed together. These people at times do familiarize themselves with other people's cultures and backgrounds, whereas other times they are even unaware (Matic, 2008). Communication with people of different cultures and backgrounds means becoming aware of the differences in values, beliefs, and attitudes that people hold. Empathy is important for overcoming barriers to communication based on culture. Empathy means sensing the feelings and attitudes of others as if we had experienced them personally. A cultural barrier occurs when people of different cultures are unable to communicate with each other efficiently and this inability may be due diverse factors such as different backgrounds, languages, customs, viewpoints, ideas, notions and so forth.

2.8.5 Attitudinal Barriers

A common cause of communication breakdown in a workplace situation is people holding different attitudes, values, and discrimination. An example of this is differing perceptions people have of power and status. When it comes to attitudinal barriers, looking at them as those behaviors or perceptions that are divisive in nature, sullen disagreement or even overt conflict is a better understanding. They all interfere with and undermine communication. According to Dr. Rani (2016) no matter where attitudinal barriers may lead, most people's attitudes are influenced by some common variables. These variables include: Age, Culture Education, Experience, Gender, Lifestyle (especially socio-economic status), and Race. Upbringing Some people may think that they should treat people or be treated differently based on what they perceive as their status or power within a workplace or in the community. If they think that managers and supervisors have power over staff, for example, that they can allocate duties, reward, promote,

2.9 Overcoming the Barriers to Effective Communication.

The desire of all managers is to minimize as much as possible barriers to communication. The flow of communication among the various levels is top to bottom (downward communication) as well as from the bottom to top (upward communication). To overcome barriers to effective communication, several opinions are suggested by Hambagda (2000), Hybels and Weaver (1992). Firstly, they discourage information overload. Messages should be transmitted in the quantity the recipient can decode and interpret. Secondly, they state that messages should be repeated to prevent misunderstanding. Lawson, (2006:30) advised that problems should always be communicated quickly; because delays cost money. Thirdly, an appropriate channel of communication should be selected for transmitting information. The choice of channel is a function of the nature of the message to be transmitted. Lastly, Communication is considered complete when a feedback is given to a message. This should be encouraged as a way of confirming how successful the communication was.

2.10 Theoretical Framework

The researcher is basing the research on the systems theory which was developed in the 1950s with the need to have a set of systematical theoretical constructs to discuss the empirical world (Boulding, 1956; von Bertalanffy, 1951). The argument by Von Bertalanffy was that everything is interconnected. This showed a different point of view from traditional scholars that looked at individual components. Another origin of systems theory came from cybernetic systems theory in mechanical engineering (Ashby, 1954; Wiener, 1948). The term cybernetics refers to control and communication in the machine system (Almaney, 1974). Similar to general systems theory, the concepts of cybernetic systems theory were found useful in explaining the behaviors of social systems extended from machine systems.

Because of origins from multiple disciplines, systems theory are meant to be applicable to organisms and human behaviors in different disciplines (Kast & Rosenzweig, 1972). When applied to communication, the systems theory is meant to understand the interconnectedness of the human communication and not just focus on one aspect of it (Scott, 1974). One area that make great use of this theory is organisational communication. Because naturally, people create organisations that use communication in order to function on a daily basis. The strength of looking at effective communication from the systems perspective is that each and every form of communication will always impact an entire system as a whole. When one part of an organisation is changed, another part is somehow affected (Ashmos & Huber, 1987). In

general, systems theory focuses on three levels of observations: the environment, the social organization as a system, and human participants within the organization. The biological notions of population change and individuals' interaction with the environment can apply to human organizations.

According to systems theory, components of each system are structured in a hierarchical ordering, and components are interdependent with one another in the system to the extent that one component cannot function without the support of other components. At the organizational level, the organizations and other organizations in the environment are also interdependent on one another. Underlying this interdependence are the pervious boundaries, both inside and among organizations. The process of receiving resources (input) and exporting products (output) is the exchange process. When the raw materials are received, components of a system will work together to transform the materials into products exported to the environment. During this throughput process, the system is engaged in two types of feedback mechanisms: negative and positive. Negative feedback is to correct errors to maintain the current state of the system whereas positive feedback is to change the system through improvement or growth. In reaction to the change in the environment, a system develops the capacity to become complicated as the conditions of the environment become complex (Schneider & Somers, 2006).

The outcome of an organisations communication has consequences on its functioning and hence it can be seen in its overall performance. Various theories have attempted to explicate this contingency view of organization–environment relationships. The two approaches commonly cited in studying the role of organizational environments are the population ecology model (Hannan & Freeman, 1977) and the resource dependence model (Pfeffer & Salancik, 1978). These two approaches converge on the importance of environments in organizational decisions and structures but diverge on the role of environmental selection. The former emphasizes the processes of how organizations are differentially selected and determined by their fitness, measured by structural forms to their environments, while the latter focuses on active, managerial processes of selection enacted by organizations in adapting themselves to the environment. In other words, selection and adaption are the two key mechanisms that can characterize these two approaches, respectively.

According to systems theory, organizations do not exist as entities isolated from the rest of the world. They exist in increasingly turbulent environments that both provide inputs to the organization and receive outputs in the form of products and services. For a company to

succeed, some of its members must spend a significant amount of time engaged in environmental scanning, the careful monitoring of competitors, suppliers, government legislation, global economics, new technologies, political developments, and consumer preferences. Failure to do so leaves an organization open to unexpected environmental jolts, which can have disastrous consequences. An organization's relationship with its environment, however, is not limited to scanning. An essential quality of a system is interdependence (Branden burger & Nalebuff,1996). By this it means the wholeness of the system and its environment and to the interrelationships of individuals within the system. In a system, many relationships can vary in terms of their degree of interdependence. The interdependent relationships between people are established and maintained through communication. In organizations, division of labour or specialisation of work can cloud people's perceptions of the inter-dependent nature of their work. A system is not simply an interdependent set of components; it is also an interdependent collection of processes that interact over time.

In addition to the above aspects of the systems theory, feedback is one important factor to consider. There are two types of feedback being positive and negative. The negative feedback seeks to re-establish the goals or quality levels that were initially established for a job while positive feedback is illustrated by a consultant who suggests changes in the design of a product. While negative feedback encourages adherence to an established strategy or course of action, positive feedback ensures that alternative strategies or courses of action are considered. Systems theory highlights the importance of communication processes in organizing. Rajhans (2012) in a study "effective organizational communication: a key to employee motivation and performance" said that organizational communication plays a vital role in employee motivation and performance as real changes are taking place in modern organizations which confront the new reality of tighter staffing , increased workloads, longer hours and a greater emphasis on performance, risk-taking and flexibility.

2.11 Review of Similar Studies

Neto et al (2018) conducted a study in a soft drinks industry of 510 employees in Metropolitan region of Belo Horizonte that tried to examine the influence of internal communication with the constructs trust and organizational identification on the performance of an organization. The survey was quantitative and performed with 310 respondents using a questionnaire organized in groups of issues; Internal Communication, Trust in Co-workers, Trust in managers, Organizational identity and Performance. The study revealed that the higher the

organizational identity the greater the trust in the manager and the performance. It also discovered that Internal communication does not support performance, however the indirect effect on performance is positive.

Research conducted by Mazzei (2014) examined how communication strategies can enhance strategic employee communicative actions such as disseminate positive information to enhance productivity and sustain competitive advantages. In this qualitative study, interviews were conducted and focus group discussions with internal communication experts in 10 American countries and 22 Italian companies. The study addressed two main questions: firstly, the relevance of the communicative actions of employees and managers and secondly internal communication strategies that are put in place to help employees and management implement internal communicative actions. It was discovered that in American companies' communicative actions are mostly linked to the implementation of company strategies while Italian companies use it as a source of competitive advantage. Mazzei (2014) suggests that there is a wide variety of employee and manager communicative actions such as exploring, interpreting, sharing, and acting. The findings suggested that a key factor for effective enablement is mutuality which links to loyalty. Finally, the interviewees stated that managerial communication is the most important between the company strategy and communicative actions.

A study to examine the significant impacts of effective communication towards the performance of the construction organization was carried out by Mohammed Isah Leje et al (2019). The objectives of the study include to identify impacts of effective communication and evaluate the degree of agreement to which effective communication influence construction organization from construction contractors and consultants' viewpoint. A sample of 200 construction contractors and consultants were randomly selected from the Bureau of Public Procurement (BPP) database, out of which the responses rates received were 160 (80 %). Data analysis include Relative Importance Index (RII) for ranking comparison among the construction professionals. Kendall's coefficient of concordance was used to evaluate the degree of agreement between construction professionals related to the ranking of each group of the practices. The results of RII revealed that improve productivity in the organization, reduce project delay, better safety precautions on construction sites, better use of materials and equipment and improve professional commitment to the organization are the top five impacts of effective communication towards the performance of construction organization. The results

of Kendall's coefficient of concordance revealed that a high agreement between construction professionals occurred in the ranking of the impacts of effective communication towards the performance of the construction organization. The findings revealed that effective communication helps to facilitate better understanding among all parties in the construction organization.

Another study carried out by Onifade A. Temitayo et al (2018), looked at Communication: an effective tool for employee performance in Unilever Nigeria PLC. The study aim was to determine the relationship between effective communication and employee performance. Descriptive survey research design was adopted for the study and the total population of the study were 142 respondents. The simple random sampling technique was used to select the participants. Data gathered were analysed using Pearson Product Moment Correlation (PPMC). The result of the analysis revealed that there was significant relationship between effective communication and employee performance. It was therefore concluded that organizations should endeavour to make effective communication an essential strategy in achieving high employee performance.

Ainobushoborozi (2013) conducted a study which examined the impact of effective communication on labour productivity in civil engineering projects at Kampala Central division. A measure of the existing relationship between effective communication and labour productivity, and other explanatory variables included work duration spent in a company, educational qualifications, timely information on changes at work, cooperation at work and adequate training provided to employees. It was discovered that asking for clarity in communication and timely information about changes affecting work are meaningful to labour productivity. Also, to achieve the targeted productivity level, managers should confirm clarity or understanding of instructions, provide enough training to employees, make sure cooperation at work exists by providing incentives and finally, develop a good communication plan for timely information delivery on changes affecting work.

A case study was conducted by Kuria (2008) on the National Hospital Insurance Fund in Nairobi to determine effective communication on organizational performance and discovered that lack of proper communication is a challenge to organizational performance. This is mainly seen in the issue of effective customer service. If information is not transmitted by one person to the other exhaustively, the customer is not likely to get quality service which is the gauge that measures employee efficiency and overall organizational performance.

The research project by Kube (2014) main objective was to investigate the effects of communication strategies on organizational performance at Kenya Ports Authority. It also sought to find out how open-door policy of communication influences organizational performance, to assess how group effort enhances organizational performance, to analyse how organizational structure can improve organizational performance and to identify the roles of formal communication channels on organizational performance. The main conclusion drawn from the research was communication strategies play a central role in high-performance. The research concluded that for any organizational performance to be effective, the communication should be an open communication environment is one in which all members of the organization feel free to share feedback, ideas and even criticism at every level. Inclusive is one in which explicit steps are taken to e decisions that affect their day-to-day work. Organizations with a secretive communication environment shut people out, which can stifle involvement and result in lost ideas and opportunities. Companies whose managers successfully engage employees in conversations about their work, their ideas and their perspectives on issues related to products, services, customers, and the business environment develop a culture of inclusiveness that generates results. Result driven- Business communication should be results measurable results. Organizations need to think about what employees need to know to do their jobs effectively, to interact with customers effectively and to serve as ambassadors outside of the organization. Multi-channelled- Effective organizational communicators know that messages need to be delivered multiple times in multiple ways to have the most impact. Communicating different messages require different methods and busy business environments can mean that messages get lost. Using multiple channels to communicate with various audiences will increase the odds that communications are received and understood. Organizations should try to incorporate effective communication strategies that will help enhance the organizational performance. The relevance of this study is that it addresses the need for effective communication within organisations in order for high performance. Lack of effective communication causes a loss in business opportunities.

A paper by Titang (2016) sort to demonstrate the influence of internal communication on employee job performance in an organization by looking at certain internal communication elements. A survey instrument (questionnaire) was used to assess employees' perceptions of the communication climate, quality of information and communication, communication channels and discretionary effort. A qualitative\quantitative approach was used to describe and analyse data collected for the study from 17 respondents out of a sample population of 25

participants. The findings of the research revealed that internal communication has a significant impact on the overall performance and productivity of employees. Additionally, face to face communication or oral communication was an often-utilized communication channel or form. From the study it was also discovered that employee performance in the organization was at certain times stifled due to communication structures that were poor and inadequately utilized and the non-involvement of all employees in the decision-making process. However, the research also revealed a controversy between rhetoric and actual communication.

Tumbare (2009) researched an internal communication assessment of the Lilongwe City Assembly. Her study measured the effect of internal communication at the Lilongwe City. The methodological approach measured their current and ideal amounts of information within the organization. Findings from a sample of 186 respondents of the Assembly indicated a great need to receive information and to interact with Assembly management more frequently than what is happening currently. The communication between subordinates and co-workers seems to be satisfactory. However, most of his respondents expressed a lack of engagement with Assembly management on several key issues, including staff welfare, salaries, and benefits.

Femi (Ph.D.) conducted a study on “The Effect of Communication on Workers’ Performance in Selected Organizations. In Lagos State, Nigeria” he saw communication as an important component of organization’s project. This because it was assumed the global world has become widespread that, most organizations petition to meet their needs with a lesser resource moral through communication. His research tests the substantial relationship amid communication and workers’ performance in some designated organizations in Lagos State, Nigeria. Statistics for the research were gathered through questionnaire with sample populace of 120 respondents. The outcome of the research revealed the relationship between effective communication and workers’ performance, productivity, and commitment. Per the outcome showed in the study, a recommendation was made for managers to communicate with employees consistently and regularly to improve workers commitment and performance.

Another research by Zaumane (2018) Internal communication crisis and its impact on organization’s performance” cited that the importance of symmetry has been marked by Gruning and Hunt, describing symmetric communication as a source and a recipient which cannot be separated but are equal participants of a communication process seeking(striving for) mutual understanding and proportional two-way effect (Grunig, Grunig A. Larissa,1989). The research work, carried out under the auspices of the paper, points at the lack of symmetric

approach in internal communication, which is marked by the research participants(not representing the dominant coalition) as an important cause of the problem and of crisis in the organization. He opined that lack of leadership, unclear managerial style and incomprehension of employees' need for information created a fundamental problem in the organization's internal communication. Furthermore, the role of informal communication and "grape-vine telegraph" in an organization's communication is viewed as one of crucial factors influencing organization's operations and may become a threat to an organization. He further suggested that organizational crisis may not only be caused by external conditions which are difficult to control for an organization, but also by internal factors which are intricately linked to communication problems in the organization.

In a study on the Effects of Organisational Communication and Culture on Employee Motivation and Its Impact on Employee Performance carried out by (Gautama et al 2018), the conclusions were that Organizational communication significantly influenced employee motivation in broadcasting companies i.e. by increasing effective communication within the organisation, companies will increase employee motivation as well; Organisational culture has no significant influence on employee motivation in broadcasting companies; Organisational communication significantly Effect of Organisational performance and Culture. Evidently, by increasing effective communication within the organisation, companies will increase employee performance as well; Culture has no significant influence on employee performance; and Employee motivation significantly influenced employee performance i.e. by increasing employee motivation within the organisation, companies will improve employee performance.

TABLE 1 LITERATURE REVIEW SUMMARY

Author	Topic	Findings	Gaps
Mohammed Isah Leje, Mohammed Alhaji Kasimu, Asimiyu Folaranmi Kolawole (2019)	Impacts of Effective Communication towards Performance of Construction Organization	The results of RII revealed that improve productivity in the organization, reduce project delay, better safety precautions on construction sites, better use of materials and equipment and improve professional commitment to	This study Identified factors affecting communication Pearsons correlation used to analyse data.

		<p>the organization are the top five impacts of effective communication towards the performance of construction organization.</p> <p>The results of Kendall's coefficient of concordance revealed that a high agreement between construction professionals occurred in the ranking of the impacts of effective communication towards the performance of the construction organization. The findings revealed that effective communication help to facilitate better understanding among all parties in the construction organization</p>	
Neto et al 2018	Influence Internal Communication on Organizational Performance: Proposition of Model.	<p>The higher the organizational identity the greater the trust in the manager and the performance.</p> <p>Internal communication does not support performance, however the indirect effect on performance is positive.</p>	This research is using a systems theory to link communication and performance

<p>Onifade A. Temitayo, Opele M. Adedayo & Okafor I. Linus (2018).</p>	<p>Communication: An Effective Tool for Employee Performance in Unilever Nigeria PLC.</p>	<p>There is a significant relationship between effective communication and employee performance.</p>	<p>It only focused on one organisation. It did not look at the factors affecting effective communication</p>
<p>Ainobushoborozi (2013)</p>	<p>The impact of effective communication on labour productivity in civil engineering projects</p>	<p>Asking for clarity in communication and timely information about changes affecting work are meaningful to labour productivity.</p> <p>Also, to achieve the targeted productivity level, managers should confirm clarity or understanding of instructions, provide enough training to employees, make sure cooperation at work exists by providing incentives</p> <p>A good communication plan should be developed for timely information delivery on changes affecting work.</p>	<p>This study will identify factors affecting effective communication</p>
<p>(Gautama et al 2018)</p>	<p>Effects of Organisational Communication and Culture on Employee</p>	<p>Organizational communication significantly influenced employee motivation in broadcasting companies.</p>	<p>This research will identify factors affecting effective communication</p>

	<p>Motivation and Its Impact on Employee Performance</p>	<p>Organisational culture has no significant influence on employee motivation in broadcasting companies.</p> <p>Organisational communication significantly Effect of Organisational Communication and Culture.</p> <p>Culture has no significant influence on employee performance; and Employee motivation significantly influenced employee</p>	
<p>Mazzei (2014)</p>	<p>Internal Communication for Employees Enablement: Strategies in American and Italian Companies</p>	<p>It was discovered that in American companies' communicative actions are mostly linked to the implementation of company strategies while Italian companies use it as a source of competitive advantage.</p> <p>there is a wide variety of employee and manager communicative actions such as exploring, interpreting, sharing, and acting.</p> <p>key factor for effective enablement is mutuality which links to loyalty.</p>	<p>This study used a quantitative approach.</p>

		<p>managerial communication is the most important between the company strategy and communicative actions. This research however was purely qualitative in nature of which this study was using a quantitative approach.</p>	
Kuria (2008)	<p>Effective Communication on Organizational Performance: A Case Study of National Health Insurance Fund Nairobi Branch</p>	<p>lack of proper communication is a challenge to organizational performance</p>	<p>The research looked at 3 different institutions</p>
Kube (2014)	<p>the effects of communication strategies on organizational performance at Kenya Ports Authority.</p>	<p>communication strategies play a central role in high-performance. for any organizational performance to be effective, the communication should be an open communication environment (members of the organization feel free to share feedback, ideas and even criticism at every level).</p>	<p>This study was carried out among 3 different institutions</p>

Titang (2016)	The Impact of Internal Communication on Employee Performance in an Organisation	internal communication has a significant impact on the overall performance and productivity of employees. face to face communication or oral communication was an often-utilized communication channel or form. employee performance in the organization was at certain times stifled due to communication structures that were poor and inadequately utilized and the non-involvement of all employees in the decision-making process.	This research was purely Quantitative
Tumbare (2009)	The effect of internal communication at the Lilongwe City	most of his respondents expressed a lack of engagement with Assembly management on several key issues, including staff welfare, salaries, and benefits	Research carried out among 3 different institutions address how to enhance organizational performance
Femi (Ph.D.)	The Effect of Communication on Workers' Performance in	The outcome of the research revealed the relationship between effective communication and workers' performance,	address how to enhance organizational performance

	Selected Organizations.	productivity, and commitment. Per the outcome showed in the study, a recommendation was made for managers to communicate with employees consistently and regularly to improve workers commitment and performance.	
Zaumane (2018)	Internal Communication Crisis and its impact on organizational performance	internal communication crisis is a result of asymmetrical formal internal communication, a lack of leadership and values, weak organizational culture, as well as active grapevine communication. internal communication crisis is directly related to an organizational crisis because there is a big possibility that in the alternative decision-making process, established because of an internal communication crisis, employees try to solve organizational problems by involving external stakeholders.	address how to overcome overcome the communication barriers identified

2.12 Chapter Summary

This chapter reviewed the literature by the other scholars and researchers on the subject matter of effective communication and organizational performance. From the discussions, most studies have focused on the importance of effective communication and its barriers, but they have not advised on what framework can be used to enhance effective communication in organizations. This study therefore seeks to fill this research gap.

CHAPTER THREE
RESEARCH METHODOLOGY

3.1 Introduction

This chapter discusses the research methodologies that were employed in the study. The chapter includes the research design, study population, sampling design, data collection techniques and the data analysis techniques. This chapter also includes the proposed research model, the research hypothesis and concludes the ethical considerations.

3.2 Research Design

The research questions were answered using the descriptive study design. This design enabled an analysis of effective communication and organizational performance among consultancy companies in Lusaka. Quantitative data was collected in the form of a questionnaire. The use of questionnaires helped the study to generalize findings from data collected from the respondents.

3.3 Population of the Study

Population is the entire aggregation of items from which samples can be drawn for a study (Opoku, 2009). The population targeted for this study consisted of all the staff at three human resource consultancy companies in Lusaka Zambia.

3.4 Sample Size and Sampling Technique

To test the theoretical expectations of any relationship, a wide range of different groups is needed to include all the various categories of people as far as possible (Opoku, 2009). Total sampling technique was used with each institution comprising of 135 employees.

TABLE 2 RESEARCH DESIGN MATRIX

Research Questions	Research Objectives	Sampling and Data collection	Data collection Tools and Analysis
What are the major factors that affect effective	To identify factors affecting effective communication	Total Sampling, Questionnaires and Secondary data	Descriptive statistics

communication based on the systems theory?	based on systems theory.		
How can the factors in 1 are addressed to improve organizational performance?	To develop a communication framework that addresses the factors in 1 to improve organizational performance	Total Sampling, Questionnaires and Secondary data	Correlation

3.5 Data Collection Methods

This study made use of data obtained from both primary and secondary sources. Primary sources of data collection constituted the administration of questionnaires. Secondary sources of data were collected from relevant material found in textbooks, articles, journals on internal communication and performance.

3.6 Instruments for Data Collection

The data collection instrument used in this study as a basis for collecting, recording and measuring data which is required to provide answers to our research questions was a questionnaire.

3.6.1 Questionnaire

Foddy (1995) defines a questionnaire as a carefully written set of questions about a subject that has given to a carefully selected sample of human beings. The questionnaire was designed in two parts: the first part being the identification of respondents, the second part targeted employees who carried out daily tasks. Respondents were expected to provide answers to the number of years put in the organization, their gender as well as their educational background and qualifications. In addition, they were required to provide answers to questions about communication, management and performance.

The questionnaire had closed ended questions which included all types of pre-written responses or possible answers from which respondents are required to choose from. Each alternative was preceded by a box in which the respondent was expected to indicate his choice with either a tick or marking a cross (X). Other types of closed questions include multiple choice questions in which respondents are required to choose an answer from a list or number of alternative answers. The researcher also allotted five-point scoring scale questions ranging from “strongly disagree” to “strongly agree” in which respondents were required to make a choice by ticking or marking a cross on their selection.

3.7 Data Analysis

After the data collection, the researcher attempted to edit the data collected to ensure consistency of responses. In this regard, statistical tools were used to simplify and make data interpretable and understandable. Data was analysed using quantitative methods. SPSS integrated package on a personal computer was used to analyse quantitative data. The technique for quantitative data analysis used by the researcher was descriptive statistics based on frequency distribution and percentages, which is used in determining the proportion or number of respondents choosing the various answers. Correlation Analysis was used to test if relationships between the variables. Furthermore, the researcher utilized tables, charts, and graphs to represent data and to make understanding and interpretation of facts easy.

3.8 Conceptual Framework

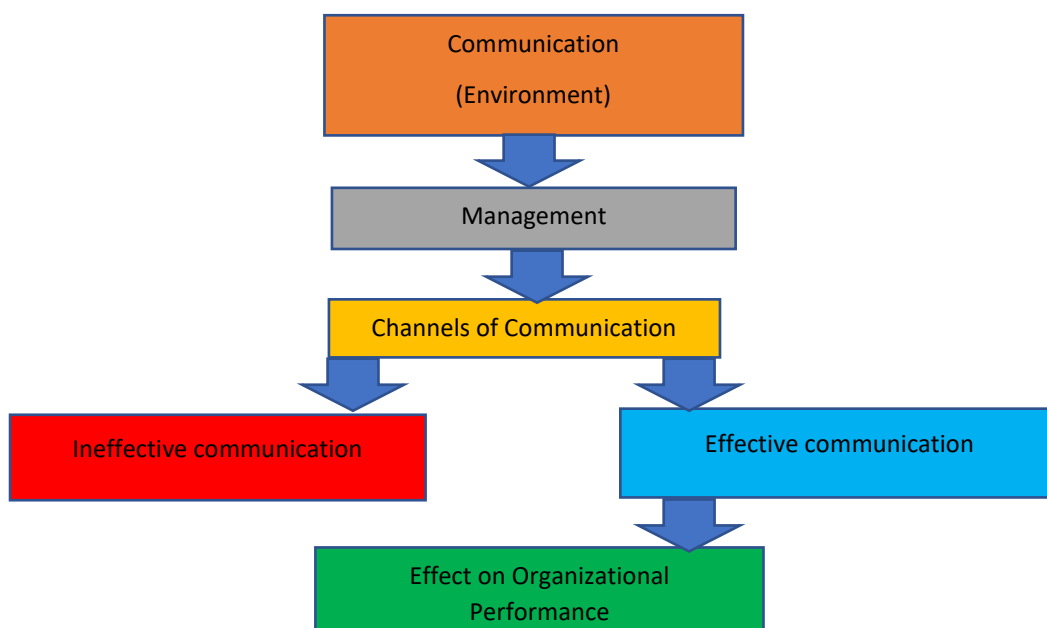


FIGURE 1 CONCEPTUAL FRAMEWORK

According to the conceptual framework, the systems theory suggests that if the organization is the system at the micro level, then the environment is the system at the macro level. Organisations and environment are labels of patterns of activities that are generated by human actions and their accompanying efforts. Under this vision, the firm is seen as a learning system and as having a set of skills and competences that enables it to produce its own knowledge. (Nonaka and Takeuchi, 1995) The firm is then a cognitive system establishing its existence, creating information and activating skills in order to produce knowledge through continuous learning processes. Management therefore acts as source of knowledge for the rest of the employees. It is normally in charge of receiving communication from the business environment. They act as the body of knowledge.

There after management will decide of which of the different channels of communication it will use to share information or knowledge about various organisational activities, tasks or duties to the employees. How the employees receive the necessary information normally influences their performance. The use of appropriate channels and methods of communication is likely to lead to effective communication. Effective communication leads to employee satisfaction which in turn may lead to increased productivity, better customer service, loyalty, better customer relations, and better employee relations. On the other hand, the use of inappropriate channels and methods of communication is likely to lead to ineffective communication. From previous studies it has been noted that effective communication has a positive effect on organisational performance.

3.9 Research Hypotheses

The following hypothesis were used

- H1: There is a positive relationship between management and the channel of communication used.
- H2: Channel of communication used can positively lead to effective communication
- H3: Effective communication has a positive effect on organizational performance.

CHAPTER FOUR

DATA PRESENTATION AND ANALYSIS OF FINDINGS

4.1 Introduction

This chapter describes and analyses the information generated from the data that was obtained from the administration of the questionnaires. The results will be presented using determined and suitable data analysis instruments and in this regard the study has made use of descriptive statistics which is presented in frequency distribution tables showing absolute and relative values. Following the 138 questionnaires administered to participants, 88 were returned to the researcher. This gave a total percentage of 63% answered and 36% unanswered. Results are presented using tables, charts, graphs. The table below illustrates the rate of the questionnaire administered:

TABLE 3 RESPONSE RATE OF QUESTIONNAIRE ADMINISTERED

Variable	Actual Number of Responses	Percentage of Actual Responses
Answered	88	65%
Unanswered	47	35%

4.2 Presentation of Data from Questionnaire administered to Respondents

The main objective of our analysis is to provide or find out answers to the research questions as to whether there exists a significant link between communication and performance; if communication variables have a positive impact on organizational performance; what communication difficulties are faced by employees and how can organizations improve upon their communication in order to increase productive levels.

4.2.1 Identification of Respondents

The presentation of the data from the questionnaire administered to respondents began with the identification of the respondents in terms of their gender, educational background and duration of employment in the organization. The tables and graphs below give the descriptive statistics from the respondents.

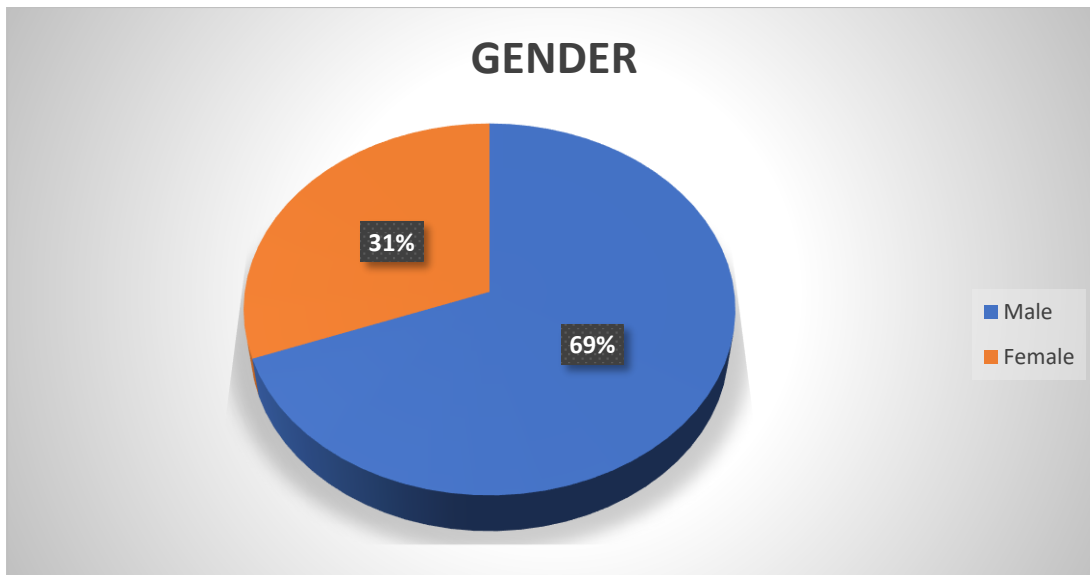


FIGURE 2 GENDER

From figure 2 above, the male population is representing a 69% and a female population of 31% of the total population. This indicates that from the three human resource organisations, the overall field is male dominated.

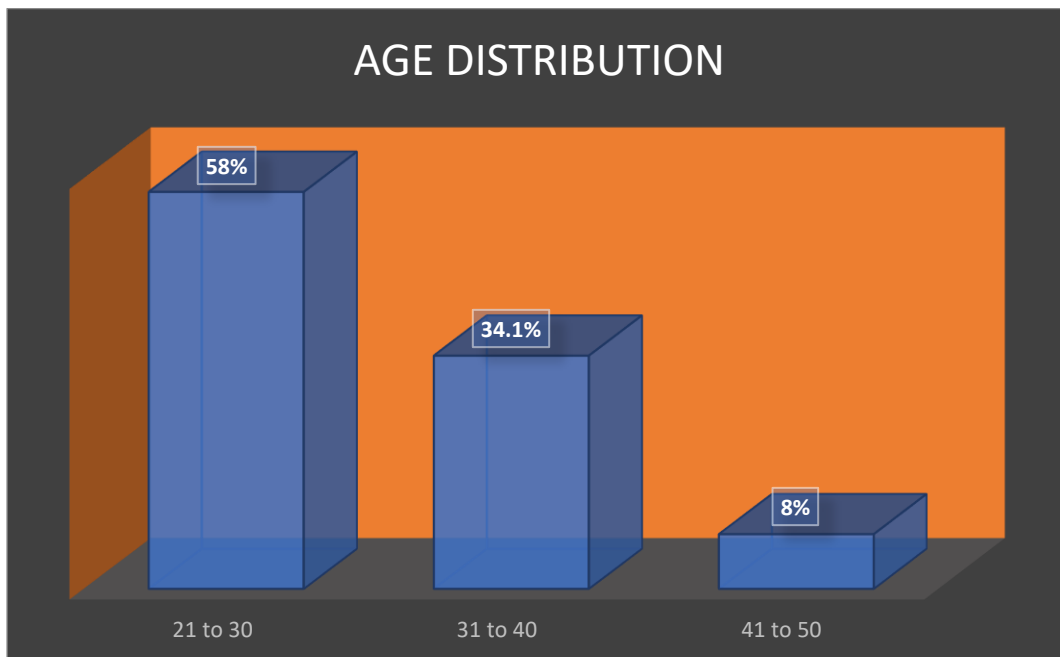


FIGURE 3 AGE

Regarding age, the distribution shows that the work force is made up of majority employees between the ages of 21 and 30 while the least workforce has employees from the range of 41 to 50. The middle range of employees ranges from 31- 50. From the age groups it can be noted that is it was a young workforce

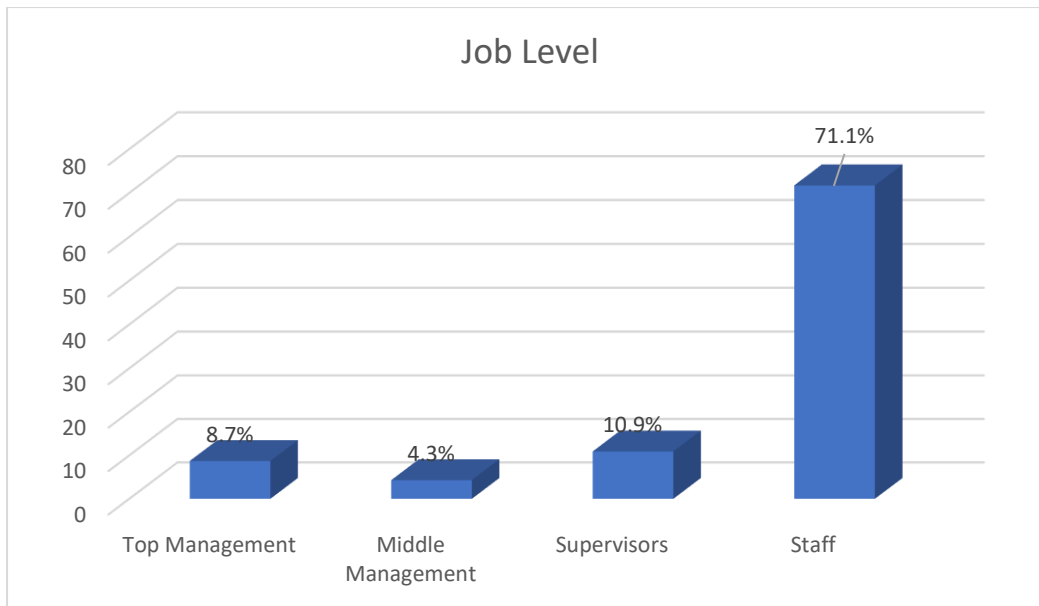


FIGURE 4 JOB LEVEL

The figure above shows the responses towards the question that required the respondents to indicate their levels of service. Top management comprised of 8.7% while middle management comprised of 4.3% The Supervisors took up 10.9% and the staff in general composed of 71.7%.

4.3 Communication

TABLE 4 PROMPT FEEDBACK TO EMPLOYEES

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Agree	14	15.2	15.9	15.9
Agree	38	41.3	43.2	59.1
Disagree	20	21.7	22.7	81.8
Strongly Disagree	9	9.8	10.2	92.0
Undecided	7	7.6	8.0	100.0
Total	88	95.7	100.0	
Missing System	4	4.3		
Total	92	100.0		

Table 4 shows respondents answering to the question that asks if they receive prompt feedback. Majority being 43.2% agree that they do receive prompt feedback from management while

22.7% do not agree to this. However, 15.9% still strongly agree that they do receive prompt feedback from management while 10.2% strongly disagree and 8% were undecided.

TABLE 5 RELEVANT INFORMATION TO EMPLOYEES ON TIME

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Agree	23	25.0	26.1	26.1
Agree	50	54.3	56.8	83.0
Disagree	5	5.4	5.7	88.6
Strongly Disagree	7	7.6	8.0	96.6
Undecided	3	3.3	3.4	100.0
Total	88	95.7	100.0	
Missing System	4	4.3		
Total	92	100.0		

The table shows that 56.8% of the respondents agree that they do receive relevant information from management on time. In addition, 26.1% also strongly agree that they do receive relevant information on time. However, 8% strongly disagree, 5.7% disagree and 3.4% were undecided. This data shows that majority receive necessary information on time.

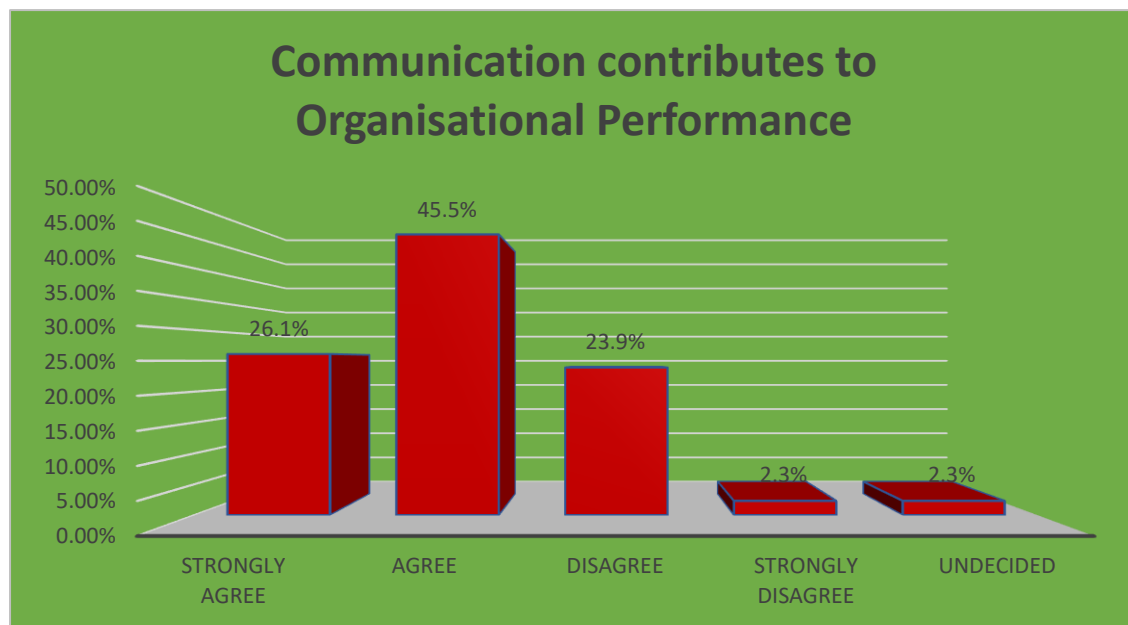


FIGURE 5 COMMUNICATION CONTRIBUTES TO ORGANISATIONAL PERFORMANCE

Figure 5 shows responses to the question as to whether communication contributes to organization performance. It was found that 45.5% agree and 26.1% strongly agree to the fact that communication does contribute to organization performance. However, 23.9% and 2.3% disagree and strongly disagree to this while 2.3% were undecided.

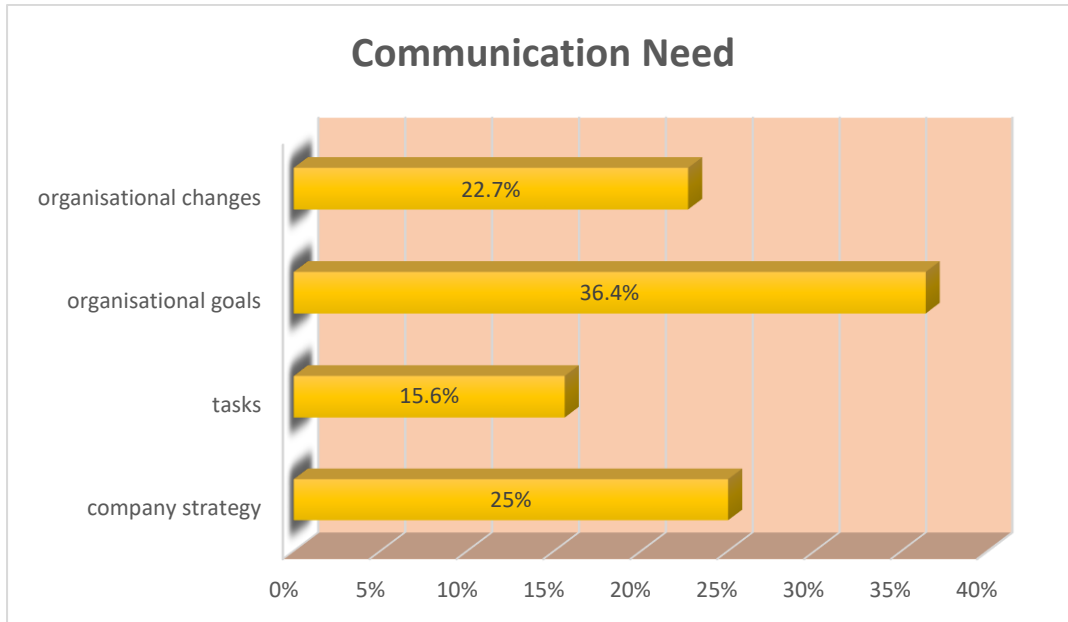


FIGURE 6 COMMUNICATION NEED

When asked what the most important communication need was for the respondents, 36.4% indicated that they needed to be communicated to what the organizational goals were, 25% indicated that communication was important for knowing the company strategy, 22.7% needed communication mainly to be aware of organizational changes and 15.9% needed communication for the purpose of being aware of tasks.

TABLE 6 COMMUNICATION BARRIERS

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
CommunicationBarriers	88	1.00	6.00	2.4205	1.52919
Valid N (listwise)	88				

In table 6 the descriptive statistics indicate that the total number of participants were 88, the minimum and maximum were 1 and 6 respectively, the mean was 2.4205 which indicates the average of respondents and the standard deviation was 1.5219 which represents the dispersion of data relative to the mean.

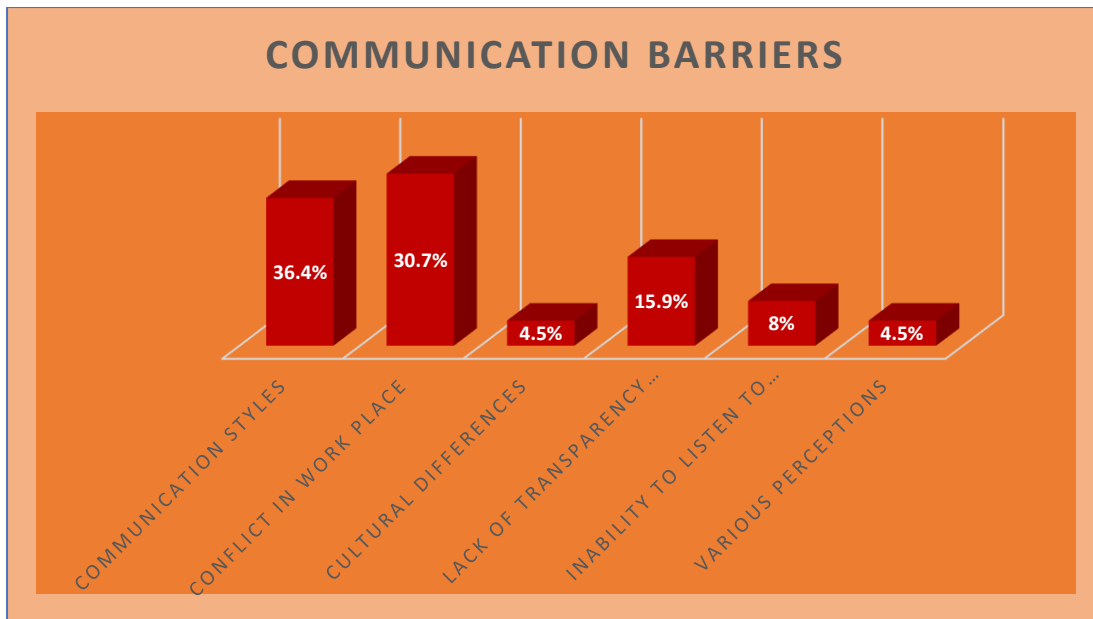


FIGURE 7 COMMUNICATION BARRIERS

As regards to communication barriers, most participants 36.4% indicated that the main cause of communication barrier was due to different communication styles of management. 30.7% alluded this to conflict in the workplace while 15.9% thought that it was because of lack of transparency and trust in the organization. 8% of the respondents believe that it due to the inability of employees to listen to each other while 4.5% believe that cultural differences and various perspectives each.

TABLE 7 ENHANCE EFFECTIVE COMMUNICATION

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
EnhanceEffectiveComm unication	88	1.00	4.00	2.1932	1.02675
Valid N (listwise)	88				

In the table above the descriptive statistics indicate that the total number of participants were 88, the minimum and maximum were 1 and 4 respectively, the mean was 2.1932 which indicates the average of respondents and the standard deviation was 1.02675 which represents the dispersion of data relative to the mean. When asked how the respondents think effective communication could be enhanced, 31.8% thought that making objectives and goals clear and public would be effective while 29.5% and 26.1% thought that establishing regular processes

and encouraging sharing and dialogue is an effective way of enhancing communication. 12.5% only related to enhancing effective communication to prompt feedback.

4.4 Communication Channel

TABLE 8 CHANNEL NORMALLY USED

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Face to Face	65	70.7	73.9	73.9
Mobile	15	16.3	17.0	90.9
Email	6	6.5	6.8	97.7
Telephone	2	2.2	2.3	100.0
Total	88	95.7	100.0	
Missing System	4	4.3		
Total	92	100.0		

The table above shows that 73.9% of the participants use face to face as their channel of communication followed by mobile at 17%. The least channel of communication used was telephone at 2.3% and email at 6.8%. This shows that participants prefer face to face interactions.

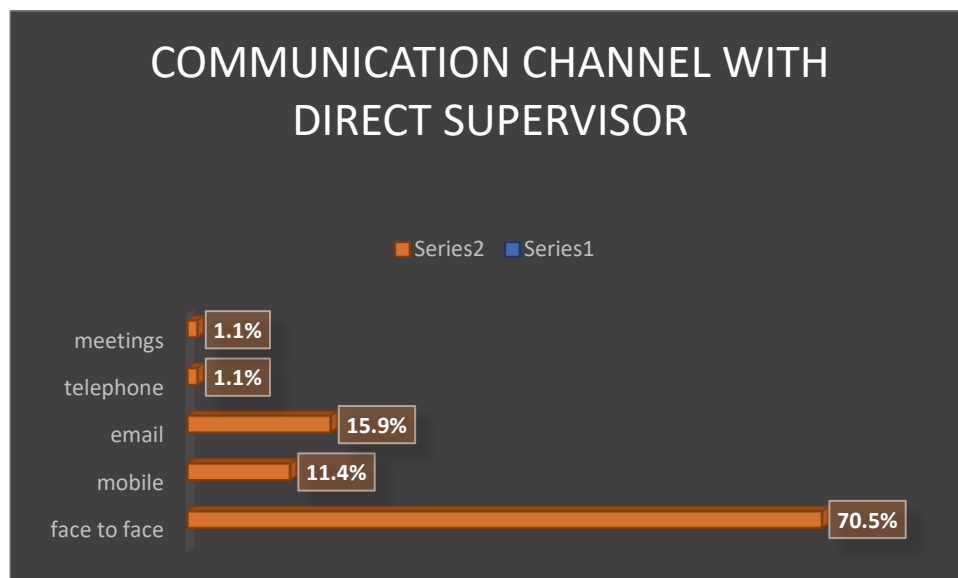


FIGURE 8 COMMUNICATION CHANNEL WITH DIRECT SUPERVISOR

From the graph above 70.5% of the respondents showed that they use face to face interactions with their immediate supervisor followed by 15.9% using email. The most channels of communication used were the telephone and mobile at 11.4% and 1.1 % respectively.

TABLE 9 WAY OF RECEIVING FEEDBACK

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Face to Face	53	57.6	60.2	60.2
	Mobile	4	4.3	4.5	64.8
	Email	16	17.4	18.2	83.0
	Telephone	15	16.3	17.0	100.0
	Total	88	95.7	100.0	
Missing	System	4	4.3		
Total		92	100.0		

From the table above 60.2% of the respondents indicated that they would like to receive feedback via face to face channel while 18.2% indicated that they preferred to receive feedback in form of an email. 17% and 4% however prefer to receive feedback via telephone and mobile, respectively.

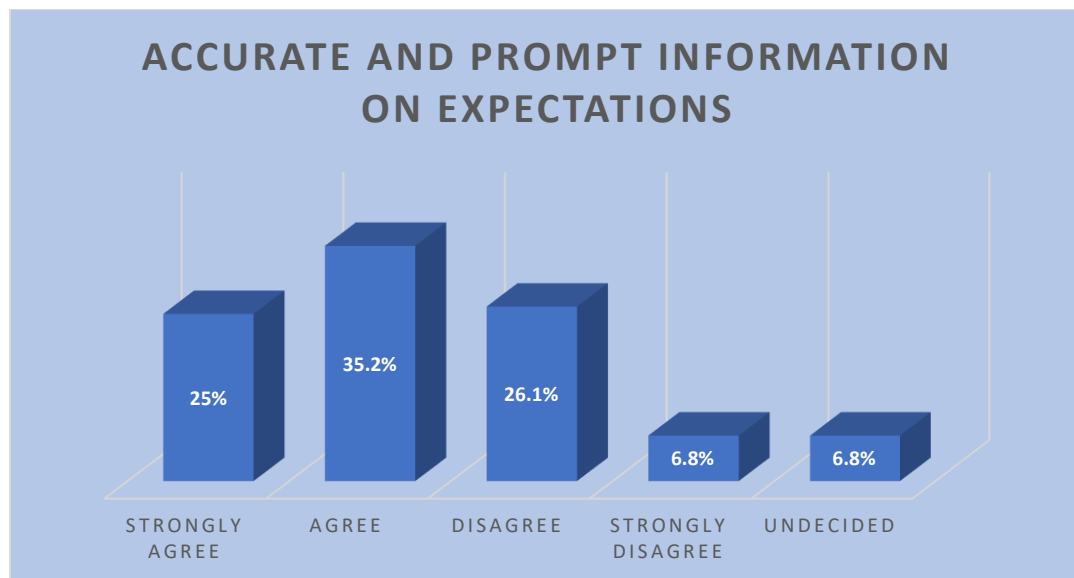


FIGURE 9 ACCURATE AND PROMPT INFORMATION ON EXPECTATIONS

From the graph and table above, 35.2% of respondents agree to receiving accurate and prompt information on the expectations of their organization while 26.1% disagree. However, 25% still strongly agree that they do receive accurate and prompt information on expectations while

6.8% each strongly disagree or were undecided. From this it can be seen however that majority respondents totalling to 60% were agreeable to the fact that they receive prompt and accurate information about company expectations.

TABLE 10 INFORMED IN MATTERS AFFECTING WORK AND WORK CONDITIONS

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Agree	40	43.5	45.5	45.5
Agree	34	37.0	38.6	84.1
Disagree	8	8.7	9.1	93.2
Strongly Disagree	1	1.1	1.1	94.3
Undecided	5	5.4	5.7	100.0
Total	88	95.7	100.0	
Missing System	4	4.3		
Total	92	100.0		

45.5% strongly agree and 38.6% agree that they are informed on matters affecting their work and work conditions making it a majority of 84.1% that agree to this. However, 9.1%, 1.1% and 5.7% disagreed, strongly disagreed and were undecided on the issue.

4.5 Measure of Effective Communication

TABLE 11 TOP MANAGEMENT SAY AND MEAN ONE THING

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Disagree	16	17.4	18.2	18.2
Disagree	37	40.2	42.0	60.2
Neutral	13	14.1	14.8	75.0
Agree	22	23.9	25.0	100.0
Total	88	95.7	100.0	
Missing System	4	4.3		
Total	92	100.0		

42% of the respondents disagree that management do not say and mean the same things while 18.2% equally strongly disagreed bringing the majority to 60.2% of the respondents that believed management does not say and mean one thing. 25% however agree that yes management does say and mean one thing while 14.8% chose to be neutral.

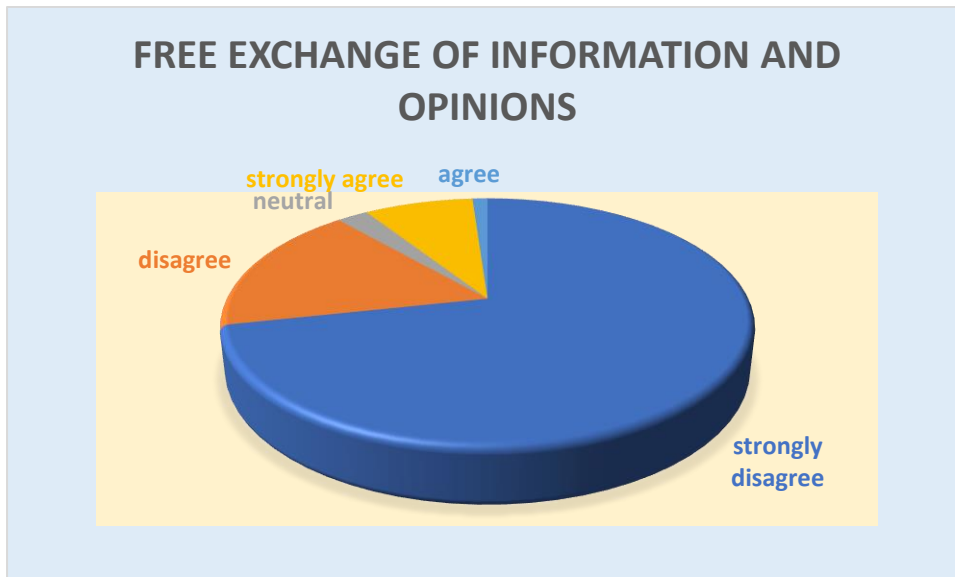


FIGURE 10 FREE EXCHANGE OF INFORMATION AND OPINIONS

Majority respondents 71.6% strongly disagree to the question of whether they have free exchange of information and opinions within the organization. In addition, another 17% further disagree to this very question. Only 8% of the respondents were agreeable and 2.3% were undecided on the matter.

TABLE 12 PERFORMANCE MEASURES TELL US WHAT SERVICES WE PROVIDE

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly agree	74	80.4	84.1	84.1
agree	14	15.2	15.9	100.0
Total	88	95.7	100.0	
Missing System	4	4.3		
Total	92	100.0		

The table shows that a total of all respondents 100% have performance measures that tell them what services the company is providing. Specifically, 81.4% and 15.9% agree and strongly agree, respectively.

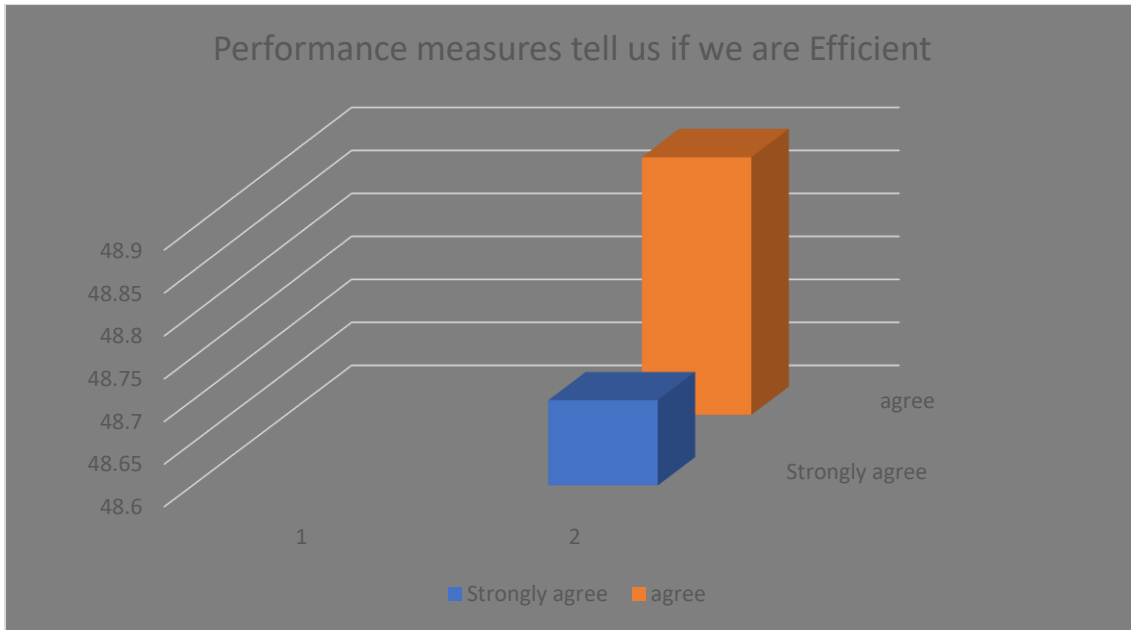


FIGURE 11 WE HAVE PERFORMANCE MEASURES THAT TELL US IF WE ARE EFFICIENT

Figure 11 above shows that a total of all respondents 100% have performance measures that tell them if the company is working efficiently. Specifically, 51.1% and 48.9% agree and strongly agree, respectively.

TABLE 13 PERFORMANCE MEASURES ANALYSE CUSTOMER SERVICE

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid strongly agree	3	3.3	3.4	3.4
Agree	50	54.3	56.8	60.2
Neutral	24	26.1	27.3	87.5
Disagree	11	12.0	12.5	100.0
Total	88	95.7	100.0	
Missing System	4	4.3		
Total	92	100.0		

Table 13 shows that 56.8% of the respondents agree to the fact that they have performance measures that analyse customer service while 27.3% are neutral. 12.5% disagree and 3.4% agree.

TABLE 14 PERFORMANCE MEASURES DEMONSTRATE IF WE ARE ACHIEVING INTENDED RESULTS

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid strongly agree	16	17.4	18.2	18.2
Agree	72	78.3	81.8	100.0
Total	88	95.7	100.0	
Missing System	4	4.3		
Total	92	100.0		

The table above shows that 100% of the respondents know the measures that demonstrate if the company is achieving intended results. Specifically, 81.8% agree and 18.2% strongly agree.

TABLE 15 PERFORMANCE INFORMATION IS AVAILABLE IN TIME TO MANAGE OPERATIONS

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Agree	64	69.6	72.7	72.7
neutral	16	17.4	18.2	90.9
disagree	8	8.7	9.1	100.0
Total	88	95.7	100.0	
Missing System	4	4.3		
Total	92	100.0		

Table 16 shows that 72.7% of the respondents receive information regarding performance in time to manage operations while 18.2% were neutral. However, 9.1% of the respondents disagree to this statement.

4.6 Correlation Analysis

Correlation is used as a way to establish if there is a mutual relationship between two or more things especially when one causes or influences the other. In this study the researcher used Pearsons correlation.

The first analysis will try to test if there is a positive relationship between management and the channel of communication used.

TABLE 16 RELATIONSHIP BETWEEN MANAGEMENT AND CHANNEL OF COMMUNICATION

Correlations

		Top Management Provides Information You Need	CommChannelWithDirectSupervisor
Top Management Provides Information You Need	Pearson Correlation	1	.050
	Sig. (2-tailed)		.642
	N	88	88
CommChannelWithDirectSupervisor	Pearson Correlation	.050	1
	Sig. (2-tailed)	.642	
	N	88	88

The tests results show no significance. This shows that there is relationship between management and the channel of communication used.

TABLE 17 RELATIONSHIP BETWEEN CHANNEL OF COMMUNICATION AND EFFECTIVE COMMUNICATION 1

Correlations

		Channel Normally Used	Receive Information From Preferred Sources
Channel Normally Used	Pearson Correlation	1	.219*
	Sig. (2-tailed)		.041
	N	88	88
Receive Information From Preferred Sources	Pearson Correlation	.219*	1
	Sig. (2-tailed)	.041	
	N	88	88

*. Correlation is significant at the 0.05 level (2-tailed).

The table shows significance of .041 at 5% level between communication channel variable; channel normally used and effective communication variable; receives information from preferred sources

TABLE 18 RELATIONSHIP BETWEEN CHANNEL OF COMMUNICATION AND EFFECTIVE COMMUNICATION

		CommChannelWithCoWorker	Free Exchange Of Information And Opinions
CommChannelWithCoWorker	Pearson Correlation	1	.409**
	Sig. (2-tailed)		.000
	N	88	88
Free Exchange Of Information And Opinions	Pearson Correlation	.409**	1
	Sig. (2-tailed)	.000	
	N	88	88

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

The table shows significance of .000 at 1% level between communication channel variable; communication channel with coworker and effective communication variable; free exchange of information and opinions.

TABLE 19 RELATIONSHIP BETWEEN CHANNEL OF COMMUNICATION AND EFFECTIVE COMMUNICATION 3

Correlations

		Free Exchange Of Information And Opinions	CommChannelWithDirectSupervisor	Employees encouraged To Be Open With Each Other
Free Exchange Of Information And Opinions	Pearson Correlation	1	.232*	.282**
	Sig. (2-tailed)		.030	.008
	N	88	88	88
CommChannelWithDirectSupervisor	Pearson Correlation	.232*	1	.306**
	Sig. (2-tailed)	.030		.004
	N	88	88	88
Employees encouraged To Be Open With Each Other	Pearson Correlation	.282**	.306**	1
	Sig. (2-tailed)	.008	.004	
	N	88	88	88

*. Correlation is significant at the 0.05 level (2-tailed).

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

The table above shows significance of .030 at 5% level between effective communication variable; Free exchange of information and Opinions and communication variable; communication channel with direct supervisor. It equally showed significance of .004 at 1% level between effective communication variable; Employees encouraged to be open with each other and Communication channel variable; Communication channel used with direct supervisor.

TABLE 20 RELATIONSHIP BETWEEN EFFECTIVE COMMUNICATION AND ORGANISATIONAL PERFORMANCE

Correlations

		PM tells us what services we provide	Job Is Not Delayed because You Get The Information You Need	Employees encouraged To Be Open With Each Other
PM tells us what services we provide	Pearson Correlation	1	.234*	.249*
	Sig. (2-tailed)		.029	.019
	N	88	87	88
Job Is Not Delayed because You Get The Information You Need	Pearson Correlation	.234*	1	.209
	Sig. (2-tailed)	.029		.052
	N	87	87	87
Employees encouraged To Be Open With Each Other	Pearson Correlation	.249*	.209	1
	Sig. (2-tailed)	.019	.052	
	N	88	87	88

*. Correlation is significant at the 0.05 level (2-tailed).

The table above shows that there is a significance of .029 and .019 at 5% level between the performance variable; performance measure tell us what services we provide and the Effective

communication variable; job is not delayed because you get the information you need and employees encouraged to be open with each other respectively.

TABLE 21 RELATIONSHIP BETWEEN EFFECTIVE COMMUNICATION AND ORGANISATIONAL PERFORMANCE 2

		Job Is Not Delayed because You Get The Information You Need	Reliable Information From Other Departments	Communication From Other Departments Is Detailed And Accurate	We have PMs that analyse customer service
Job Is Not Delayed because You Get The Information You Need	Pearson Correlation Sig. (2-tailed) N	1 .187 87	.187 .082 87	-.095 .382 87	.281** .008 87
Reliable Information From Other Departments	Pearson Correlation Sig. (2-tailed) N	.187 .082 87	1 .082 88	-.020 .854 88	.267* .012 88
Communication From Other Departments Is Detailed And Accurate	Pearson Correlation Sig. (2-tailed) N	-.095 .382 87	-.020 .854 88	1 .006 88	-.292** .006 88
We have PMs that analyse customer service	Pearson Correlation Sig. (2-tailed) N	.281** .008 87	.267* .012 88	-.292** .006 88	1 88

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

* . Correlation is significant at the 0.05 level (2-tailed).

The table above shows that effective communication has a positive effect on organizational performance. At 1 % significance effective communication on the basis of job not being delayed because one receives information they need has on a positive effect of 0.008 on performance. At 5% Reliable information from other departments has a positive effect on 0.012

on organizational performance. Lastly at 1% significance receiving detailed and accurate information from other departments has a positive effect of 0.006 on organizational performance.

4.7 Chapter Summary

This chapter presented the results of the descriptive analysis and explains why each analysis was undertaken. The chapter also presented the results of the correlation and regression analysis which utilized Pearson's correlation coefficient. The results of the hypothesis testing were also presented.

CHAPTER FIVE

DISCUSSION

5.1 Introduction

This chapter presents answers to the study questions in the first chapter. The answers to the study questions are founded on descriptive and correlation analysis results.

5.2 The factors affecting effective communication based on the systems theory.

The first research question was developed to identify factors affecting effective communication based on the systems theory. To answer the question, the researcher analysed questionnaire responses in form of descriptive statistics using SPSS. The figure below shows the results.

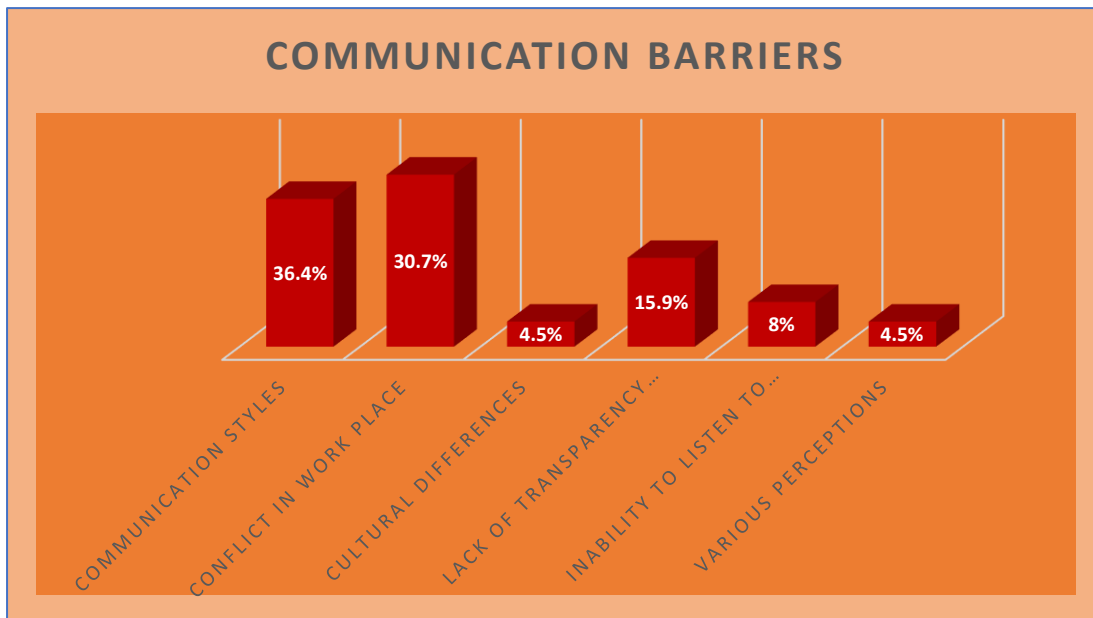


FIGURE 12 COMMUNICATION BARRIERS

An analysis of figure shows 36.4% indicated that the main cause of communication barrier was due to different communication styles of management. 30.7% alluded this to conflict in the workplace while 15.9% thought that it was because of lack of transparency and trust in the organization. 8% of the respondents believe that it due to the inability of employees to listen to each other while 4.5% believe that cultural differences and various perspectives each. This is line with Buchanan & Huczynski (2004) assert that the factors affecting communication are wide and often depend on various variables ranging from communication through hierarchical

structures, power and status differences, the design and gender, differentiation of jobs, the nature of employment contracts, physical layouts, and rules.

5.3 Devising a model that addresses factors in question 1 to improve organisational performance

The researcher developed three hypothesis and used pearsons correlation to identify if there is a significant relationship between the variables in the model used and to determine the strengths of these relationships. The level of significance was used for the correlation analyses, the P-value, was 0.05 and the Degrees of Freedom (df) = N – 1 (where N is the number of participants/respondents). If the P-value (P) calculated from the Pearson Correlation, r, was less than or equal to the level of significance, P = 0.05. The relationship is significant. However, if the P-value (P) calculated from the Pearson Correlation, r, was more than the level of significance, P = 0.05. The relationship is not significant. Based on the hypotheses, the following were the results

TABLE 22 SUMMARY OF HYPOTHESES RESULTS

Hypothesis	Results
H1: There is a positive relationship between management and the channel of communication used.	Rejected
H2: Channel of communication used by can positively lead to effective communication	Accepted
H3: Effective communication has a positive effect on organizational performance.	Accepted

A review of the table above shows that organisational performance is affected by effective communication and the channel of communication.

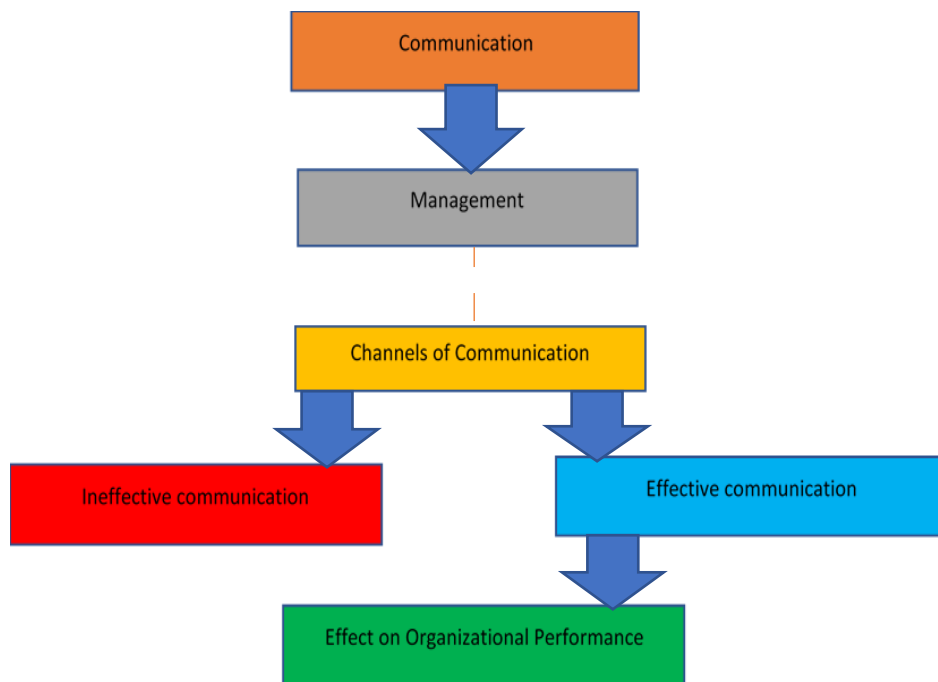


FIGURE 13 PROPOSED FRAMEWORK

In the above framework Management acts as source of knowledge for the rest of the employees. It is normally in charge of receiving communication from the business environment. It shows that the channels of communication it will use to share information or knowledge about various organisational activities, tasks or duties to the employees is not important. What the research hypotheses confirmed is that the communication must be Effective communication which leads to employee satisfaction which in turn may lead to increased productivity, better customer service, loyalty, better customer relations, and better employee relations.

5.4 Chapter Summary

This chapter has discussed the findings of the research by addressing the two objectives and also showed a summary of the hypotheses tests. Lastly, the chapter has proposed a framework.

CHAPTER SIX

CONCLUSIONS AND RECOMMENDATIONS

6.1 Conclusions

The main purpose of the study was to devise a model of effective communication that enhances organisational performance. The study randomly selected 3 consultancy companies in Lusaka as the target population. The total number of employees from all three companies was 138 and total sampling technique was used for each company so as to have a wide variety of all classes of employees represented as respondents to the study. This was sufficient to help generalise the findings.

The study sort to identify the major factors affecting effective communication based on the systems theory and it was noted that the different management styles and conflict in the workplace were key issues. The study revealed that there is a positive relationship between the channel of communication used and effective communication. Also the study did confirm that effective communication has a positive effect on organisational performance. However, there was no relationship between management and channel of communication used.

6.2 Recommendations

Effective communication is the make and break of any organization. Without effective communication, organizational performance tends to suffer. From the results, it was noted that management styles and conflict in the work place are the biggest barriers to communication. It was also established that effective communication has an effect on organizational performance. Therefore, the researcher put fourth these recommendations:

Communication and conflict management training must be given to all employees to address common problems. Training would help to address how both management and staff can handle information regarding the organisational performance.

Timely delivery of information from management must be practiced which reduces pressure on employees. When information is released on time, it eases the stress of employees beating deadlines without propoer analysis of their work. It gives time to employees to properly strategise and in the end give the best results. Futhermore, feedback must be encouraged to ensure that there is understanding from both management and employees regarding tasks, goals, objectives.

A study can be carried out in future to determine if management styles and employees attitudes affect effective communication in organizations. Most employees revealed that conflict arises from different management styles from their supervisor and a future study to actually determine what kind of styles and attitudes affect performance would be helpful.

Lastly a similar research can be carried out in government institutions to compare if they face the same challenges and how the best it can be addressed to enhance organisational performance.

6.3 Limitations

The biggest limitation of the study was that the study only used quantitative methods in collecting data. Therefore the researcher could not ask in-depth questions in a qualitative manner to capture attitudes and behaviors of employees regarding communication in their workplaces.

The process of gathering data for the study was not easy as the researcher was faced with a variety of difficulties especially while administering the questionnaire to the targeted population. Some of the respondents were quite scared to provide answers to the research questions because they felt that the exercise would eventually affect their jobs if they gave negative responses.

Lastly, some of the respondents could not as well participate in the study since they claimed they had busy and tight schedules and so could not attend to the researcher. This study was a comparative study of three private human resource consultancy organizations conducted in Lusaka. This study tackled communication and contemporary research on its link to organisational performance. The communication practices focus on communication between management and employees. The link between performance and the role communication plays in enhancing organisational performance based on the systems theory was determined using Pearsons correlation.

6.4 Chapter Summary

This chapter discussed the conclusion and recommendations for the study. The recommendations provided solutions not only for organisations in the study but for future research.

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APPENDICES

APPENDIX 1 - QUESTIONNAIRE



The University of Zambia Graduate School of Business

The effects of effective communication on organisational performance based on the systems theory.

Mukelabai M Musheke

MBA Management Strategy

For more information or any queries, kindly get in touch on 0977 651140

Dear Respondent,

I am a student at the University of Zambia in my final stage pursuing an MBA in Management Strategy. As partial fulfillment for the award of a master's degree, I am conducting a baseline study on: "*The effects of effective communication on organisational performance based on the systems theory.*"

You have been purposefully sampled to provide information for the topic indicated above. The information being collected is purely for academic purposes as such, it will be treated with maximum confidentiality. Subsequently, you are not supposed to indicate your name or any personal information that can lead to revealing of your identity. Your co-operation will be greatly appreciated.

For more information or any queries, kindly get in touch with the following:

Project Supervisor: Dr. Jackson Phiri (0966 693 731)

Survey Questionnaires

Part One: Demographic information (Please tick [√])

1. Gender: Male () Female ()
2. Marital Status: Single() Married () Divorced () Other ()
3. Age: 20 or under () 21-30 () 31-40 () 41-50 () 51-60 () 61+ ()
4. Highest level of education: SHS and below() Diploma() First degree() Masters () Ph.D. ()
5. Type of employment: Contract () Permanent () Seasonal ()
6. What is your job level: Top management() Middle management () Supervisory () Staff ()
7. Years of service: 1-3years() 4-6years() 7-9 years() 10-13years()

Part Two: Communication

(Please tick [√])

	Strongly Agree	Agree	Disagree	Strongly Disagree	Undecided
1.The organization clearly communicates relevant information to all employees on time?					
2. The organization provide prompt feedback to the employees					
3.Does communication within the organization contribute to organizational performance?					

4. What is your most important communication need.

Company strategy() Tasks() organizational goals() Organizational changes()feedback ()

5. What is your main barrier to effective communication.

Communication styles() Conflict in the workplace() cultural differences()
lack of transparency and trust() inability to others listen to others() various perceptions ()

6. What would you recommend to do to enhance effective communication at this organization?

Make objectives and goals clear and public () Establish regular processes ()

Encourage sharing and dialogue () Encourage prompt feedback ()

Part Three: Communication Channels

Indicate by placing an [√] under your answer for each question

	Face to face	Mobile	Letters and Memos	Meetings	Email	Telephone	Social Media
1.What communication channel do you normally use?							
2.What channel do you use to communicate with your direct supervisor?							
3.What channel do you use to communicate with your co-workers?							
4. What way is feedback communicated to you							

5. How do you measure the extent of usefulness of the following channels in your organization? Indicate your choice by marking [√] under the options given.

	Excellent	Very useful	Useful	Somehow useful	Not useful
1. Face-to-face					
2. Telephone					
3. Written (Memos)					
4. E mail /internet					
5. Grapevine (rumours)					

6. Indicate placing an [√] under your answer whether the following statements describe your organization's current communication system as you see and experience it.

	Strongly Agree	Agree	Disagree	Strongly Disagree	Undecided
1. You receive clear, accurate and prompt information on what the organization expects of you					
2. You are kept informed on matters that affect their work and the working conditions.					
3. You are given opportunity to voice their suggestions and fears.					
4. The organization implements the views					

and opinions of workers					
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Part Four: Management and Communication

Rate the following statements according to how you feel about management and communication you receive in your current position. Indicate your choice by placing an [√] under your answer choice

Statement	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1.Top management say what they mean and mean what they say					
2. The directives that come from top management are clear and consistent					
3.Most of the information you receive from your manager is detailed and accurate					

Part Five: Measure of Effective Communication

Rate the following statements according to how you feel about effective communication you receive in your current position. Indicate your choice by placing an [√] under your answer choice.

Statement	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
2.People in this organization are encouraged to be open and candid with each other					
3.People in this organization freely exchange information and opinions					
4.You are kept informed about how well organizational goals and objectives are being met					
5.Top management is providing you with the kinds of information you really want and need					
6.Communication from another department is detailed and accurate					
7.You receive information from the sources that you prefer (e.g. from your superiors, department meetings, co-workers, newsletters					
8.The information you receive from another department is consistently reliable					
10.Your job is not delayed because you get the information you need.					

Part Six: Measure of Effective Communication

Rate the following statements according to how you feel about performance measures in your organization. Indicate your choice by placing an [√] under your answer choice

Statement	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1. We Performance measures that tell us how many services we provide					
2. We Performance measures that tell us if we are working efficiently					
3. Performance measures that analyse customer service					
4. We have performance measures that demonstrate if we are achieving intended results.					
5. Performance information is available in time to manage operations.					



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Graduate School of Business
P. O. Box 32379
Lusaka, Zambia

12th December, 2019

TO WHOM IT MAY CONCERN

RE: INTRODUCTORY LETTER FOR MUKELABAI MARYLYN MUSHEKE (GSB152540)

This letter serves to introduce Mukelabai Marylyn Musheke (GSB152540) a bonafide student in our Master of Business Administration (MBA) Management Strategy programme at the University of Zambia – Graduate School of Business (UNZA–GSB). In partial fulfilment of their Postgraduate studies, each student is required to undertake Research in the final year of study.

May you kindly assist the student in granting permission for her to collect data from your Institution. The research is purely for academic purposes and the student is ethically bound to treat the provided information with strict confidentiality.

Should you have any queries or would like further information about the student, please contact the UNZA–GSB on the above e-mail address or phone numbers.

Yours Faithfully,

Dr. Taonanziso Chowa
ACTING DIRECTOR - GRADUATE SCHOOL OF BUSINESS

cc Acting Assistant Registrar – Graduate School of Business

