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**ADDIS ABABA UNIVERSITY**



**COLLEGE OF HUMANITIES, LANGUAGE STUDIES, JOURNALISM  
AND COMMUNICATION**

**THE EFFECTS OF INTERNAL COMMUNICATION ON EMPLOYEES'  
PERFORMANCE: IN THE CASE OF ETHIOPIAN MINISTRY OF  
HEALTH**

**BY**

**MULEY AREGAY**

**ADDIS ABABA, ETHIOPIA**

**JUNE, 2019**

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**ADVISOR: TADESSE ZINAYE (ASST. PROF.)**

**A THESIS SUBMITTED TO THE SCHOOL OF JOURNALISM AND  
COMMUNICAION IN PARTIAL FULFILMENT OF THE  
REQUIREMENTS FOR THE AWARD OF MASTERS OF ARTS DEGREE  
IN PUBLIC RELATIONS AND STRATEGIC COMMUNICATIONS**

**ADDIS ABABA, ETHIOPIA**

**JUNE, 2019**

## DECLARATION

I, the under signed, declare that this thesis is my original work has not been presented for degree in any other University and that source of materials used for the thesis have been duly acknowledged.

Name: Muley Aregay

Signature\_\_\_\_\_

Department: \_\_\_\_\_

Date\_\_\_\_\_

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## **LIST OF ABBREVIATIONS AND ACCRONOMYS**

EMOH	Ethiopian Ministry of Health
FDREMOH	Federal Democratic Republic of Ethiopian Ministry of Health
RHBs	Regional Heath Bureaus
PRCD	Public Relations and Communication Directorate
SPSS	Statistical Package for Social sciences

## **ABSTRACT**

*The main objective of this study is to analyze the effects of internal organizational communication on employees' performance in the case of the Ethiopian Ministry of Health. Descriptive and inferential statistical research design was adopted using both quantitative and qualitative methods which are the mixed research approach. As a correlation study, it examined the effect of internal organizational communication through its determinants factors (quality and reliability of information, channels of communication, and practice of excellent communication) on employee performances'. To make the sample more representative stratified random sampling method was used. Questionnaire was personally administered for a total sample of 271 respondents, of where the total sample 203 respondents properly filled and returned, indicating a response rate of 75%. Data was analyzed through Statistical Package for Social sciences (SPSS). The data analysis concerned on frequencies, percentages and inferential statistics such as correlations and regression coefficient of determination. Findings showed a positive relationship ( $r=0.664$ ,  $P<0.01$ ) between reliability of information and employees' performance; a significant positive relationship ( $r=0.622$ ,  $p<0.01$ ) between channels of communication and employees' performance, a significant positive relationship ( $r=0.564$ ,  $p<0.01$ ) between organizational culture and employees' performance and also a significant positive relationship ( $r=0.498$ ) between practice of excellent communication and employees' performance. On the other hand the ranking responses ensure that there were communication barriers which affect the flow of information within the organization such as lack of understanding of effective internal communication skills, information overload and time limitation. Based on the findings, it is therefore concluded that internal organizational communication had positive relationship with employees' performance and as a result of this recommended that organizations should incorporate adequate measures in ensuring that communication within the organization is consistent, clear, effective, and follows well recognized and formally instituted channels for the purpose of avoiding ambiguities, since such actions have been made to facilitate a more efficient and effective employees.*

## **CHAPTER ONE**

### **1. BACKGROUND OF THE STUDY**

The Ethiopian Ministry of Health is a national governmental organization found in Addis Ababa Lideta Sub City at Kebelle 07/14. It was established in 1948 during the regime of Emperor Haile Selassie I of Ethiopian.

The organizational profile is based on the three main structures which includes: - the service provider, service purchaser and the regulatory body. In this regard the organization is implementing new strategies and policies to achieve health and health related programs all over the country. The vision of the organization is “to see healthy, productive and prosperous Ethiopians” (FDREMH, 2010, p.36).The organization has also mission dedicated “to reduce morbidity, mortality, and disability and improve the health status of the Ethiopian people through providing comprehensive package of promotive, curative, preventive, rehabilitative and regulating health services via decentralized and democratized health system in collaboration with stakeholders” (FDREMH, 2010, p.36).

According to Federal Democratic Republic of Ethiopia Ministry of Health, Health Sector Development Programme IV, (2010, pp.5-7) the Ministry achieved many activities in the health service delivery, quality of care and health system, some of the activities are: family health service, prevention and control of communicable and non-communicable diseases, hygiene and environmental health, medical services, health extension programme, health facility construction and expansion, human resource development, health sector reform and pharmaceutical services, are some of the many tasks that are provided and achieved by the Ministry. In addition to this, the organizational structure that has been put in place to achieve organizational objectives and ease understanding in the performance of tasks is comprised of one Minister, two vice Ministries, 24 Directorates, and 72 Case Teams.

According to Ethiopian Ministry of Health (2016, p.5) the Ministry of Health Public Relations and Communication Directorate (PRCD) structurally has four teams in order to facilitate the operational activities of the organization which includes: event management and promotion case team, electronic media production case team, print media production case team and information documentation and dissemination case team.

The major operational activities and responsibilities of Public Relations and Communication Directorate of the Organization are (EMH, 2016, p.6).

- Establish an information network between various core and supporting processes within the ministry as well as the regional health bureaus and ensure sustainability,
- Act as spokesperson/information focal point of the ministry to disseminate accurate and timely information using various information mediums including print materials, information desk, resource center, mass media and website, and Plan, coordinate and execute various public relations events geared towards creating favorable image of the ministry and winning public support.
- Liaise with media organizations (including TV and Radio) to ensure key messages, major events and health sector accomplishments have gained sufficient coverage and Coordinate press briefings/press conferences to strength relationships between the ministry and various media organizations, and
- Monitor both international and local media reports, conduct situational analysis, and scrutinize public and professional opinions to prepare reports for appropriate action and organize panel discussions and forums to secure transparency and increase national consensus on the Ministry's policies, directives and regulations.

Communication is essential for every organization to exist as institution. Without communication employees couldn't know the goals and objectives of the organization as well as managers couldn't have any feedbacks how worker perform their work. Employees must know the wishes and interests of their organization. The managements also should know the interests and needs of their subordinates. This can be completed with the help of well-organized and effective internal organizational communication system. In the other way, lack of effective internal communication system can brought conditions like, lack of confidentiality and mistrust which hinders the smooth co-operation of the organization. Then the environment of open communication system progresses the chances for employees to have high efficiency, creativity and job satisfaction within their work place. Many writers in the field of communication used figurative words to describe communication and employees' performance. Among these; Shaikh (2012, p.63) defined that "communication is the transfer of information between people for the purpose of achieving common

understanding of meanings”. In addition, Van Riel and Fombrun (2007, p.1) defined, “Communication is the lifeblood of all organizations”. It is the means through which organizations large or small access the vital resources they need in order to work. Their study explained it is through communication that organizations achieve the main resources they want (such as capital, labor, and raw materials) and build up valuable stocks of secondary resources (such as “legitimacy” and “reputation”) that support them to function.

According to Robbins and Coulter (2012, p.404) communication is the transfer and understanding of meaning. Note the emphasis on the transfer of meaning. If information or ideas have not been conveyed; communication hasn’t taken place. The speaker who isn’t heard or the writer whose materials aren’t read hasn’t communicated. More importantly, however, communication involves the understanding of meaning. For communication to be successful, the meaning must be imparted and understood.

On the other hand, Chitrao (2014, p.1542) described “communication is with which people strive to attain organizational goals and objectives and ultimately the common core goal of profit and progress”. Ineffective communications may lead to misunderstandings, lack of information, lower performance and more employee rotation. The inability of managers to effectively communicate with their employees leads to poor performance. The same is true when employees do not trust their managers because there will be no proper upward flow of crucial information. Good communication leads to increased job satisfaction, safety, productivity, and profits; it decreases grievances and turnover. Companies that attach higher importance to internal communication by setting up a separate department usually have higher levels of employee engagement. Effective internal communication is thus essential for addressing organizational concerns.

It is obviously known that the success of every organization is the function of how well or poorly employees perform their work in the organization. An organization’s success is constructed on effective internal communication within any organization. Poor employee performance affects for organization’s success. According to (Amah, 2016,p.88) when organization experiences poor employees’ performance as a result of poor and ineffective organizational communication, it begins to observe the following problems: The rate at which individual employee produces on job decreases; employee becomes dissatisfied with

job; emotional challenges of employees increases; reduction in employees' jobs involvement; absence of willingness to work hard and submission among employees; reduction in the quality and quantity of total service; lack of improvement in organizational activities, and this leads to lack of progress and reputation of the organization.

Though the Ethiopian Ministry of Health has communication department with national promotion and communication strategy that emphasizes on strategic communication and effective flow of information between management, employees and stakeholders but it is not flexible and fluctuates in its goals and objectives because of ineffective implementation of internal communication takes place in the organization. Effective internal organizational communication provides conducive environment for better interpersonal relations and employee performance. Therefore, the purpose of this study is to show the effects of internal communication on employee's performance and also it will identify the gaps and breakdowns of effective internal communication within the study area, it will also indicate the ways how to overcome the problems.

### **1.1. Statement of the Problem**

Internal organizational communication issues continue to be a prevalent problem that affects both employees' and organizational performance. To improve the inefficiencies these internal organizational communication issues create, an analysis of the internal communication process and performance of employees in place within organizations is needed. Thus, this study is essential to understanding ineffective internal organizational communication and inefficiencies of employees' performance within a governmental organization. It assesses how this ineffective internal communication and poor employee's performance falling underneath, and complex barriers are involved in creating internal organizational communication problems which in turn contribute to poor employees and managers relationships. Ineffective internal organizational communication practice deprives employees from understanding the goals and objectives of the organization, it can create poor performance of employees', disturbed interpersonal relations of the organization, and it creates poor service and unhappy workers. As a result of this ineffective internal organizational communication practice creates poor employees' performance and it

decreases the entire organizational productivity. Therefore, the study tried to fill the gap by explored the factors which lead to ineffective internal organizational communication practices that affect employee performance. Thus, consistent and reliable information flow, effective practice of internal communication system, healthy organizational culture and effective communication channels are crucial for an organization to run smoothly and valuable information may be revealed that could contribute to resolving this problem. By identifying different alternatives available to assist in alleviating this issue, solutions towards improving or even eliminating this problem entirely would be beneficial to an organization. The study builds from the existing literature and added to this information to assist in eradicating this prevalent issue. It emerges from Wrench and courter human relation theory, which describes “communication between employees and their manager is like a dialogue instead of unidirectional communication from the manager targeted at the worker” (Wrench and courter 2015, p.119).

## **1.2. Objectives of the Study**

### **1.2.1. General objective**

The broad objective of this study is to analyze the effects of internal organizational communication on employee performance in the case of Ethiopian Ministry of Health.

### **1.2.2. Specific objectives**

1. To establish the effects of quality and consistency of information flow on employees’ performance in EMOH.
2. To investigate the effects of poor internal communication practice on employees’ performance in EMOH.
3. To examine the effects of communication channels on employees’ performance in EMOH.
4. To investigate the effects of organizational culture on employees’ performance in EMOH.
5. To examine the relationship between effective internal communication and employees’ performance in EMOH.
6. To examine the barriers and breakdowns of internal communication in EMOH?

### **1.3. Research Questions**

1. What is the effects of quality and consistency information flow on employees' performance in EMOH?
2. What is the effects of poor internal communication practice on employees' performance in EMOH?
3. What is the effect of communication channels on employees' performance in EMOH?
4. What is the effect of organizational culture on employees 'performance in EMOH?
5. What is the relationship between effective internal organizational communication and employees' performance in EMOH?
6. How challenges of internal communication improved in EMOH?

### **1.4. Significance of the Study**

The study has focused on the effects of internal organizational communication on employees' performance in EMOH in Addis Ababa. This study would be supportive to the Ministry under the study and other organizations as it would provide them with significant information for filling knowledge gap, for academic and scientific feral how to improve employees' performance through effective internal organizational communication. The study would also provide some sort of information for students and future researchers as they enhanced on the existing study so as to find out new dimensions and measures towards improving the perspective of internal organizational communication and employee's performance.

### **1.5. Scope of the Study**

The study was confined to identify the effect of internal communication on employee performance in Addis Ababa particularly at Ethiopian Ministry of Health.

### **1.6. Limitation of the Study**

The limitation of this study was the unwillingness of the respondents to provide information and also some questionnaires were not returned on exact time from the respondents.

## **1.7. Organization of the Study**

This study was organized into five chapters. Chapter one deals with the introductory part which covers the background, statement of the problem, research questions, objectives, hypothesis, significance of the study, scope of the study, limitation of the study, organization of the study and method of the study was comprise in this part. Chapter two also deals with literature review emphasized on reviewing several literatures on the effects of effective internal communication as an instrument for successful employee performance. Chapter three deals with research approach, research methodology, research design, data type, sample design, sample size, data collection methods, data processing and analysis. Chapter four presents and discusses the realistic results of the study. In the last chapter the summary, conclusions and recommendations of the study had organized.

## **CHAPTER TWO**

### **2. REVIEW OF RELATED LITERATURE**

#### **Introduction**

This chapter reviews appropriate literature on the role of effective internal communication on employee performance. It discussed topics on effective internal communication and employee performance from different viewpoints and with the view of giving a theoretical study. It begins with explanation on basic concepts and types of communication, organizational communication, followed by the important of organizational communication, internal communication and employee performance and also it includes barriers and breakdowns in communication systems.

#### **2.1. The concept and meaning of communication**

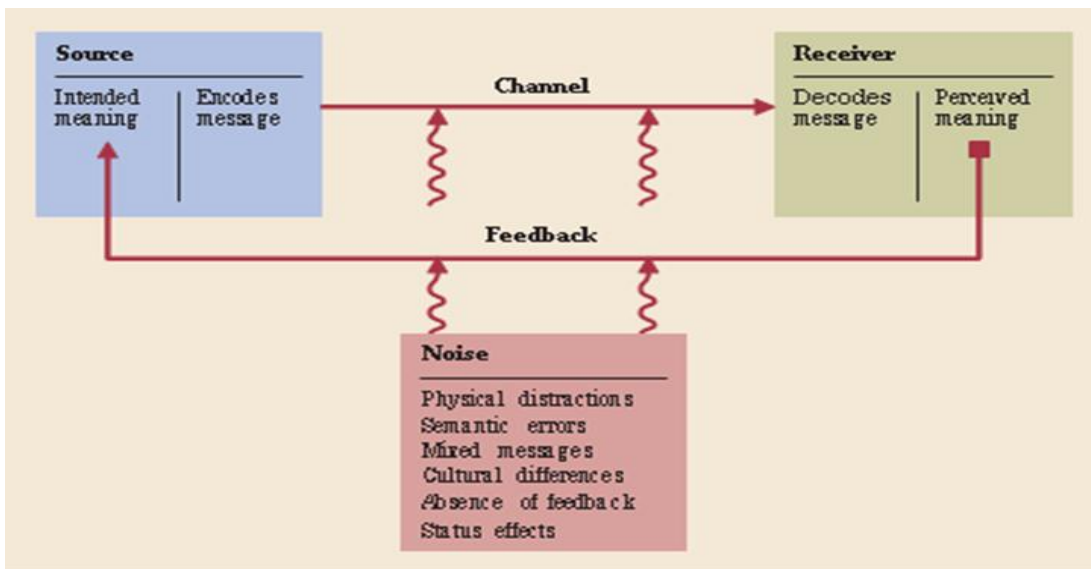
According to Agarwal and Garg (2012, p.40) defined communication “the exchange of an information, thought and emotion between individuals of groups; in other words, communication plays a fundamental role in balancing individual and organizational objectives”. Communication is the activity of conveying information. Communication has been derived from the Latin word "communis", meaning to share. Communication requires a sender, a message, and an intended recipient, although the receiver need not be present or aware of the sender's intent to communicate at the time of communication; thus communication can occur across vast distances in time and space. Communication requires that the communicating parties share an area of communicative commonality. The communication process is complete once the receiver has understood the message of the sender. Feedback is critical to effective communication between parties.

According to Banihashemi (2011, p.17), “communication is a way of achieving about change”. It is the key point of every organizational development. It is important to achieve a good interaction and understanding of employee - management relations, this will create about improved performance of all sides participated in the communication process. Communication is the way of transferring message from one person to another.

“Communication is a dynamic process involving a series of actions and reactions with a view to achieve a goal” (Nandini, 2012, p.6). His study described that communication is a two - way process that is, the ability to receive is as important as the ability to send. For successful communication, feedback is crucial because it tells how your message is being interpreted. It can make or break the communication process. The communicator is the encoder, the message is the symbol (Verbal or non-verbal), the channel is one of the transmission medium, the receiver is the decoder, feedback is the response to the message and noise is any interruption that breaks down the communication.

According to Schermerhorn, Osborn, Uhl – Bien and Hunt (2011, p.256) described “Communication as a process of sending and receiving messages with attached meanings”; and also the study incorporated basic components in the communication process included a source, which encodes an intended meaning into a message, a receiver, which decodes the message into a perceived meaning and a channel which carries a message. The feedback from the receiver is essential communication to be complete and the whole communication process presented below in figure 2.1.

**Figure 2.1: The communication process and possible sources of noise.**



Sources: - Adapted from Schermerhorn et al. (2011).

According to Schermerhorn et al., (2011, p.257) “five essential elements which facilitates the communication process”; each element plays a significant role in enabling the communication process effective. Hereunder, are discussed the essential elements which facilitates the communication process.

**Sender:** It is an individual or group of individuals trying to communicate with someone else. The source looks for to communicate, in part, to change the attitudes, knowledge, or behavior of the receiver. This consist of encoding, the process of transforming an idea or thought into a message consisting of verbal, written, or nonverbal symbols (such as gestures), or some combination of them. Messages are transmitted through various communication meanness, for instance, face-to-face meetings, e-mail and online discussions, written letters or memoranda, and telephone communications or voice mail, among others.

**Channel:** It is the means through which a message is transmitted from the communicator to the receiver. The channel of communication are many written word, spoken word, verbal, non-verbal, mass media like T.V, radio, newspaper, books extra.

**Message:** A message is the information in which the communicator actually produces for transmission using spoken or written words, photographs, paintings, films, posters etc. The success of communication, therefore, depends on what we say and how we say it.

**Receiver:** The receiver is the individual or group of individuals to whom a message is directed. In order for meaning to be assigned to any received message, its contents must be interpreted through decoding. This process of translation is complicated by many factors, including the knowledge and experience of the receiver and his or her relationship with the **sender.**

**Feedback:** Feedback is the process through which the receiver communicates with the sender by returning another message. Feedback represents two-way communication, going from sender to receiver and back again. Compared to one-way communication, which flows from sender to receiver only, two-way communication is more accurate and effective, although, it may also be more costly and time consuming.

## **2.2. Types of Communication**

### **2.2.1. Intrapersonal communication**

“Intrapersonal communication is the most basic of the communication context or level” (Nandini, 2012, p.8). It occurs when an individual sends and receives messages internally. We spend most of our time thinking and our thought process is nothing but intrapersonal communication where one person is sending messages and the same person receives them. Intrapersonal communication also has feedback. Here it is called self-feedback. Intrapersonal communication is not just a level of communication; it is in fact the very basis of all communication. While participating in the higher levels of communication like interpersonal communication, group communication and mass communication we also indulge in intrapersonal communication. It takes place every moment that we are alive.

### **2.2.2. Interpersonal communication**

According to Nandini (2012, p.8) “interpersonal communication is the common type of communication that takes place between two persons”. Since it is the exchange of information between individuals through face to face communication; it can take place every day and everywhere. The exchange of message could be formal or informal through the means of words, sounds, facial expression, gestures and postures. This type of communication is important because there is a face to face interaction between two individuals, that is, both are sending and receiving messages. This is essential and effective communication situation because individuals can get immediate feedback. It can give detail clarification and emphasis many points through your expressions, gestures and voices. In interpersonal communication, therefore, it is possible to influence the other person and persuade him or her to accept your point of view.

### **2.2.3. Group communication**

“Group communication is an extension of interpersonal communication”(Nandini, 2012,p.8); his study explained group communication is a communication take place among three or above three individuals of people involved in exchange of information skills and interest. A group is a collection of individuals of people with common goals and objectives

that cooperate with one another to achieve their goals understand one another's existence and see themselves as part of the group. Group is important to give a chance for individuals to come together to discuss and exchange opinions of shared interest.

#### **2.2.4. Mass communication**

According to Nandini (2012, p.9) "Mass communication involves communication with mass audiences and the channel through which this kind of communication takes place is referred to as mass media". Both mass communication and mass media are generally considered synonymous for the sake of convenience. The media through which messages are transmitted include radio, T.V, newspapers, magazines, films, records, tape recorders, video cassette recorders and so on.

#### **2.2.5. Public communication**

According to Nawafino (2016, para.1) stated, "Public communication happens when individuals and groups engage in dialogue in the public sphere in order to deliver a message to a specific audience. Public speaking events, newspaper editorials and billboard advertisements are a few forms of public communication".

### **2.3. Organizational Communication**

"An organization's communication system as the multiple tactical and strategic media it relies on to communicate with its stakeholders, as well as the message content it chooses to diffuse through those media"(Riel and Fombrun, 2007, p.2).

According to Chitrao (2014, p.1542) "Communication within any organization is crucial for its smooth functioning". It is the tool with which people strive to attain organizational goals and objectives and ultimately the common core goal of profit and progress. Ineffective communications may lead to misunderstandings, lack of information, lower performance and more employee rotation. The inability of managers to effectively communicate with their employees leads to poor performance. The same is true when employees do not trust their managers because there will be no proper upward flow of crucial information. Good

communication leads to increased job satisfaction, safety, productivity, and profits; it decreases grievances and turnover. Effective internal communication is thus essential for addressing organizational concerns.

Banihashemi (2011, p.19) explained that types of organizational communication are classified in to three ways. These are downward, upward, and lateral communications; people in the organization are stimulated to cross obstacles to get the information they need to do the job. Downward communication process is management owned and controlled and is used to pass information down through the organization. Downward communication is the flow of information from top to down; upward communication is the flow of information from down to top and lateral communication is a free flow of message or information across the organization.

Banihashemi (2011, p.18) described that “the purpose of two-way communication is to create the conditions under which people freely contribute more to the achievement of the goals of the organization”. Two-way communication is associated with participatory styles of management, best practice, and the alignment of project goals and personal goals. Three-way communication that is downward, upward, and lateral are a feature of project organizations in which people are encouraged to cross barriers to get the information they need to do the job.

Robbins and Coulter (2012, p.412) argued that “communication can be an interesting thing; especially in organizations”. They added that managerial communication is important; but it is a two-way street. An understanding of managerial communication isn’t possible without looking at organizational communication.

### **2.3.1. Direction of Communication Flow**

#### **2.3.1.1. Downward communication.**

Schermerhorn, Osborn, Uhl – Bien and Hunt (2011, p.266) described “Downward communication follows the chain of command from top to bottom”. One of its major functions is to achieve influence through information. Lower-level personnel need to know what those in higher levels are doing and to be regularly reminded of key policies,

strategies, objectives, and technical developments. Of special importance is feedback and information on performance results. Sharing such information helps minimize the spread of rumors and inaccuracies regarding higher-level intentions. It also helps create a sense of security and involvement among receivers who believe they know the whole story. Unfortunately, a lack of adequate downward communication is often cited as a management failure.

### **2.3.1.2. Upward communication**

According to Schermerhorn et al. (2011p.266), “upward communication is the flow of messages from lower to higher organizational levels”. The authors discussed that the several importance of upward communication in which it serves; it possesses upper levels up-to-date about what subordinate are doing, what their problems are, what ideas they have for developments, and how they sense about the organization and their works. Upward communication has historically been a problem in organizations due to subordinate workers purifying information that goes up; leaving many top – level organizational managers in the dark about what is really happening in the organization.

### **2.3.1.3. Lateral communication**

As well, Schermerhorn et al. (2011, p.267) stated “Lateral communications is the flow of messages at the same levels across organizations”. The importance of lateral communication for promotion of collaborative environments in the new workplace. Today’s customer-sensitive organizations need timely and accurate feedback and product information. To serve customer needs they must get the right information and get it fast enough into the hands of workers. Furthermore, inside the organization, people must be willing and able to communicate across departmental or functional boundaries and to listen to one another’s needs as internal customers.

### **2.3.1.4. Diagonal communication**

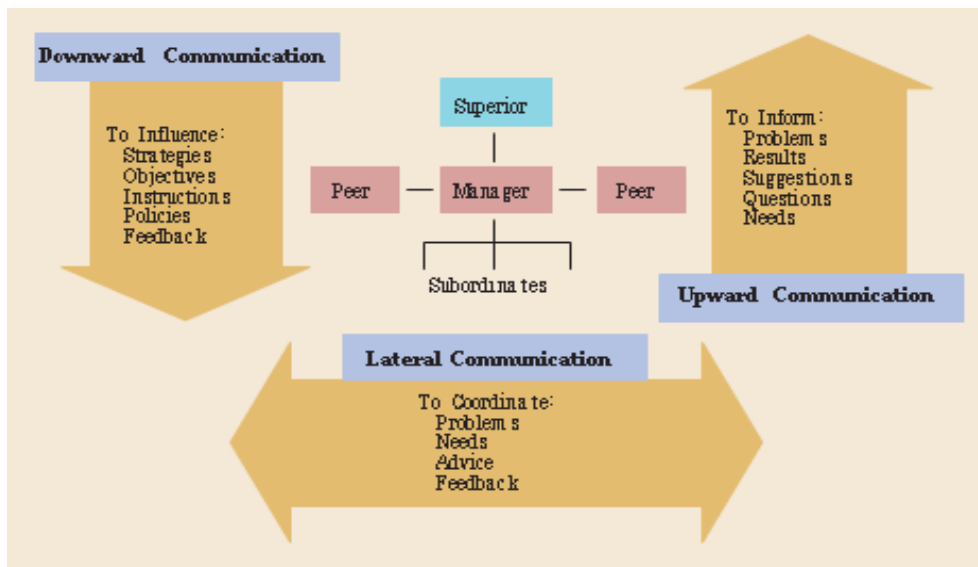
According to Okuneye, Lasisi, Omoniyi and Shodiya (2014, p.33), diagonal communication is a communication between managers and employees positioned in different operational division of the organization. Similarly to other communication flow of directions; diagonal communication has also contributed significant importance to achieve organizational goals and objectives. The idea of diagonal communication was announced to capture the new

communication problems with relation to new organizational forms, such as matrix and project-based organizations. Therefore, with the growth of new organizational communication forms, the study of communication processes has been expanded with diagonal direction of organizational communication too.

### 2.3.1.5. Peer - to - peer communication

Koike et al argued that peer - to - peer communication, occurs between employees with the same or similar level of job positions and responsibilities. Such communication is typically perceived to be informal and casual. Therefore, open communication among co-workers can enhance motivation and cooperation within groups (as cited in Schiller and Jiaying, n.d., p. 39). In addition to this 1999 review by Myers et al. detailed peer communication and categorized it into three types: 1) information peer, one who shares information about the organization and work-related tasks with a co-worker, 2) collegial peer, one who provides job-related feedback and shares mutual work and family concerns, and 3) special peer, one who engages in social confirmation, provides emotional support and personal feedback, and serves as a friend (as cited in Schiller and Jiaying, n.d.,p. 40).

**Figure 2.2: Directions of information flows in and around an organization**



Sources: - Adapted from Schermerhorn et al. (2011)

### **2.3.2. Formal versus Informal Communication**

Robbins and Coulter (2012) argued that “communication within an organization is described as formal or informal communication” (p.412). The authors described that formal communication refers to communication that takes place within arranged organizational work schedules. On the other hand, informal communication is described as; organizational communication not designed by the organizations structural level; when employees exchange information with each other in the lunch room, as they pass in hallways, or as they’re working out at the organization wellness facility, they involve in informal communication. Employees form relationships and communicate with each other. According to Robbins and Coulter (2012) the informal communication system realizes two purposes within the organizations: “it permits employees to satisfy their need for social interaction, and it can improve an organization’s performance by creating alternative, and frequently faster and more efficient, channels of communication”(p.413).

### **2.4. Channels of Communication**

Schermerhorn et al. (2011, p.264) described two types of information flows in organizations which includes: “Formal and informal communication channels”. According to the authors formal channels follow the chain of command established by an organization’s hierarchy of authority. This is an official messages passing from one level of the hierarchy to another. Formal channels are a typically used for communication of policies, procedures, and other official announcements to adhere to them. On the other hand, informal channels that do not adhere to the organization’s hierarchy of authority. This exists with the formal channels but frequently diverge from them by skipping levels in the hierarchy or cutting across divisional lines. Informal channels help to create open communications in organizations and ensure that the right people are in contact with one another. A typical example of informal communication channel is the grapevine, through which rumors and other unofficial information are passed from one to another within the organization.

**Figure 2.3. Tools for Communication and their Effectiveness**



Sources: - Adapted from Harris and Nelson (2008)

## **2.5. Organizational Culture**

Gillis (2006, p.32) defines culture as “the sum total of how an organization accomplishes all that it has to do to fulfill its purpose or mission”. He added that understanding the secreted aspects of an organization’s culture might be a communicator's most important activity, since it may help to effectively overcoming the problems and identifying the opportunities will face. On the other hand, an organization that proudly and publicly proclaims integrity and ethics as cornerstones of its culture yet makes business decisions that appear to benefit only a few members of upper management rather than the organization overall is not one that is walking its talk. Similarly, a corporation that publicly applauds employee loyalty yet discards long term employees approaching their fiftieth birthday in favor of bringing in younger employees (in lower pay grades) will quickly lose the trust of the workforce. It is one of a communicator's most important functions to identify for management when there is disconnect between stated cultural values and the way the organization actually works, particularly when those practices might have severe legal and ethical ramifications.

## **2.6. The Importance of Organizational Communication**

The researcher’s study explained that “communication is an indispensable activity in all organizations” (Shaikh, 2012, p. 65); his study emphasized on the importance of

organizational communication; no organization can be considered its survival without effective internal organizational communication. That is why, he remarked, the major managerial functions is to improve and sustain the mechanism of communication. An organization's existence depends on its employees' capacity to communicate with one another and with the participants of its situation. In addition to this he described that the free flow of ideas and information is an essential element in the effort for quality and continuous improvement. The organization trusts on communications to learn what its clients want, to foster collaboration among its employees, and to identify and adapt to changes in the environment. Therefore, effective communication system is crucial to disseminate messages, concepts and information for clarifying objectives and plans, controlling performance and taking remedial action.

Shaikh (2012, p.66) stated the importance of organizational communication in management as follows:

- ❖ Gaining acceptance of policies, winning cooperation of others, getting instructions and ideas clearly understood and bringing about the desired changes in performance are dependent upon effective communication.
- ❖ Communication helps the management in arriving vital decision. In its absence, it may not be possible for the top - level management to come in closer contact with each other and discuss the important problems pertaining to the organization.
- ❖ Constant communication with personnel helps the management to remain informed about their problems, difficulties and grievance. Appropriate steps can be taken in time to remove the worker's difficulties. Conflicts often arise because of communication gap. They can be averted by setting up a regular arrangement of keeping contact with the workers through the communication media.
- ❖ Communication is quite essential for coordination, which is essential of effective management. It brings about mutual understanding between the personnel at all levels and fosters the spirit of cooperation.
- ❖ Greater, better and cheaper productions are the aims of all managers. In today's organizations; the information pass through variety of filters and there is always a chance for misinterpretation an effective system of communication can play a vital role in avoiding this illusion. The employees should be told clearly what exactly to

do and the way in which an instruction is to be carried out. In this process certain directions are to be given, certain feelings must be expressed and a certain amount of interpersonal perceptions must be exchanged.

- ❖ Under an effective system of communication it is quite convenient for the employees to express their grievances, and bring all their problems to the notice of the management. Proper communications between the interested parties reduce the point of friction and minimize those that inevitably arise. Hence by effective communication, a group having 'skill' and 'will' to do is to be built up.
- ❖ Communication in securing the largest possible participation or consultation in decision making, planning and general administration. This will give democratic character to managerial process and strengthen the morale of the staff.

## **2.7. Communicating Ethically**

When managers and employees communicate about organizational activities they have to understand the ethical considerations of communication. Ethical communication comprises all significant information, is right in all angles, and is important for the right implementation of organizational strategies and it should not be misleading in any way of the process. According to Robbins and Coulter (2012, p.420) stressed that during communication process "communicator should understand strategically how they could be communicate ethically" The authors added that "it is particularly important today that a company's communication efforts be ethical". Ethical communication includes all relevant information, is true in every sense, and is not misleading in any way. Thus, unethical communication often distorts the truth or manipulates employees within any organization.

## **2.8. Historical Background of Organizational Communication**

Wrench and courtier (2015, p. 35) explained that "the brief history of the field of organizational communication as a brief timeline dating back to the 1750s when the Industrial Revolution began in the United Kingdom". The authors study approved that the introduction of steam powered technology continually transformed the way industries functioned and run to the ultimate formation of the new firm. Their study added that the

history of organizational communication is a complex one; beginning with the industrial uprising and the development of the modern corporation, the knowledge of organizational communication was ultimately crystallized in the 1950s and 1960s.

During the early years, most of the research conducted examining communication within an organization was conducted from a social scientific perspective, but starting in the 1980s with the work of Linda Putman; organizational communication research has become more diversified to include both interpretive and critical perspectives (Wrench and courter 2015, p.36).

In the 1950s organizational communication focused largely on the role of communication in improving organizational life and organizational output. In the 1980s, the field turned away from a business oriented approach to communication and became concerned more with the constitutive role of communication in organizing. In the 1990s, critical theory influence on the field was felt as organizational communication scholars focused more on communication's possibilities to oppress and liberate organizational members. (Wrench and courter, 2015, p.37)

A 2013 review by Ruck, stated that the topic of organizational communication was explored since 1880s and researched since 1940s. At that time, a group of experts discussed a new idea that was evolving in the business world. Alexander Heron wrote one of the first books on internal communication, which was "Sharing Information with Employees" This became the first book concentrating on theory behind internal communication. Early works like Dale Carnegie's "How to Win Friends and Influence People"; in 1936 focused on the necessity of oral presentation and written communication skills for managers to succeed in organizations. He gave a good start for further improvement of the discipline. Since then, organizational communication and internal communication disciplines were researched by various theorists and became critical part of management and motivation theories. (as cited in Ivanova, 2018, p.6 )

Ivanova, (2018, p.7) discussed three periods in the development of organizational communication:

- ✚ Era of preparation (1900 to 1940) when the primary focus was on business writing, managerial communication, and persuasion,
- ✚ Era of identification and consolidation (1940-1970) beginning of business and industrial communication, with certain group and organizational relationships being recognized as important, and
- ✚ Era of maturity and innovation (1970-present) empirical research increased, accompanied by innovative efforts to develop concepts and theoretical premises.

## **2.9. Theories of Organizational Communication**

The role of effective internal organizational communication on employees' performance and its studies has been based on several theories of which the human relations theory, and organizational control theory were presented in this study. These theories describe organizational behavior, its communication and more specifically the organizations' effectiveness on internal communication and employees' performance.

### **2.9.1. Human relations theory**

(Wrench and courter 2015, p.119). explained that “human relations is important because it was the first time that shared communication was encouraged, or communication between employees and their manager was like a dialogue instead of unidirectional communication from the manager targeted at the worker”. Furthermore, the human relations perspective sees communication as an instrument that can be used by management to create collaboration with employees. The human relations theory according to their study can be applied basically in an organizational perspective by encouraging communication among the entire organization specifically when there is need to introduce change that will lead to enhanced performance of organizational staff members and the Organization itself.

### **2.9.2. Organizational control theory**

Sage Publications (2009, p.705) stated that “theories of organizational control consider the process by which the management tries to guidance the actions of others within the organization”. In addition to this organizational control is an intrinsically communicative

process that involves of verbal and physical actions intended to succeed problems which controls from achieving the desired objectives and exercising leadership activities over others. Managers use verbal instructions to inform employees what they do or don't do and to follow rules and regulations of the organization. Therefore, theories of organizational control help managers to control the actions of their workers.

The desired goals and objectives of an organization cannot be organized and done without individual's mutual understanding and willingness. Organization or managers should some recognize the degree of freedom of their employees' in order to work toward a common organizational goals and objectives. The reason why the organizational control process makes obfuscating is because of managers and employees often have competing interests (Sage Publications, 2009, p.707). Moreover, manager does usually need to increase the productivity of their employees in the lowest amount of organizational cost; in the other hand employees want to fulfill their individual compensation while exerting the least amount of personal effort. As superior and subordinate members negotiate for their particular interests, they create, reproduce, and transform the organizational context in which they interact (Sage Publications, 2009, p.708).

## **2.10. Modes of Communication**

Technically communication is a process where a sender sends the message to a receiver through the various channels and with the same or the other channel sender gets the feedback from receiver. Each type of communication includes few basic elements namely-sender, receiver, message, channel, feedback and barrier. In this study to simplify and understand the process of communication different models were interpreted. A model is presentation of real world phenomenon in more abstract terms, which can be applied to different forms.

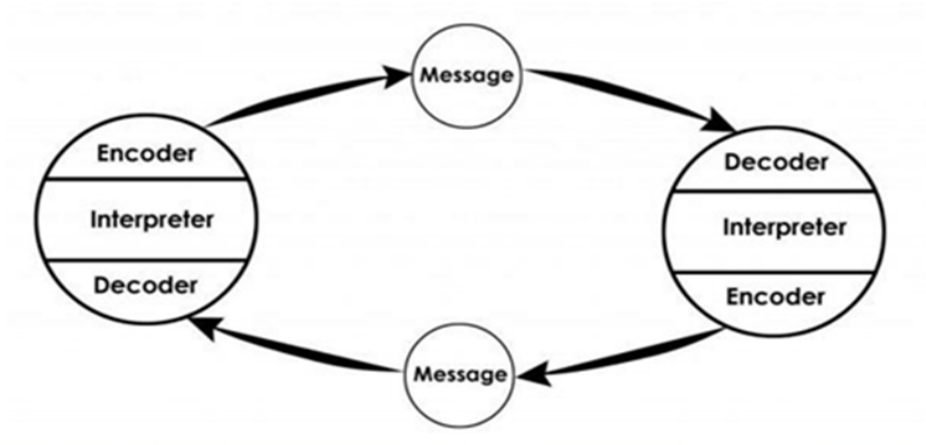
### **2.10.1 The Schramm model**

Schramm (1961) has developed a Circular model, which symbolizes the repetition of communication process between the sender and the receiver. The translators give the idea to a person who tries to notice and understand the message in a way that the receiver gets the

right meaning. The last element is needed to avoid a so called semantic noise a concept within which sender and receiver apply different meaning to the same message. The arrows represent the feedback between two discussers.

The model is dynamic and includes the process of reactions on the message sent and received. Although, it does not really talk about the semantic noise, hence, does not study the communication process in-depth, therefore, the complexity of the communication as a process is lost; its essence is not made understandable, but simplified. (as cited in Sergeeva, 2018, p.11).

**Figure2.4. Schramm’s model of communication (Schramm 1961).**



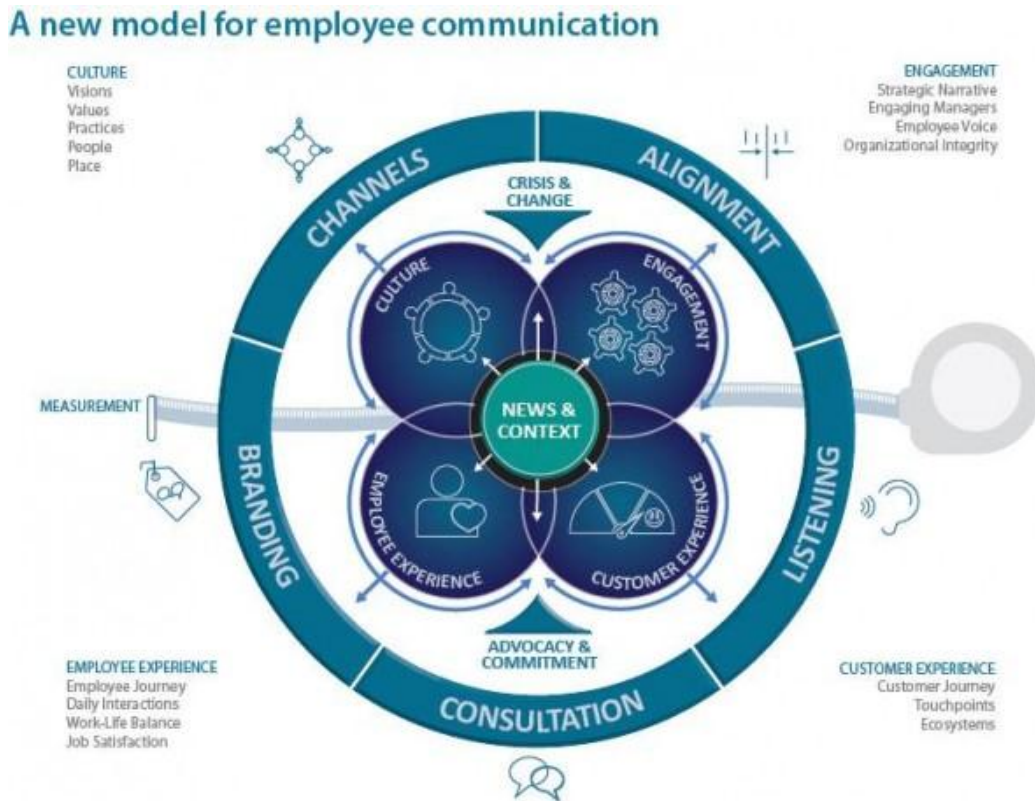
Sources: - Adapted from Schramm (1961)

### **2.10.2. A new model for employee communication**

Holtz (2017) identified five segments of internal communication which includes: “alignment, listening, consultation, branding and channels”. alignment stands for coordination between organization’s values, goals, vision and mission and employees’ ones, listening refers to the skill of highest management structure to understand employee feelings, problems and interests and vice versa. Consultation is about the communication professionals in the organization which advising managers to have the proper communication systems to be effective in their organizational communication activities. Branding, in turn, is integrating the customer, the employee and the values brand, thus reflecting what customer or employee feels and thinks when he sees the logo, as well as how competitive the organization could be with the existing values. Channels refer to the

mechanisms by which the message can be carried out from the manager to the employees (“A New Model”, para.9).

**Figure 2.5. A new model for employee communication Holtz (2017)**



**Sources: - Adapted from Holtz (2017)**

## **2.11. Internal Communication**

Balakrishnan and Masthan (2013, p.2) defined “Internal communication is operationally defined as the exchange of information both informal and formal between management and employees within the organization”. Communications are operationally defined as technology and systems used for sending and receiving messages. Communications may include newsletter, circulation materials, surveys, emails, suggestion boxes and extra.

Chitrao (2014, p.1543) defined “Internal communication is the bilateral exchange of information, ideas and feelings that results in positive dialogue and action throughout

organizational ranks”. Therefore, internal communication is focusing on the activities of creating conducive environment on better informing and engaging an organization’s workforce. The discussed news and information amongst organization’s workforce ultimately leads to action on their part will ultimately have a positive or negative effect on organizational performance. Employees who are better informed about their organization become more personally involved in the activities of the organization and usually perform good quality of work. He stressed, “Good internal communication improves productivity; reduces absenteeism, increases levels of innovation, and there are fewer strikes and reduced costs”. Internal communication is a discrete and continuing task at every level within an organization.

Tworzydło (2016, p. 51) defines “Efficient internal communication means a series of benefits that a company or an organization implementing programmed, or strategies in the area of internal relations can achieve”. This way, in the group of effects that can be achieved, it is necessary to highlight, first of all, the changes in efficiency and devotion to work. In a situation where information reaches precisely defined groups of recipients in a planned way and in such a way that it can be fully and accurately understood, then it is easier to find in an employee a loyal craftsman devoted to work, a person associated with his workplace not only based on remuneration.

DeMaria (2016, p. 75) has stated the following characteristics of effective internal communication based on her research:

- **Reaction:** it is important to provide an opportunity for both top management and employees to give feedback, since it helps to keep the company developing steadily in one direction, not turning against its culture and positioning strategy.
- **Audience engagement:** it was stated that it can be achieved by more interpersonal interactions, like face-to-face meetings and impromptu conversations.
- **A thoroughly:** chosen location to transfer the message to employees from top management or vice versa, it was mentioned that the location itself may either encourage or prevent from getting involved into conversation. Another interesting aspect was also covered an opportunity to choose extraordinary places for

communication may also get people attracted by the process itself, since they will be excited about the something yet unknown.

## **2.12. Employee Performance**

A 1990 review by Campbell explained employee performance or job performance in other words, individuals' behaviors regarding self-control and those affecting achievement of organizational goals (as cited in Dhammika, 2013, p. 2). In addition to this a 2002 review by Rotundo and Sackett define performance as those actions and behaviors that are under the control of the individual and contribute to the goals of the organization. (as cited in Dhammika, 2013, p. 3). Therefore, employee performance normally discusses that the amount of output produced from work done by an employee over a specific period of time in an organization. The study focuses on efficiency, efficacy, and quality should be recognized as the major measurements of employee performance which received much acceptance among researchers. They explained that efficiency refers to the rate of output on job execution and also meeting the deadlines for finishing job tasks. Efficacy, on the other hand, represents the goal accomplishment rate by a particular employee.

## **2.13. Employee Performance Measurements**

Organizations have different criteria to measure employee's job performance in how to implementing the desired organizational objectives. It is known that employee job performance is a multidimensional concept having many dimensions to evaluate employee's work performance. A 1994 review by Motowidlo & Van Scotter identified two common dimensions of employee performance measurements which includes; task performance and contextual performance dimensions. In addition to this Welbourne Johnson, & Erez, identified another model which is the role based model of performance. These dimensions are used for measuring the employee job performance in an organization. (as cited in Dhammika, 2013, p.4).

Mandu (2011, p.19) stated, the measures of employee performance which includes: “employee output (quantity and quality), timeliness, and cost effectiveness, adherence to policy, personal appearance /grooming and appraisal”.

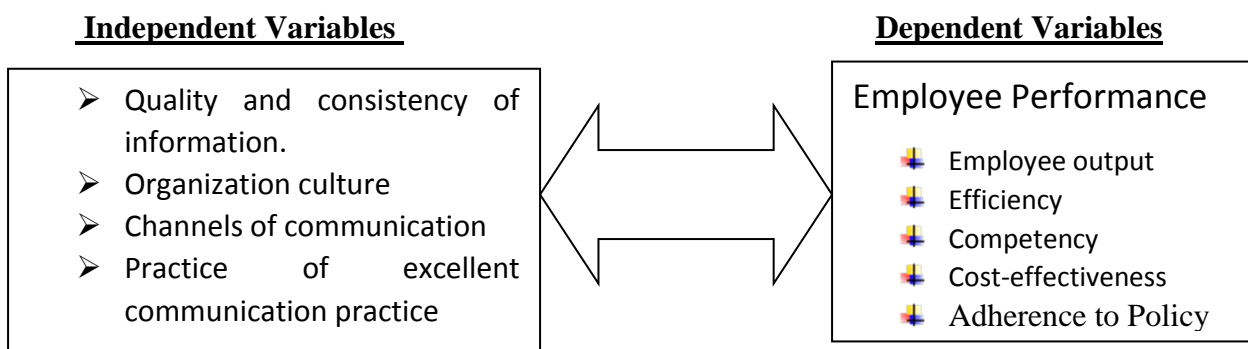
Here under, employee performance measurements discussed as follows:

- ✓ **Employee output (quantity and quality):** The number of units produced, processed and/or delivered is a good objective indicator of performance. The quality of work performed can be measured by several means. The percentage of work output that must be redone or is rejected is one such indicator.
- ✓ **Efficiency:** How fast work is performed is another performance indicator. This means a fast turnaround time for processes and hence fast delivery of service.
- ✓ **Cost-Effectiveness:** The cost of work performed should be used as a measure of performance only if the employee has some degree of control over costs.
- ✓ **Adherence to Policy:** Deviations from policy indicate an employee whose performance goals are not well aligned with those of the company.
- ✓ **Personal Appearance/Grooming:** Inappropriate appearance and grooming should be spelled out, their effects upon the employee’s performance and that of others explained, and corrective actions defined.

## 2.14. Conceptual Framework

The study looked at the dependent variable and independent variables. The dependent variable is employee performance and the independent variables are communication directions which contribute to employee performance.

**Figure 2.6. Conceptual framework**



**Source: Primary Data**

## 2.15. Kinds of Barriers to Effective Communication

Kapur (2018, p. 2-4) stated kinds and characteristics of barriers to effective communications follows:

**I. Environmental and Physical Barriers** – Under the environmental and physical barriers, there have been classification of barrier as follows:

**a) Time** – This is the barrier which is concerned with developing quicker and speedy channels of communication. for example, when communicating with somebody, if the process is time consuming such as mailing letters then it is a barrier, any kind of communication whether, it is done in a formal or an informal manner, if it is highly time consuming then it proves to be a barrier and for efficient working, individuals need to develop a faster means of communication such as electronic mail instead of sending letters by post.

**b) Space** – It is vital to eliminate the unwanted distance within the communication system, if the condition requires it, for example, it can occur in telephonic communication or through the system of email.

**c) Place** – The area, the environment where the communication is taking place should be clear and not over – crowded. Noise pollution can be a barrier to effective communication, this is obvious, where there is a noise, there a person cannot effectively communicate, therefore, places and areas with lesser people, proper ventilation is required for effective communication.

**d) Medium** – The medium via which the process of communication is taking place should be effective and appropriate. Communication takes place in various forms; it is oral, written, audio, video, formal, informal, the medium used for purpose of communicating should be accurate, precise and understandable.

**II. Semantic Barriers** – When communicating with the other person, no matter what kinds of communication means is utilized, whether it is formal or informal, it is vital to make use of appropriate words, vocabulary and language; all kinds of communication should reflect decency. Language and vocabulary that is used in communication should be understandable

to the persons. Two or more persons when they are communicating with each other should use common language, so that everyone can understand it well.

**III. Cultural Barriers** – Communication also takes place between people belonging to different nationalities, religions, castes, creeds, races and ethnicities. In other words, when persons are communicating with each other, they may be difference in their cultural backgrounds. It is vital to overcome all the barriers that might occur within the course of communication. It is crucial to make people aware of once own culture with whom they are communicating. In the form of communication, it is vital to form an understanding and acceptance of another persons’ culture.

**IV. Psychological Barriers** – In the process of communication, it is vital to understand each other’s mindset and mental capacity, this applies in every case whether it is a professor giving lecture or a conversation between the employer and an employee. If someone is communicating with the other individual or a group of individuals with an attitude of disinterested or unwillingness then the process of communication will not be effective.

**V. Perception of Reality** – When communicating, it is important to understand various perceptions of a situation or of an issue or a problem. There are different levels of perceptions that are involved when communicating about a particular topic, condition, problem, issue, situation, dilemma, stress, or concept. Lacking understanding about different levels of perception may prove to be barrier. In order to implement effective communication, it is vital to gain the ‘perception of reality’ which means information about facts, knowledge, figures, actuality and what is true. While communicating it is important to be open, flexible and transparent.

## **2.16. Barriers to Effective Communication within an Organization**

Zaineb argued that “within an organization, the common barriers that are part of the communication are; perceptual barriers, emotional barriers, language barriers, cultural barriers and physical barriers” (as cited in Kapur, 2018, pp.5-7).

- **Perceptual Barriers** – These are the barriers which arise due to differences of opinion between two people, difference of the viewpoints does prove to be a major

barrier, therefore these differences do generate a requirement for effective communication, and any kind of disagreement between two persons is not healthy for the functioning of the organization.

- **Emotional Barriers** – At times it happens that people do not develop interest to in communicating with their fellow employees due to the feelings of fear, mistrust, anger or annoyance, that may arise within their minds and these are stated to be emotional barriers.
- **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 each other's. When two persons or groups of people 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.
- **Cultural Barriers** – Within an organization, individuals belonging to different nationalities, religions, castes, creeds, races and different status groups are employed together. These people at times do familiarize themselves with other people's culture and backgrounds, whereas other times they are even unaware. 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, notions, ideas and so forth.
- **Physical Barriers** – 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 culture. There is a system of hierarchy and those individuals who are placed at the higher levels of 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.

## **2.17. Conclusion**

Employee performance are some of the greatest challenges most managements face due to ineffective implementation of internal communication. Some organizational managements have acknowledged the importance of employees based on their contributions towards achieving organizational goals and objectives. Various measures have been put into consideration to avoid organizational collapse. The management cannot work without involvement of other organizational employees. Missions and visions are set to ensure that all employees work towards achieving similar goals.

From the literature reviewed, therefore, the researcher identified major gaps from the studies that showed a few authors have had little studies in this area of internal organizational factors which affects employee performance in public organizations. The fact that there is scanty literature in this area especially regarding the relationship between organizational factors and employee performance and particularly on how it effects on the performance of employees in a given organization shows a big gap in most of the studies reviewed. Building on these studies, the current researcher wished to bridge the gaps identified in these studies by putting more emphasis and focus on the critical role the factors play towards the improvement of employees' performance at the EMOH.

## **CHAPTER THREE**

### **3. RESEARCH METHODOLOGY**

#### **Introduction**

This chapter presents the methodology for the study which includes the research design, study population, sample size, sampling techniques and procedure, data collection instruments, data quality control (validity and reliability), procedure of data collection, data analysis and ethical considerations.

#### **3.1. Research Approach**

In this study the researcher used both quantitative and qualitative research approaches which are the mixed method. Creswell (2007, p.9 ) stated, “Mixed methods research is a methodology for conducting research that involves collecting, analyzing, and integrating quantitative and qualitative research in a single study”. The basic assumption is that the uses of both quantitative and qualitative methods, in combination, provide a better understanding of the research problem and question than either method by itself.

#### **3.2. Research Design**

In this study descriptive research design was adopted. The data was analyzed via mean, standard deviation, percent, frequency correlation and regression. Kothary (2004, p.31) stated, “The research design is the conceptual structure within which research is conducted; it constitutes the blueprint for the collection, measurement and analysis of data”. “Descriptive research studies are those studies which are concerned with describing the characteristics of a particular individual, or of a group, without influencing it in any way” (Kothary, 2004, p.37).

#### **3.3. Data Types**

The researcher was conducting quantitative and qualitative data types. These data sources are essential in order to realize the objectives of the study. The researcher used primary data such as well-design questionnaires, face-to-face interview as best sources of data. Questionnaires were administrated by the help of managers. Besides, face-to-face interview

with selected managers was performed. The interview method of data collection is preferred due to its high response rate; that it gives the two people concerned an opportunity to interact and get details on the questions and answers. Through interviews, clarification of issues is easily achievable leading to accuracy of data from the respondents.

The researcher also used secondary data sources such as available data from files, pamphlets, office manuals, circulars, policy documents, reports and other archive of documents used to provide additional information where appropriate. Besides, variety of books, scholarly journals, published and/or unpublished government documents, websites, reports and newsletters was reviewed to make the study fruitful.

### 3.4. Sampling Design

In this study the researcher adopted stratified random sampling design. Singh and Masuku (2014, p.4) stated “Stratified random sampling is useful method for data collection if the population is heterogeneous”. In this sampling design, the entire heterogeneous population is divided to a number of homogeneous groups, usually known as strata, each of these groups is homogeneous within itself, and then units are sampled at random from each of these stratum. Their study described the population is divided into groups or strata according to some features, such as position, rank, income, educational background, sex, age, or ethnic background. The categories of the study grouped in the table below

**Table 3.1. Research respondents by category and sample size**

No.	Category	Population	Sample size
1	Top administrative staff members	27	9
2	Middle administrative staff members	24	8
3	Lower administrative staff members	72	23
4	Employees(non-administrative staff members)	718	231
Total		842	271

**Source: - Adapted from EMOH (2011).**

### 3.5. Sample Size

The population for this study encompasses all the employees and managers of the Ministry. A total of eight hundred and forty two (842) employees and managers were selected through Stratified random sampling design. Therefore, since the population is known, it is important to use statistical way to identify the sample size. Therefore, Yemane formula (1967) was used with confidence level of 0.05. The sample size for this study was two hundred and seventy one (271). **Figure 3.1: Yemane formula**

This is calculated as follows:

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

Where, n = the sample size

N = the population size (N=842)

e = the level of precision or sample error (0.05)

1=constant

Using the above formula;

$$n = 842/1+842(0.05)^2$$

$$n = 842/1+842(0.0025)$$

$$n = 842/1+2.105$$

$$n = 842/3.105$$

$$n=271$$

**Source: -Yemane formula (1967).**

Accordingly, 271 respondents were selected from the total population of 842. These 271 respondents were selected from the Ministry. Therefore,  $[(742/842) \times 271] = 231$  sampled for employees,  $[(72/842) \times 271] = 23$ , sampled for lower administrative staff members,  $[(24/842) \times 271] = 8$  sampled for middle administrative staff members and  $[(27/842) \times 271] = 9$  sampled for top administrative staff members.

### 3.6. Data Collection Instruments

Data collection instrument is a framework for gathering data for all research works. The significance of this is to confirm that the required data are collected correctly and cost

effectively. The primary data collection methods used in this study comprised of structured self-administered questionnaires, face- to - face interview and observation. The purpose of using structuring questionnaire is to ease ambiguity in the meanings possessed by the questions as a way of confirming comparability of responses. The questionnaires were administered to staff members at different occupational levels and roles within the Ministry. It completed with the support of research assistants.

### **3.6.1. The questionnaire**

According to Kumar (2011, p.138) “a questionnaire is a written list of questions, the answers to which are recorded by respondents. In a questionnaire respondents read the questions, interpret what is expected and then write down the answers”. In addition to this Abawi (2013,p.2) stated “Questionnaire is a data collection instrument consist of a series of questions and other prompts for the purpose of gathering information from respondents”. Questionnaires were distributed by hand to the respondents at their work place during working hours personally. This way of administration is help full for the researcher to have a personal contact with the desired population of the study; the researcher can explain the purpose, significance and importance of the study and can simplify any questions that respondents might have. It is also important to collecting data properly, save time and minimize cost. Questionnaires were issued and collected after one week to give respondents sufficient time to answer the questions. Upon collection, the questionnaires were coded. They were then fed into Statistical Package for Social Sciences (SPSS) version 24.

### **3.6.2. Interview (face-to-face interview)**

Interviewing is one of the most appropriate methods of gathering information that researchers commonly used in their study. “Interview data can be collected by listening to individuals, recording, filming their responses, or a combination of methods” (Abawi, 2013, p.11). In this study the researcher used the structured face-to-face/personal/ way of interviewing, where the researcher/interviewer/ directly communicated with the respondents in accordance with the prearranged questions. Face-to-face interview helps the researcher to get accurate information and other information coming out through the interview time with the respondents. Therefore, face-to-face interview method confirms the quality and significance of the gathered data and increases the response rate.

### **3.7. Data Processing**

The method of data processing in this study was manual and computerized system. In the data processing procedure editing, coding, classification and tabulation of the collected data has done.

### **3.8. Data Analysis**

This is the further transformation of the processed data to look for patterns and relationship between and/or among data groups by using descriptive and inferential (statistical) analysis. The Statistical Package for Social Science (SPSS) version 24 was used to analyze the data obtains from primary sources. Specifically, descriptive statistics (frequency, percentile, mean, and standard deviation), correlation and regression were also taken from this tool. The data was presented in the form of tables and texts.

### **3.9. The Pearson Product Moment Correlation Coefficient**

“The end result of a correlation analysis is a correlation coefficient whose values range from -1 to +1” (Gogtay and Thatte, 2017, p.78). A correlation coefficient of +1 indicates that the two variables are perfectly related in a positive [linear] manner, a correlation coefficient of -1 indicates that two variables are perfectly related in a negative [linear] manner, while a correlation coefficient of zero indicates that there is no linear relationship between the two variables being studied. The values of correlation coefficient are incorporated below:

Positive	Values of Correlations coefficient	Negative
0	No	0
0 - 0.2	Very weak	0- -0.2
0.2-0.4	Weak	-0.2 - -0.4
0.4 – 0.6	Moderate	-0.4 - -0.6
0.6 – 0.8	Strong	-0.6 - -0.8
0.9	Very strong	-0.9
1	Perfect	-1

**3.10. Validity**

Validity refers to “whether one can draw meaningful and useful inferences from scores on particular instruments” (Creswell, 2014, p.295).The researcher wanted to check that the items were in line with the purpose of the study. To this effect, based on the constructive comment given by the advisor some adjustments made by avoiding words and phrases ,adjusting each item with reference to the leading questions making precise the terms and shortening the long statement.

**3.11. Reliability**

Reliability refers to “whether scores to items on an instrument are internally consistent, stable over time and whether there was consistency in test administration and scoring” (Creswell, 2014, p.297).In this study each statement rated on a 5 point Liker scale which includes strongly disagree, disagree, neutral ,agree and strongly agree . Based on this an internal consistency reliability test was conducted in EMOH in a sample population of 203respondents.The Cranach’s Alpha coefficient for the variables listed in the table below.

**Table 3.2. Reliability of coefficient alpha**

No	Variables	No. of Items	Coefficient Alpha
1	The main channels of communication	6	0.704
2	Quality and consistency of information	10	0.802
3	Practice of excellent communication	10	0.872
4	Employee performance	10	0.863
5	Organizational culture	10	0.854

**Source: - Primary Data**

### **3.12. Ethical Considerations**

Creswell (2012, p. 23) describe that “in all steps of the research process, you need to engage in ethical practices”. Practicing ethics is a complex matter that involves much more than merely following a set of static guidelines such as those from professional associations or conforming to guidelines from campus institutional review boards. Ethics has become a more pervasive idea stretching from the origins of a research study to its final completion and distribution. All the research respondents included in this study were appropriately informed about the purpose of the study. Before asking their interest and conformity the distributing questionnaires and interview were done. Regarding the right to privacy of the participants, the study maintained the confidentiality of the identity of each respondent. In all cases names were kept confidential. Thus, collective names like respondents’ were used

### **3.13. Conclusion**

This chapter has presented the methodology used in the study, including the research design, population and sampling design. The sample size that participated in the study and the sampling technique that applied have been explained. Moreover, the data collection instruments, data collection procedures and how the data collection instruments were tested for validity and reliability have explained. Lastly, the chapter presents the data analysis plan.

## CHAPTER FOUR

### 4. DATA PRESENTATION, ANALYSIS, AND INTERPRETATION

#### Introduction

The study examined the internal organizational communication factors influencing employee performance at EMOH. This chapter presents and discusses the findings of the study. The chapter also presents the analysis and interpretation of results. The presentations are done according to the specific objectives and research questions. The first section presents the response rates. The second section presents the background information of the respondents. The third section presents descriptive and inferential statistical results along the six study objectives.

#### 4.1. Response Rate

In this study a total of 271 questionnaires were distributed. From the totally distributed questionnaire 271, 203 were properly filled and collected (non-management =176, lower management =17, middle management =7, and Top management =3). It accounts for about 75% of the total respondents. Since this sample was sufficient to make analysis, all the discussion below are made on these groups of respondents.

#### 4.2. Demographic Information of Respondents

**Table4.1. Gender distribution**

Category		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	136	60.7	67.0	67.0
	Female	67	29.9	33.0	100.0
	Total	203	90.6	100.0	

**Source: - Primary Data**

From the table above 4.1 the study had a male respondents of 136 representing a 67.0% and a female respondents of 67 which representing 33.0% of the total respondents. What can be conclude that majority of the respondents were male participants.

**Table4.2. Age category**

Category		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	18-25 years	24	10.7	11.8	11.8
	26-35years	122	54.5	60.1	71.9
	36-45years	32	14.3	15.8	87.7
	46-55years	21	9.4	10.3	98.0
	above 55years	4	1.8	2.0	100.0
	Total	203	90.6	100.0	

**Source: - Primary Data**

As indicated in table 4.2 a total of 11.8% of the respondents were at age category between 18-25 years, 60.1% of the respondents were at age category between 26-35 years, 15.8% of the respondents were at age category between 36-45, and 10.3% of the respondents were at age category between 46-55 while, only 2.0% of the respondents were at age category above 55 years. The data showed that the organization is mostly comprised of employees at age category between of 26-35 which can be categorized as energetic employees.

**Table 4.3. Marital status**

Category		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Single	72	32.1	35.5	35.5
	Married	122	54.5	60.1	95.6
	Divorced	6	2.7	3.0	98.5
	Widowed	3	1.3	1.5	100.0
	Total	203	90.6	100.0	

**Source: - Primary Data**

The above table illustrated that the majority of respondents were married which accounts 60.1% and followed by single 35.5%. Then the remaining divorced and widowed were 3.0 % and 1.5% respectively.

**Table 4.4. Educational qualification**

Category		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Diploma	6	2.7	3.0	3.0
	Degree	86	38.4	42.4	45.3
	master's degree	103	46.0	50.7	96.1
	PhD degree	8	3.6	3.9	100.0

The educational level of respondents, as clearly seen from the table 4.4 the majority of respondents were master's degree which accounts 50.7% and followed by first degree which accounts 42.4%, and the remaining 3.9% and 3.0% were PhD degree and diploma. This implies that the organization has many employees holding second degree.

**Table 4.5. Work experience**

	<b>Category</b>	<b>Frequency</b>	<b>Percent</b>	<b>Valid Percent</b>	<b>Cumulative Percent</b>
Valid	below 5 years	137	61.2	67.5	67.5
	5-10years	38	17.0	18.7	86.2
	11-15years	16	7.1	7.9	94.1
	16-20years	8	3.6	3.9	98.0
	above 21years	4	1.8	2.0	100.0
	Total	203	90.6	100.0	

**Source: - Primary Data**

The work experience of majority respondents were below 5 years of work experience which accounts 67.5% followed by 5-10 years which accounts 18.7% and 11-15 years of experience accounts 7.9%. The remaining 3.9% and 2.0% were 16-20 and above 21 years of work experience. As we can understand from the above findings the majority employees were at the lower years of work experience.

**Table 4.6. Management level of respondents**

	<b>Category</b>	<b>Frequency</b>	<b>Percent</b>	<b>Valid Percent</b>	<b>Cumulative Percent</b>
Valid	Non-management	176	78.6	86.7	86.7
	lower management	17	7.6	8.4	95.1
	middle management	7	3.1	3.4	98.5
	top management	3	1.3	1.5	100.0
	Total	203	90.6	100.0	

**Source: - Primary Data**

The study additionally searched to find the level of management that respondents positioned in the ministry. As the results presented in above table 4.6; showed that 87.7% of the respondents were non - management staff members, 8.4% lower management staff members; while the remaining 3.4% and 1.5% were from middle management and top managerial level respectively. These results clearly indicate that majority of the respondents were from non-management staff members and seconded by lower managerial level.

### 4.3. Descriptive Statistics

In this section various statistical data analysis tools such as mean, standard deviation, frequency and percentile used to analyze the collected data. The summary of descriptive statistics of all variables that are evaluate based on a5-pointLikertscale(“1”being “strongly disagreed “to “5”being“stronglyagreed”) were used whereas the ranking variables were used tools such as frequency and percentile. Thus, the detail of the analysis is presented as follows:

#### 4.3.1. The quality and consistency of information

The first objective of the study was to examine the quality and consistency of information at EMOH. The respondents were requested to respond to a number of statements regarding the quality and reliability of information.

**Table 4.7. (Organizational communication) Quality and consistency of information**

No	Items	SD	D	N	A	SA	Mean	Std. Dev
1	People in this organization are encouraged to be really open and candid with each other.	34.0%	49.8%	12.3%	3.4%	.5%	1.8670	.79419
2	You are kept informed about how well organizational goals and objectives are being met	23.2%	49.8%	12.3%	11.3%	3.4%	2.2217	1.03652
3	Top management is providing you with the kinds of information you really want and need	22.2%	50.7%	15.3%	10.3%	1.5%	2.1423	.94465
4	People in this organization freely exchange information and opinions	20.2%	52.2%	14.8%	10.3%	2.5%	2.2166	.96876
5	Communication from other department is detailed and accurate	24.6%	48.3%	10.3%	12.3%	4.4%	2.2365	1.09148
6	You receive information from the sources that you prefer	23.2%	46.8%	12.8%	13.8%	3.4%	2.2759	1.07296
7	The directives that come from top management are clear and consistent	9.9%	18.7%	8.9%	45.3%	17.2%	2.158	1.24924
8	Most of the information you receive from your manager is detailed and accurate	27.1%	44.3%	12.3%	12.8%	3.4%	2.2118	1.08521
9	Your job requirements are specified in clear.	27.6%	45.8%	12.3%	11.8%	2.5%	3.552	1.03636
10	Information received from your colleagues (co-workers) is reliable.	10.8	17.2%	7.9%	43.8%	20.2%	3.4532	1.28646
Average		22.30%	42.36%	11.9%	17.51%	5.9%	2.41	1.05658

**Source: - Primary Data**

The above table 4.7 indicated that a summary of responses in respect of how respondents perceived quality and consistency of information they received. In relation to the quality and consistency of information items from 1-8 64.63% of the respondents disagreed that the quality and consistency of information from different management levels and information sources of the ministry was not consistent and accurate. This showed that the quality and consistency of information of the organization was below the expected mean.

As shown in the above table; the majority 45.3% with mean value 3.55 of participants agreed that their job requirements were clearly specified and understandable, and 43.8% with mean value 3.45 of respondents also agreed that they looked information received from colleagues was reliable to them. This indicated that it was moderately positive mean value. In regarding to the average mean value 2.41 of the quality and consistency of information in the organization; it was below the expected mean. It is understandable from the data quality and consistency of information in the Ministry was with limitations.

#### **4.3.2. The main channels of communication**

The second objective of the study was to examine the main channels of communication in the organization. The respondents were asked to respond to a number of statements regarding the main channels of communication in the organization. The findings are summarized below:

**Table 4.8. Main channels of communication**

No	Items	SD	D	N	A	SA	Mean	Std. D
1	Managements of your organization mainly use oral channel of communication	7.9%	18.7%	8.9%	46.8%	17.7%	3.5778	1.20775
2	Non-managements of your organization mainly use oral channel of communication	8.4%	19.2%	6.4%	49.8%	16.3%	3.4631	1.21148
3	Managements of your organization mainly use written channel of communication	38.9%	47.0%	3.9%	8.9%	1.5%	1.8719	.95095
4	Non - managements of your organization mainly use written channel of communication	28.6%	53.2%	7.9%	8.4%	2.0%	2.0197	.93851
5	Managements of your organization mainly use both written and oral channels of communication	36.0%	46.8%	5.9%	8.4%	3.0%	1.9557	1.01132
6	Non-managements of your organization mainly use both written and oral channels of communication	32.5%	49.3%	5.9%	9.9%	2.5%	2.0049	1.00246
	Average	25.38 %	39.03%	6.48%	22.03%	7.16%	2.48	0.89989

**Source: - Primary Data**

**Table 4.8** illustrated that the responses given to the question presented to determine the main channels of communication used by both managements and employees for respondents were; the total of 46.8% with mean value 3.6 and 49.8% with mean value 3.5 of respondents agreed that both non-managements and managements of the ministry mainly used oral channels of communication within the organization.

Secondly, respondents were asked to give their response whether both managements and Non-managements of the ministry mainly used written channel of communication. The above findings showed that majority of the respondents 47.0% with mean value 1.87 and 53.2% with mean value 2.02 were disagreed that both non-managements and managements of the ministry mainly used written channels of communication within the organization.

Lastly, respondents were asked to indicate their view whether both written and oral channels were mainly used to communicate in the organization. Therefore, 46.8% with mean

value 1.96 and 49.3% with mean value 2.05 of respondents disagreed that both written and oral channels of communication mainly used by managements and non-managements. This showed that oral communication channels were preferable in disseminating information within the ministry.

### 4.3.3. Practice of effective communication in the organization

The third objective of the study was to examine the practice of effective communication in the organization. The respondents were asked to respond to a number of statements regarding the practice of effective communication in the organization. The findings are summarized below:

**Table 4.9. The practice of effective communication in the organization**

No	Items	SD	D	N	A	SA	Mean	Std. Deviation
1	the purpose of communication in the organization is to develop mutual understanding between management of the organization and employees	30.0%	45.3%	9.3%	12.3%	3.0%	2.1281	1.06861
2	surveys are conducted to find out how management and employees understand each other	26.1%	47.3%	14.3%	9.9%	4.4%	2.3118	1.07605
3	the purpose of communication in the organization is to change attitudes and behavior of both leadership and employees	25.1%	51.7%	7.9%	9.4%	5.9%	2.1921	1.09794
4	the purpose of communication in the organization is to help leadership to be responsive to the problems of other employees	26.1%	46.3%	11.3%	11.8%	4.4%	2.2217	1.09686
5	most communication between management and employees in the organization can be said to two-way communication	22.7%	54.2%	10.3%	8.4%	4.4%	2.0773	1.01868
6	Informal communication is present in my organization	8.9%	17.2%	11.8%	45.8%	16.3%	3.4335	1.20612
7	Informal communication in my organization is active and accurate	13.8%	27.1%	17.7%	29.6%	11.8%	2.9852	1.26443
8	Communication in the organization is mainly one-way from management to employees.	14.3%	14.8%	8.9%	35.5%	26.6%	3.453	1.39359
9	The goal of communication in the organization is to persuade employees to behave as the organization wants them to behave.	14.3%	14.3%	5.9%	41.4%	23.6%	3.553	1.37212
10	I seldom get feedback when I communicate to the management.	11.8%	14.3%	13.8%	34.5%	25.6%	3.4778	1.32876
	Average	18.88	33.25	11.12	23.86	12.6	2.78	

**Source: - Primary Data**

The above table 4.9 indicated a summary of the responses for practice of excellent communication in the ministry. The results shown that 45.3% (mean value 2.13) of respondents disagreed that the purpose of communication in the ministry is to develop mutual understanding. A total of 47.3% with mean value 2.31 of respondents disagreed for the item surveys are conducted to find out how the degree of understanding between management and employees each other.

As indicated in the table above items 3 and 4 51.7% mean value 2.19 and 46.3% and mean value 2.22 of participants disagreed that for the statements purpose of communication is seeking to change attitudes and behavior of the entire staff and to help leadership to be responsive to the problems of other employees.

A total of 54.2% mean value 2.07 of respondents were disagreed that communication between management and employees in the organization can be said to two-way communication. The findings shown that 45.8% mean value 3.43 of respondents agreed towards the item informal communication is present in my organization, while 29.6% mean value 2.99 of respondents indicated neutrality for the item informal communication in my organization is active and accurate. This showed that the availability and accuracy of informal communication in the ministry is moderately positive.

According to the results in the table above 35.5% and mean value 3.45 of respondents agreed towards the item communication in the organization is mainly one - way from management to employees. And also majority of the respondents 41.4% and mean value 3.55 agreed that the goal of communication in the organization is to persuade employees to behave as the organization wants them to behave. Most respondents 34.5% and mean value 3.47 agreed that they seldom get feedback when they communicate to the management.

The average mean score 2.78 which is below the average mean value of 3. This implies that the existing communication practices are not exercised well in which employees are not satisfied well with the internal communication of the ministry.

### 4.3.4. The effects of organizational culture

The fourth objective of the study was to examine the organizational culture in the organization. The respondents were asked to respond to a number of statements regarding to the culture of the organization. The findings are summarized below:

**Table 4.10. The effects of organizational culture on employee Performance**

No	Items	SD	D	N	A	SA	Mean	Std. Dev
1	We are always polite to one another	19.2%	13.3%	6.9%	40.4%	20.2%	3.290	1.42789
2	Employees in this organization believe they must be honest in any situation by telling the truth always.	6.9%	32.5%	12.8%	34.5%	13.3%	3.147	1.20963
3	Employees in this organization believe they should do what they are told	7.9%	38.9%	24.1%	20.2%	8.9%	2.703	1.05802
4	I find my values and the organization's values are very similar.	18.7%	51.2%	8.9%	10.3%	9.9%	2.344	1.14291
5	The employees in this organization have a sense of the organization's mission	19.7%	42.4%	17.9%	13.3%	6.9%	2.472	1.15313
6	Workers perform competently without pressure from their bosses	20.8%	35.7%	22.2%	13.4%	7.9%	1.808	1.14983
7	There is little variation in style of dress among employees	13.3%	32.0%	4.9%	42.9%	6.9%	2.860	1.24217
8	Employees are flexible and adaptable when changes are necessary	32.5%	12.8%	5.9%	40.8%	7.9%	2.768	1.43871
9	Employees believe they can influence or affect their work place through their ideas and involvement	13.3%	26.1%	13.3%	40.5%	6.9%	3.014	1.21654
10	Individuals and teams have clearly defined goals that relate to the goals or mission of the organization	14.3%	45.3%	13.8%	17.7%	8.9%	2.505	1.14855
	Average	16.68	33.02	13.07	27.4	9.77	2.71	

**Source: - Primary Data**

The above table 4.10 showed a summary of the responses for organizational culture, the results shown that 40.4% and mean value 3.29 of respondents agreed that they were always polite to one another. A total of 34.5% and mean value 3.14 of respondents agreed for the item employees in this organization believe they must be honest in any situation by telling the truth. As shown in the table above 38.9% and mean value 2.7 of participants disagreed that for the item employees in this organization believe they should do what they are told. A total of 51.2% and mean value 2.34 of respondents were disagreed that employee's values and the organization's values are very similar. This indicated that there is a gap between employee's values and the organizational values. A total of 42.4% and mean value 2.47 of respondents disagreed towards the item the employees in this organization have a sense of the organization's mission. As the result indicated 35.7% and mean value 1.80 of respondents disagreed that for the item workers perform competently without pressure from their bosses. This showed that there was a pressure while employees perform their work. According to the results in table above 42.9% and mean value 2.86 of respondents agreed towards the item there is little variation in style of dress among employees. Majority of the respondents 40.8% and mean value 2.76 agreed that the employees are flexible and adaptable when changes are necessary. As indicated in the table above most of respondents 40.5% and mean value 3.01 agreed that they believe they can influence or affect their work place through their ideas and involvement and finally, 45.3% and mean value 2.50 of respondents disagreed individuals and teams have clearly defined goals that relate to the goals or mission of the organization. Regarding to the grand mean 2.71 which is below the average mean value of 3.

#### **4.3.5. Employees' performance**

This sub-section presents the respondents view on employee performance level at EMOH. The results are summarized below:

**Table 4.11. Employee's performance level**

No.	Items	SD	D	N	A	SA	Mean	Std. D
1	I complete my work within the time allocated	8.4%	13.3%	18.7%	44.3%	15.3%	3.448	1.1522
2	I am able to provide best customer care	5.9%	16.3%	13.3%	43.8%	20.7%	3.571	1.1597
3	I combine the available resources very well to provide quality of service	23.2%	35.0%	13.3%	21.7%	6.9%	2.541	1.2515
4	I attend to my work with speed and accuracy	20.2%	38.4%	13.3%	19.8%	8.4%	2.576	1.2459
5	My performance is measured against the productivity	23.2%	45.3%	9.9%	14.3%	7.4%	2.374	1.1972
6	The degree to which I do my work meets our customer's requirements	17.2%	46.8%	13.8%	14.3%	7.9%	2.487	1.1661
7	My performance has continually improved	23.6%	41.4%	12.8%	14.8%	6.9%	2.394	1.1952
8	I do my work effectively without complaining	24.1%	45.3%	12.3%	9.9%	8.4%	2.330	1.1875
9	I am able to provide tasks with relation to rules and regulations of the organization	5.4%	13.3%	12.8%	45.7%	26.6%	3.709	1.1558
10	I should always pay attention to my personal appearance in the work place	5.9%	14.8%	12.8%	41.9%	24.6%	3.645	1.1741

**Source: - Primary Data**

The above table 4.11 indicated a summary of the responses for employee performance level indicators. The findings shown that 44.3% and mean value 3.45 of respondents were agreed that they completed their work within the time allocated. A total of 43.8% and mean value 3.571 of participants agreed that they are able to provided best customer care.

As the results shown in table above majority of respondents 35.0% and mean value 2.54 disagreed that they combined the available resources to provide quality of service.

A total of 38.4% and mean value 2.576 of respondents disagreed that they attended to their work with speed and accuracy. The study also identified as extents of the reply of participants for the item my performance is measured against the productivity. Most of the respondents 45.3% and mean value 2.37 disagreed that for the item their performance was measured against the productivity.

A total of 46.8% and mean value 2.37 of participants disagreed that the degree to which they do their work met customer's requirements. Majority of respondents 41.4% and mean value 2.37 disagreed that their performance has continually improved.

Respondents were asked their viewpoints whether they had done their work effectively without complaining; the majority 45.3% and mean value 2.33 of them responded disagreed. According to the results in the table above 45.7% and mean value 3.71 of respondents agreed that they were able to provided tasks with relation to rules and regulations of the organization and also most of the respondents 41.9% and mean value 3.64 agreed that they should always pay attention to their personal appearance in the work place.

The average mean score 2.67 which is below the average mean value of 3. This indicated that the existing managements are not emphasized on the way of improving the performance of employees’.

#### 4.3.6. Ranking the barriers of communication

In this section the study was aimed to ranking the barriers of communication according to their order of harshness in the organization’s communication system. Therefore, respondents were ranked the items regarding to their harshness. The findings are summarized in the form of frequency, percentile and ranks. The results are summarized below:

**Table 4.12. Ranking of the barriers of communication according to harshness**

No	Items	Frequency	Percentage	Rank
1	Information overload	118	58.1%	2 <sup>nd</sup>
2	Time limitation /pressure	114	56.2%	3 <sup>rd</sup>
3	Lack of understanding effective internal communication skills	141	69.2%	1 <sup>st</sup>
4	Lag of message	115	56.8%	5 <sup>th</sup>
5	Perceptual difference	106	52.2%	4 <sup>th</sup>
6	Information distortion	123	60.6%	6 <sup>th</sup>

**Source: - Primary Data**

The above table 4.12 shown a summary of the responses for the barriers of internal communication ranked from 1-6 according to their order of harshness in the organization. A total of 69.2 % of respondents’ ranked lack of understanding effective internal

communication skills is in the first order of harshness. Secondly majority of the respondents 56.7% % were ranked information overload as the second order of harshness of communication barrier. Thirdly, 56.2% of participants responded that time limitation /pressure/ was another obstacle for the implementing of effective internal communication within the ministry. Therefore, lack of understanding effective internal communication skills, ranked information overload time limitation, are the main challenge of communication in the organization.

#### 4.3.7. Ranking the practice of formal types of communication

The other objective of the study was to ranking the practice of formal types of organizational communication systems according to their order of utilization. The respondents were asked to rank the following items regarding to utilization of the formal types of communication systems. The findings are summarized below:

**Table4.13. Practice of Formal Types of Organizational Communication Systems**

No	Items	Frequency	Percentage	Rank
1	Downward Communication/ Communication from management to Employee	143	70.4%	1 <sup>st</sup>
2	Upward Communication/ Communication from employees to management /	119	58.6%	2 <sup>nd</sup>
3	Lateral Communication/ Communication among department heads /	120	59.1%	3 <sup>rd</sup>
4	Diagonal Communication/ Communication between employees and administrative staffs/	131	64.5%	4 <sup>th</sup>

**Source: - Primary Data**

The above table 4.13 specified that a summary of responses in respect to the frequently practiced formal types of organizational communication systems in EMOH. A total of 70.4% Respondents ranked downward communication, 58.6%) of Respondents ranked upward communication, 59.1% of respondents ranked lateral communication, and 64.5% of Respondents ranked diagonal communications respectively from 1-4 in their order of utilization in the ministry. This displayed that communication follow is the chain of

command from top to bottom; managements were active cite of communicators; while employees were passive in the communication system which makes the communication process of the ministry inadequate, ineffective and often lost its objectives.

#### 4.3.8. Ways of alleviating communication barriers

The last objective of the study was to ranking the ways of alleviating communication barriers according to their order of importance in improving the communication system of the organization. The respondents were asked to rank the following items regarding the ways of alleviating communication barriers. The findings are summarized in the table below:

**Table 4.14. Ways of alleviating communication barriers**

No.	Item	N	Frequency	Percentage	Rank
1	Give direct and clear messages	203	126	62.1%	4 <sup>th</sup>
2	The managements should send messages on time	203	127	62.6%	3 <sup>rd</sup>
3	Providing training ineffective internal organizational communication skills	203	138	68.0%	1 <sup>st</sup>
4	Give opportunity for feedback	203	137	67.5%	5 <sup>th</sup>
5	Using alternative methods of communication	203	140	69.0%	2 <sup>nd</sup>
6	Creating conducive working environment	203	142	70.0%	6 <sup>th</sup>

**Source: - Primary Data**

According to table 4.14 the data emphasizes on the summary of responses in regarding to ways of improving challenges of communication in the organization.

Most of the respondents were responded in the following manner; providing training in internal communication skills, using alternative methods of communication, the managements should send messages on time, and give direct and clear messages respectively were the key ways of alleviating challenges of communication in the ministry.

This indicated that the administrative staff gives less emphases on providing training related to communication skills to create effective communication system and using another methods of communication systems. As the result of this the communication process within the organization was with obstacles in minimizing the challenges of communication.

#### 4.3.9. Relationship between independent and dependent variables

Pearson product moment correlation coefficient was used to show the degree of relationship between dependent and independent variables and the result is illustrated in table below:

**Table 4.15. Relationship between employee performance and independent variables**

Variables		Organizational communication	Main channels of communication	Practice of excellent communication	Organizational culture	Employee performance
Organizational communication	Pearson Correlation	1	.467**	.358**	.287**	0.664**
	Sig.(2-tailed)	.000	.000	.000	.000	.000
	N	203	203	203	203	203
Main channels of communication	Pearson Correlation	.589**	1	.625**	.528**	0.622**
	Sig.(2-tailed)	.000	.000	.000	.000	.000
	N	203	203	203	203	203
Organizational culture	Pearson Correlation	.488**	.584**	1	.234**	0.568**
	Sig.(2-tailed)	.000	.000	.000	.000	.000
	N	203	203	203	203	203
Practice of excellent communication	Pearson Correlation	.287**	.274**	.324**	1	0.498**
	Sig.(2-tailed)	.000	.000	.000	.00	.000
	N	203	203	203	203	203
Employee performance	Pearson Correlation	0.664**	0.622**	0.568**	0.498**	1
	Sig.(2-tailed)	.000	.000	.000	.000	.000
	N	203	203	203	203	203

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

As disclosed in the table 4.15; organizational communication (quality and consistency of information)  $r=0.664$ , the main channels of communication  $r=0.622$ , organizational culture

$r=0.568$ , and practice of excellent communication  $r=0.498$ , have positive significant relationship with employee performance. This implies that applying quality and consistency of information, using channels of communication effectively, practicing excellent communication and conducive organizational culture are accompanied by increase in dependent variables employee performance.

Moreover, the greater the value of “r” indicates the higher the extent of relationship between the dependent and independent variables have. Therefore, organizational communication (quality and consistency of information)  $r=0.664$  have greater significant positive relationship with employee performance followed by the main channels of communication  $r=0.622$ , organizational culture  $r=0.568$ , and practice of excellent communication  $r=0.498$ .

#### 4.3.10. Regression coefficients of independent variables on dependent

To determine the joint contribution of the independent variables (quality and consistency of information, main channels of communication, practice of excellent communication and organizational culture) to the prediction of employee performance multiple regressions was computed.

Independent Variables	Un standardized Coefficients		Standardized Coefficients	Sig.	R <sup>2</sup>	Adjusted R <sup>2</sup>	F-Value
	B	Std. Error	Beta				
(constant)	0.601	0.051		.000	0.697	0.689	205.33
Quality and consistency of information	0.613	0.038	0.598	.000			
Practice of excellent communication	0.129	0.042	0.112	.000			
Organizational culture	0.109	0.038	0.89				
The main channels of communication	0.184	0.036	0.161	.003			

\*\*p<0.01

a. Predictors: (Constant), quality and consistency of information, the main channel of communication, practice of excellent communication and organizational culture.

b. Dependent Variable: employee performance

As indicated in table 4.16 the proportion of values that can be explained by the combined effect of determinant factors (quality and consistency of information, main channels of communication, practice of excellent communication and organizational culture) on employee performance was shown using multiple regressions. As can be observed all independent variables were entered in to the linear regression equation and they jointly explained 69.7% of the variance in employee performance  $R^2=0.697$ ,  $F=205.33$ ,  $P<0.05$ . Therefore, from the identified result one can deduce that determinant factors included in the current study together predict 69.7% of the employ performance.

#### 4.3.11. Regression of independent variables on employees performance

As there are four independent variables on the dependent variable; to identify the proportion of each variable on variance of the dependent variable (the employee performance) a stepwise regressions analysis was utilized. Consequently, the results are illustrated on table 4.16.Below:

**Table 4.16. Results of Regression of Independent Variables on Employees' Performance**

Model	Independent Variables	Un standardized Coefficients		Standardized Coefficients	Sig.	R <sup>2</sup>	Adjus ted R <sup>2</sup>	R <sup>2</sup> chan ge
		B	Std. Error	Beta				
1	Practice of excellent communication	0.169	0.042	0.113	0.002	0.712	0.739	0.011
2	Organizational culture	0.109	0.039	0.129	0.000	0.742	0.757	0.013
3	Quality and consistency of information	0.642	0.031	0.761	0.003	0.683	0.639	0.621
4	The main channels of communication	0.194	0.036	0.168	0.002	0.72	0.712	0.032

a. Predictors: (Constant), quality and consistency of information, main channels of communication and practice of excellent communication, organizational culture.

b. Dependent Variable: employee performance

As shown in table 4.16, the employee performance was significantly and strongly influenced

by quality and consistency of information  $\beta = 0.761$ , and  $p < 0.05$ , quality and consistency of information contributed 62.1% of the variation in the employee performance. The second significant contributor of employ performance is the main channels of communication. The inclusion of the main channels of communication can increase 3.2% of the variation in employee performance  $\beta = 0.168$ , and  $p < 0.05$ , practice of excellent communication has significant effect on employee performance. It raised the coefficient by 1.1%, which is statistically significant  $\beta = 0.113$ , and  $p < 0.05$ . Finally, organizational culture has significant effect on employee performance. It raised the coefficient by 1.3%, which is statistically significant  $\beta = 0.129$ , and  $p < 0.05$ .

#### **4.3.12. Interview Results**

To end the analysis and discussion, the researcher conducted interview for three middle managerial level of the Ministry. Three middle management members of EMOH were interviewed on their insight of the existing organizational internal communication system in EMOH and their opinion in the current implementations and the improvement of problems which affect the process of internal communication within the organization. Concerning to the improvements of internal communication system in the Ministry, the responses of the team leaders confirmed that “appropriate implementation of both formal and informal communication systems, and effective communication channels are the ways of improving the communication systems of the Ministry”.

According to the managers the “new media platforms supported to the internal communication of the ministry were face book, website, twitter, were the available new media platforms supported to the internal communication of the Ministry”. The study also finds out the channels of communication used by the managements when communicating work related information to staff. Their response illustrated that both written and oral channels are used. Specially, face-to-face meeting, Staff/team meetings and also telephone are used. The response regarding their most preferred medium were face-to-face meeting and staff/team meetings since it is important to transfer information for the staff or part of the staff in a particular time so information for audience is transferred from first hand. With respect to the view on the potential of communication to improve employee performance in

EMOH, the managers agreed effective communication is the only means to improve employees' performance and organizational productivity. To do this continuous follow up and providing training in relation to effective internal communication for the staff is important to improve the entire organizational performance.

#### **4.3.13. Conclusion**

This chapter has presented the study results in form of tables while offering interpretation of the findings. The results that were presented relate to quality and consistency of information, the main channels of communication, practice of excellent communication, and organizational culture and how they relate to employees' performance. The findings presented in this chapter have indicated that quality and consistency of information, the main channels of communication at EMOH was generally poor. However, practice of excellent communication, and organizational culture in the organization was observed to be somehow moderate in various areas. Majority of the respondents agreed that quality and consistency of information, the main channels of communication, practice of excellent communication, and organizational culture affected their performance and motivation. The next chapter provides a summary of the results that have been presented in this chapter, a detailed discussion of the study findings, the study conclusions and also the recommendations made in the study. The recommendations provided are for practice and also for further studies.

## **CHAPTER FIVE**

### **5. SUMMARY OF FINDINGS, CONCLUSION AND RECOMMENDATIONS**

#### **Introduction**

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

#### **5.1. Summary of Findings**

The data analyzed using descriptive statistics, correlation and regression of major findings discussed as follows:

A total of 271 questionnaires were disseminated of which 203 were properly filled and returned, which accounts response rate of 75%. The findings of the study as discussed in chapter four shown that majority of the respondents were males which accounts 67.0% representing 136 respondents and female respondents' were 33.0% representing 67 respondents.

The findings showed that the majority of participants were age between 26-35 years which accounts 60.1%, the age group between 18-25 of the respondents were accounts 15.8% while respondents aged between 18-25 were 11.8%, and respondents age groups between 46-55 and above 55 years obtained 10.3% and 2.0% respectively. These data shows that the organization was mostly comprised of employees at age category between of 26-35 which can be categorized as energetic employees.

About the marital status majority of respondents were married which accounts 60.0% and followed by single 35.5%. Then the remaining divorced and widowed were 3.0% and 1.5% respectively. The educational level of the majority of respondents were master's degree which accounts 50.7% and followed by first degree which accounts 42.4% and the remaining 3.9% and 3.0% were PhD degree and diploma. This implies that most of the

respondents were qualified enough.

The work experience of majority respondents were below 5 years of work experience which accounts 67.5% followed by 5-10 years which accounts 18.7% and 11-15 years of experience accounts 7.9%, the remaining 3.9% and 2.0% were 16-20 and above 21 years of work experience. This implies that majority the respondents were at the lower years of work experience. The study additionally searched to found the level of management that respondents positioned in the ministry. As the results showed that 87.7% of the respondents were non - management staff members, 8.4% lower management staff members; while the remaining 3.4% and 1.5% were from middle management and top managerial level respectively. These results clearly indicate that majority of the respondents were from non-management staff members and seconded by lower managerial level.

Based on the findings in chapter four there is a positive significant relationship between reliability, quality of information and employee performance in EMOH. This indicates that employees' performance can be improved by disseminating reliable, valuable and accurate information. Employees' performance was significantly and strongly influenced by quality and consistency of information. Based on the findings; majority of the respondents 64.7%disagreed that the information they perceived as consistent and quality, respondents which represents 23.4% agreed that the quality and consistency of information they perceived were reliable and valuable, while the remaining 11.92%were neutral about the quality and consistency of information they perceived. The grand mean value of quality and consistency of information was 2.41 it indicated that employees did not perceive information they receive as valuable from management. On the other hand employees put more confidence on information perceived from their co-workers.

The study found a positive significant relationship between channels of communication and employee performance in EMOH. This indicates that employee performance can be increased by using appropriate channels of communication. Channels of communication was the second contributor which has significant effect on employees' performance in this study. According to the results in chapter four majority of the participants 64.41% disagreed that both managements and employees of the organization mainly use both written and oral

channels of communication, a total 29.2% of respondents agreed that both managements and employees of the organization mainly use both written and oral channels of communication, while 6.4% were neutral.

The study found a positive significant relationship between organizational culture and employee performance in EMOH. This implies that employee performance can be increased with conducive organizational culture. Organizational culture was the third contributor which has significant effect on employees' performance. The results from chapter four showed that a total of 49.7% of respondents disagreed that organizational culture which creates mutual understanding for managements and employees towards the organizational goals and mission of the ministry. A total 37.2% of respondents agreed that there is conducive organizational culture which creates mutual understanding for managements and employees towards the organizational goals and mission of the ministry, while 13.02% were neutral.

The findings showed that a positive significant relationship between practice of excellent communication and employees' performance in EMOH. This indicated that employee performance can be increased through implementing effective internal organizational communication. Practice of excellent communication in the study was the fourth contributor which has significant effect on employees' performance. As the findings indicated that 52.1% of respondents disagreed that the practice of excellent internal organizational communication takes place within the ministry, respondents which accounts 36.5% agreed that there was effective practice of internal organizational communication within the Ministry, while the rest 11.1% were neutral.

In this study in addition to the Likert scale questions there were also ranking scale questions were applied. Therefore, findings for the ranking questions were presented below:

Study findings indicated that the barriers of internal communication ranked according to their order of harshness was the total of (69.2 %), of respondents' ranked lack of understanding effective internal communication skills was in the first order of harshness. Secondly majority of the respondents, 56.7% %, were ranked information overload as the

second order of harshness of communication barrier. Thirdly, 56.2%, of participants responded that time limitation /pressure/ was another obstacle for the implementing of effective internal communication within the EMOH. The study also identified the frequently used formal types of organizational communication systems in EMOH. The results indicated that majority of respondents 70.4% ranked downward communication in the first order, 58.6% of respondents ranked upward communication in the second order, 59.1% of respondents ranked lateral communication in the third order , and 64.5% of respondents ranked diagonal communications in the fourth order. This displayed that communication follow is the chain of command from top to bottom.

Finally, findings in regarding to the ways of improving challenges of communication in the ministry were; 68.0% of the respondents believed that providing training in internal communication skills, 69.0% of the respondents responded using alternative methods of communication, 62.6% of the respondents believed that the managements should send messages on time, and 42.1% of the respondents believed that giving direct and clear messages respectively were the key ways of alleviating challenges of communication in the Ministry.

## **5.2. Conclusion**

Based on the major findings, the following conclusions were made:

The determinant effects of internal organizational communication on employees' performance examined in this study were quality and consistency of information, practice of excellent communication, main channels of communication, and organizational culture in EMOH. Effective Internal communication plays a vital role on employee performance, as it involves transmitting and receiving information; effective information flow not only accomplishing organizations' goals and objectives but also to identify the failure or success of the organization. Implementing effective internal organizational communication process between staff and management improving the employee performance and organization productivities. But, these determinants factors are not effectively implemented in the Ministry. This implies that there are still limitations in the implementation of effective internal organizational communication practice.

As of the statistical analysis the findings showed that quality and consistency of information has strong positive and significant positive effect on employees' performance.

Statistical analysis results indicated that channels of communication has a strong positive relationship as well as significant positive effect on employees' performance.

The independent variables had strong and moderate relationship and contributed significant effect on employees' performance.

The information flow within the organization was with lack of clarity, accuracy, and consistency.

Both oral and written channels of communication were not mainly used by both managers and employees.

Practice of communication in the organization were mainly one – way.

Managerial pressure influenced workers to perform their work competently.

Feedback from management were given rarely for employees.

According to the ranking findings, the frequently used formal types of internal communication systems in EMOH were dominated by downward communication system.

From this one, can conclude that communication flow is the chain of command from top to bottom; managements were active cite of communicators; while employees were passive in the communication system of Ministry. Therefore, this hinders the flow of information between managements and the non-management staff members and made the communication process of the ministry inadequate, ineffective and often lost its objectives.

Among the main challenges of internal communication discussed above were lack of understanding effective internal communication skills, information overload and time limitation were the main barriers of internal communication. This can conclude that managements give less emphasis on identifying and eliminating challenges of effective internal communication by providing training, conduct surveys to find out how managements and employees easily communicate each other for the implementation of o

organizational goals and objectives effectively.

Finally, based on the findings , it is therefore concluded that internal organizational communication has positive relationship with employees performance and as a result of this recommended that organizations should incorporate adequate measures in ensuring the communication system within the organization should be consistent, clear, effective, and follows well recognized and formally instituted channels for the purpose of avoiding ambiguities, since such actions have been made it improves employees' performance.

### **5.3. Recommendation**

1. The correlation found between measure of effective internal organizational communication and employees' performance indicated that there should recognized improving efforts in confirming the information provided by management should be detailed, clear and reliable.
2. Managers should implement practice of excellent two-way symmetrical communication model which is based on mutual understanding of both managements and employees. This is important to create smooth relationship between both parties as the result of this there will be an increment of employees' performance and organizational productivity.
3. Managements should create conducive and inclusive organizational culture in which all staff members handle equally.
4. Other alternative written channels of communication such as the use of notice boards, digital cameras, and email/internet should be implemented by managers to improve information dissemination and employees' performance.
5. Managements should give great attention to provide training on the overall internal communication system to improve employees' performance.
6. Communication flow should be balanced to all directions of communicational networking instead of being top-dawn only it should be also top-down, down-up, and vertical-horizontal.
7. Blockages in the communication systems should be removed for further improvement of employees' performance.

8. Employees should be participating in organizational decision making process because the employees are the one who take great part in implementing the decided organizational tasks.
9. Feedback should be encouraged. This help to understand the overall organizational communication process; it creates quality, reliability of information dissemination, and also important to have common understanding between management and employees regarding to organizational objectives.

#### **5.4. Suggestion for Further Research**

This study only focused on four factors that affect employees' performance at EMOH. And according to the findings, quality and consistency of information contributed 62.1% of the variation in the employees' performance; channels of communication has 3.2% variation on the employees' performance followed by Practice of excellent communication 1.1%, and organizational culture takes up 1.3. This implies that there are other factors that affect employee performance at EMOH other than quality and consistency of information, channels of communication, organizational culture and practice of excellent communication. Therefore, future research should focus on these other factors which affect employees' performance.

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## **APPENDIXES**

### **APPENDIX1. LETTER OF INFORMATION**

**ADDIS ABABA UNIVERSITY**

**SCHOOL OF JOURNALISM AND COMMUNICATION**

**MA IN PUBLIC RELATIONS AND STRATEGIC COMMUNICATIONS**

**The Questionnaires to be completed by top managements, team leaders and employees of the organization.**

**Dear respondent:** This study is being conducted in partial fulfillment of the requirements for the award of a Degree in Masters of Public Relations and Strategic Communications. The aim of this questionnaire is to gather data for the study of the Effects of internal communication on employees' performance in Ethiopian Ministry of Health. Therefore, your respective organization is selected as sample area for this study, so, your contribution in answer back this questions will be highly appreciated. Your response to the questions will not create any risky, but it is purely used for academic purpose. For that reason, you are heartily requested to response the questions honestly.

**Instructions: Tick your choice '√' mark.**

**Please don't write your name!**

**Please answer all questions.**

**Yours faithfully**

**Addis Ababa, Ethiopia March 16, 2019**

**THANK YOU!**

## APPENDIX 2 GENERAL INFORMATION OF REpondENTS

### PART 1: General Information /Persona Profile/:

Please indicate your choice by marking [√] in the box or supply the required information where, required.

1. Your Sex: Male  Female

2. Please indicate your age category:

18 and 25 years  26 - 35 years  36-45 years  46 -55 years   
above 55 years

3. Marital status: Single  Married  Divorced  Widowed

4. Please indicate your educational qualification: Certificate  Diploma  Degree   
Master's Degree  PhD Degree  other (specify).....

5. Please indicate how long you have worked in this organization: Below 5 years  5-10 years   
11-15 years  16 - 20 years  above 21 years

6. Please indicate your Current Position in the organization: No - management/ Employee/   
Lower Management  Middle Management  Top Management

## APPENDIX 3 QUESTIONNAIRE

PART 2. In the following Five Rating Scales, you are kindly requested to provide your level of agreement or disagreement for the following statements and indicate your choice by marking [√] in the columns:

[1=Strongly Disagree], [2=Disagree], [3=Neutral], [4=Agree] and [5=Strongly Agree]

### 7. Quality and reliability of information

No.		1	2	3	4	5
1	People in this organization are encouraged to be really open and candid with each other.					
2	You are kept informed about how well organizational goals and objectives are being met					
3	Top management is providing you with the kinds of information you really want and need					
4	People in this organization freely exchange information and opinions.					
5	Communication from other department is detailed and accurate.					
6	You receive information from the sources that you prefer.					
7	Your job is not delayed because you get the information you need.					
8	Most of the information you receive from your manager is detailed and accurate.					
9	The directives that come from top management are clear and consistent.					
10	People in this organization say what they mean and mean what they say					

### 8. The practice of excellent communication

No.	Items	1	2	3	4	5
1	The purpose of communication in the organization is to develop mutual understanding between management of the organization and employees.					
2	Surveys are conducted to find out how management and employees understand each other					
3	The purpose of communication in the organization is to change attitudes and behavior of both leadership and employees.					
4	The purpose of communication in the organization is to help leadership to be responsive to the problems of other employees.					
5	Most communication between management and employees in the					

	organization can be said to two - way communication.					
6	Informal communication is present in my organization.					
7	Informal communication in my organization is active and accurate.					
8	The goal of communication in the organization is to persuade employees to behave as the organization wants them to behave.					
9	I seldom get feedback when I communicate to the management.					
10	Communication in the organization is mainly one - way from management to employees.					

### 9. The main channels of internal organizational communication

		1	2	3	4	5
1	Managements of your organization mainly use oral channel of communication.					
2	Non - managements of your organization mainly use oral channel of communication.					
3	Managements of your organization mainly use written channel of communication.					
4	Non - managements of your organization mainly use written channel of communication.					
5	Managements of your organization mainly use both written and oral communication.					
6	Non - managements of your organization mainly use both written and oral communication.					

### 10. The organizational culture

No.	Items	1	2	3	4	5
1	We are always polite to one another					
2	Employees in this organization believe they must be honest in any situation by telling the truth always.					
3	Employees in this organization believe they should do what they are told					
4	I find my values and the organization's values are very similar.					
5	The employees in this organization have a sense of the organization's mission					
6	from Workers perform competently without pressure their bosses					
7	There is little variation in style of dress among employees					

<b>8</b>	Employees are flexible and adaptable when changes are necessary					
<b>9</b>	Employees believe they can influence or affect their work place through their ideas and involvement					
<b>10</b>	Individuals and teams have clearly defined goals that relate to the goals or mission of the organization					

**11. Employee performance level**

<b>No.</b>	<b>Items</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
1	I complete my work within the time allocated.					
2	I am able to provide best customer care.					
3	I am able to provide tasks with relation to rules and regulations of the organization.					
4	The degree to which I do my work meets our customer's requirements					
5	My performance is measured against the productivity					
6	I should always pay attention to my personal appearance in the work place.					
7	My performance is continually improved					
8	I do my work effectively without complaining.					
9	I combine the available resources very well to provide quality of services.					
10	I attend to my work with speed and accuracy.					

**PART 3. In the following questions you are requested to rank the items in each group according to their respective directions.**

**11.** Rank the following types of formal communication from 1- 4 according to their order of utilization in your organization by making [√] in the columns:

No.	Items	1	2	3	4
1	Downward Communication/ Communication from management to Employee/.				
2	Upward Communication/ Communication from employees to management /.				
3	Lateral Communication/ Communication among department heads /.				
4	Diagonal Communication/ Communication between employees and administrative staffs/				

**12.** Rank the following barriers and breakdowns of internal communication from 1-6 According to their order of harshness in your institution by Making [√] in the columns:

	Items	1	2	3	4	5	6
1	Information overload						
2	Time limitation /pressure						
3	Lack of understanding effective internal communication skills.						
4	Lag of message						
5	Perceptual difference						
6	Information distortion						

**13.** Rank the following alleviating of communication barriers from 1-6 in their order of importance in resolving internal communication challenges in your organization by marking [√] in the columns: Table 4.11.

	Items	1	2	3	4	5	6
1	Give direct and clear messages.						
2	The managements should send messages on time.						
3	Providing training in communication skill.						
4	Give opportunity for feedback.						
5	Using alternative methods of communication.						
6	Creating conducive working environment.						

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**APPENDIX 4: INTERVIEW QUESTIONS**

**Face – to – face interview questions for 3 middle managerial level personals**

This study is being conducted in partial fulfillment of the requirements for the award of a Degree in Masters of Arts in Public Relations and Strategic Communications. The aim of this interview is to gather data for the study of the Effects of Internal Communication on Employees' Performance in Ethiopian Ministry of Health. Therefore, your response will be highly appreciated. Your response to the questions will not create any risky, but it is purely used for academic purpose. For that reason, you are heartily requested to response the questions honestly.

1. What are the channels by which you communicate to staff under you on the work and which of them are useful to you?
2. What should be done to improve employee performance in EMOH through organizational communication?
3. What should be done to improve internal communication system in the Ministry?
4. Is the internal communication of the Ministry supported by new media platforms? What are the new media's?

**THANK YOU!**

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AND COMMUNICATION**

**Department of Public Relations and Strategic Communication**

This is to certify that the thesis prepared by Muley Aregay entitled “The Effects of Internal Communication on Employees’ Performance: In the Case of Ethiopian Ministry of Health” is submitted in partial fulfillment of the requirements for the award of Masters of arts Degree in Public Relations and Strategic Communications, complies with the regulations of the University and meets the accepted standards with respect to originality and quality.

**Approved by Board of Examiners**

_____	_____	_____
Advisor	Date	Signature
_____	_____	_____
Internal Examiner	Date	Signature
_____	_____	_____
External Examiner	Date	Signature
_____	_____	_____
Chairperson of Department or Graduate committee	Date	Signature