

**INTERNAL COMMUNICATION AND EMPLOYEE PERFORMANCE IN THE  
UGANDA MINISTRY OF DEFENCE**

**BY**

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## DECLARATION

I, Kamara Leticia Tusingwire declare that this work is my original work and has not been submitted before for any award in any other university or institution.

Signed :..... Date:.....

## APPROVAL

This research titled “**Internal Communication and Employee Performance in the Uganda Ministry of Defence**” has been carried out under our supervision and is ready for submission with our approval for examination as Institute Supervisors.

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Mr. Hannington Businge

Supervisor

## **DEDICATION**

This dissertation is dedicated to my Daughters Eleorah, Eliah, Elkah and son Ellis .Its when you needed motherly love most that I had to do this study. I will always be thankful to the Lord for the protection while I was away.

And to my parents Allan &Annette Kamara without whose inspiration, I would not have stood the test of time.

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## TABLE OF CONTENTS

DECLARATION .....	i
APPROVAL .....	ii
DEDICATION .....	iii
ACKNOWLEDGEMENT .....	iv
TABLE OF CONTENTS .....	v
LIST OF TABLES .....	ix
LIST OF FIGURES .....	x
LIST OF ACROYMNS .....	xi
ABSTRACT.....	xii
<b>CHAPTER ONE .....</b>	<b>1</b>
<b>INTRODUCTION.....</b>	<b>1</b>
1.1 Introduction.....	1
1.2 Background to the Study.....	1
1.3 Historical Background .....	1
1.4 Theoretical Background.....	3
1.5 Conceptual Background.....	4
1.6 Contextual Background .....	5
1.7 Statement of the Problem.....	7
1.8 Study Objectives .....	8
1.9 Research Question .....	8
1.10 Hypotheses of the Study .....	9
1.11 Conceptual frame work.....	9
1.12 Significance of the Study .....	10
1.13 Justification of the Study .....	10
1.14 Scope of the Study .....	11

1.14.1 Geographical Scope .....	11
1.14.2 Content Scope .....	11
1.14.2 Time Scope .....	11
1.15 Operational Definitions.....	11
<b>CHAPTER TWO .....</b>	<b>13</b>
<b>LITERATURE REVIEW .....</b>	<b>13</b>
2.1 Introduction.....	13
2.2 Theoretical Review .....	13
2.3 Conceptual Review .....	15
2.3.1 Channel/Tools of Communication and Employee Performance .....	17
2.3.2 Target Audience/Stakeholders and Employee Performance.....	18
2.3.3 Message Content and Employee Performance .....	19
2.4 Summary of the Literature .....	21
<b>CHAPTER THREE .....</b>	<b>22</b>
<b>METHODOLOGY .....</b>	<b>22</b>
3.1 Introduction.....	22
3.2 Research Design.....	22
3.3 Population Study.....	22
3.4 Determination Sample Size.....	23
3.5 Sampling Techniques and Pprocedure.....	23
3.6 Data Collection Methods .....	24
3.6.1 Questionnaire Survey.....	24
3.6.2 Interview Survey .....	24
3.7 Data Collection Tools .....	24
3.7.1 Questionnaire .....	25
3.7.2 Interviews.....	25

3.8 Pre testing of Data Collection Instruments .....	25
3.9 Data Collection Procedure .....	26
3.10 Data Analysis .....	27
3.11 Measurements of Variables.....	27
3.12 Ethical Consideration.....	28
<b>CHAPTER FOUR.....</b>	<b>29</b>
<b>PRESENTATION, ANALYSIS AND INTERPRETATION OF RESULTS.....</b>	<b>29</b>
4.1 Introduction.....	29
4.2 Response Rate .....	29
4.3 Bio data of the Respondents .....	30
4.4 Description of Findings.....	31
4.4.1 Channel-Tools Communication and Employee Performance.....	32
4.4.2 Target audience and Employee performance.....	34
4.4.3 Message content and Employee performance.....	35
4.5 Pearson correlation results for channels/tools of communication, target audience and message contents.....	36
4.6 Regression results for internal communication (tools of communication, target audience ads message content).....	39
4.6.1 Coefficient of determination (unstandardised co-efficient), beta and sig) for internal communication and employee performance .....	40
<b>CHAPTER FIVE .....</b>	<b>42</b>
<b>SUMMARY, DISCUSSION, CONCLUSIONS AND RECOMMENDATIONS.....</b>	<b>42</b>
5.1 Introduction.....	42
5.2 Summary of the Study .....	42
5.2.1 Channel -Tools of Communication and Employee Performance .....	42
5.2.2 Target Audience-Stakeholders and Employee performance.....	42
5.2.3 Message Content and Employee Performance .....	43
5.3 Discussion of the Findings.....	43

5.3.1 Channel-Tools Communication and Employee Performance.....	43
5.3.2 Target Audience-Stakeholders and Employee Performance .....	46
5.3.3 Message Content and Employee Performance .....	47
5.4 Conclusion of the Study.....	48
5.4.1 Channel-Tools of Communication and Employee Performance .....	48
5.4.2 Target Audience-Stakeholders and Employee performance.....	48
5.4.3 Message Content and Employee performance.....	48
5.5 Recommendations of the Study .....	48
5.5.1 Channel-Tools of Communication and Employee performance .....	49
5.5.2 Target Audience-Stakeholders and Employee Performance .....	49
5.5.3 Message content and Employee performance.....	49
5.5 Limitations of the Study.....	50
5.7 Areas for Further Studies .....	50
REFERENCES.....	52
APPENDICES .....	i
Appendix 1: Questionnaire for Ministry of Defence headquarters staff.....	i
Appendix II: Interview guide for the selected Heads of Departments at Ministry of Defense. .i	i
Appendix III: Table for Determining Sample Size from a given Population. ....i	i
Appendix IV: Introductory Letter .....	i
Appendix V: Field Research Letter .....	i
Appendix VI: Anti-Plagiarism Report. ....i	i

## LIST OF TABLES

Table 1: Sample size .....	23
Table 2: Validity and Reliability scores.....	26
Table 3: Response rate results.....	29
Table 4: Respondents Bio-data results.....	30
Table 5: Quantified responses about channels/tools communication .....	32
Table 6: Quantified results about target audience/stakeholders .....	34
Table 7: Quantified results about message content.....	35
Table 8: Correlation results.....	37
Table 9: Regression results for internal communication .....	39

## LIST OF FIGURES

Figure 1: A linear Model of Communication .....	3
Figure 2: Conceptual framework showing the relationship between the study variables.....	9

## LIST OF ACROYMNS

HE	-	His Excellency
HRM	-	Human Resource Management
MOD	-	Ministry of Defense
UK	-	United Kingdom
UPDF	-	Uganda People's Defence Forces

## ABSTRACT

The study determined the relationship between Internal communication and Employee performance in the Uganda Ministry of Defence guided by three objectives namely to evaluate channels/tools of internal communication and employee performance; examined the stakeholders' impact at the ministry and employee performance and evaluated the message content and its influence on performance of employee. The study population was 110 respondents. The sample size was 77 obtained using purposive and simple random sampling. The response rate obtained was 73% a good depiction of a survey population. The study findings included a positive relationship for channels/tools (.617\*\*), stakeholders' (.604\*\*) and message content (.642\*\*) with employee performance. From the study, its summarized that the effective use of channels of communication for instance newsletters, telephones, email, memos and reports as a means of communicate improves employee performance. On target it can be summarized that routine duty attendance, meeting deadlines and accomplishing assigned tasks reflects improved employee performance while message content and employee performance suggested a strong bond. The study recommended overhauling outdated communication systems; encourage frequently use of the official portal or domain for communication; adopt professional guidance; conduct routine ICT training; harmonize information access and review or update the communication policies.

## **CHAPTER ONE**

### **INTRODUCTION**

#### **1.1 Introduction**

The chapter included introduction, research problem, and conceptual frame work, among others. Independent variable is Internal Communication while the dependent variable is employee performance.

#### **1.2 Background to the Study**

Internal communication builds the character of a given society. Therefore internal communication promotes a sense of unity among the employees of an organization; this ultimately becomes a management discipline. Organizational management is expected to establish possible management policy to increase employee performance through internal communication channels. As an organization becomes complex, effective internal communication enhances employee performance as a result of clear management objectives being communicated. According to Erogluer (2011), at the formation of the universe was communication and it facilitates transformation of the human society at all levels.

#### **1.3 Historical Background**

To Gibson et al (2009), Communication originates from the Latin word meaning “*communis*”-it means a situation where a communicator seeks to establish “commonness” with another.

According to Fraser (2011), communication is a process of exchanging information, imparting ideas, and making one understood by others. It also involves understanding others in return. Indeed understanding is critical to the communication process. For instance, if an

individual send a message to another and it misunderstood, then communication hasn't occurred and the opposite is true. He therefore notes that a boss who sends subordinates dozens of emails isn't necessarily communicating with them.

Doug Beiger (2007) insists that a good communication is the strong thread that ties people, strategy, and commitment –in other words, the organizational structure together. The level of effective internal communication determines the employee engagement with serious managers. Once internal communication is effective, there will always be smooth way of achieving goals .Internal communication covers most activities which management expect to improve employee performance internally.

Gerald (1986) defines organizational communication as a process of sharing ideas and making relationships in situations intended for supervising, a goal-oriented performance.

Organizational communication is the specific process through which information moves and is exchanged within an organization: John G. Schermerhorn et (2004).

Armstrong (2006) defines performance in output terms, the achievement of summed up goals: it's not only what people achieve but how it's achieved. Contrary, Walker (1992) notes that management of employee performance in an organization customarily centered on the appraisal of performance and reward provisions: a result of interaction between individual ability and motivation.

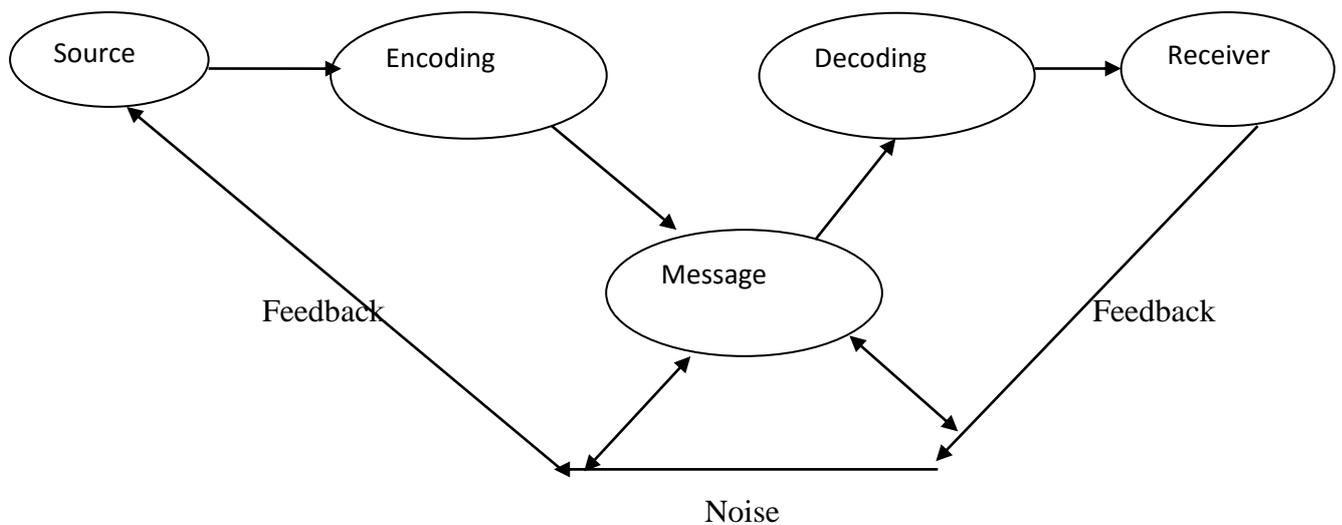
Ada et al.,(2008) observes that both organizations and human are social beings. Communication is crucial, whether the positives and negatives are an indissoluble trend in life. It's of great importance in all activities with the main aim of obtaining organizational goals. Consideration is set to the study of communication in an organization as a behavior due to its importance as a variable to any organization success. Research shows that effective

communication improves employee performance Holtzhausen, (2002). This consequently enhances productivity Litterst & Eyo, (1982).

Goris (2007) studies and research has proved that effective communication improves job performance and the outcome of poor internal communication is low workers' dedication to his/her work place Kramer, (1999). Internal communication therefore enhances employee performance with a high percentage and clearly is a life line for any organic organized structure with targets to meet.

#### 1.4 Theoretical Background

The assumptions of Wilbur Schramm (1955) Linear model of communication and Conrad (1994) Human Relations theory was adopted to give a full insight of this research topic at Uganda Ministry of Defence headquarters Mbuya .



*Source: Based on Schramm (1955).*

**Figure 1: A linear Model of Communication**

Linear model emphasizes flowing of messages in form of ideas and attitudes among individuals or groups mostly by symbols. From the above figure 1, Source/encoding refers to person who spots a requirement for transmitting messages and chooses a combination of appropriate expressions to symbolize what's to be conveyed. Signal /Channel means the process a message is transmitted from source to receiver. Decoding/Receiver are the process of transmitting and referring a message into thought. Feedback is the outcome a receiver gets after seeing, hearing, or reading the message; it's what the sender receives after a message that's crucial for effective communication. Mallen (1977) defines noise as the lapse and misrepresentation of a message. There is always some noise at hand in all communicated messages. Its managements' duty to ensure levels of noise is kept at minimum.

Conrad (1994), Human Relations theory emphasizes the relationship between top management and lower levels. According to the theory, improvement of communication links consists of attitude, openness, support and encouragement of participation within the organization. Quality communication channels if open will be able to enhance the relationship between top management and lower levels.

Both theories are therefore explained how internal communication can have a great influence on the performance of employees at Ministry of Defense Headquarters Mbuya.

### **1.5 Conceptual Background**

Shockley-zalabak (1995) defines internal communication as the main procedure where workers share ideas, interact and thus fully understand the culture plus values of a particular organization. It's an arrangement of persons, ideas, meanings, performance and function: a basis of current organization. Internal communication is very effective most especially among workers within an organization.

This however varies among different organizations like producing and delivering messages on behalf of management. Rogers (1976) notes that good communication helps in motivating the workers this can be determined through the level of employee engagement. This ultimately results into helps maximum output with minimum cost. However, the purpose of the study operationalised the concept to include channels/tools of communication (newsletters, telephones, emails & memos), target audience /stakeholders (directors, supervisors & individuals) and message content (initiative, commitment & impact/fit) as the independent variables (IV) and employee performance (duty attendance, meeting deadlines accomplishment of tasks) as the dependent variable (DV).

Finally, Dubois (1986) defines employee performance as when a person executes their job duties and responsibilities well. In this research therefore employee performance included, duty attendance, meeting deadlines and accomplishment of tasks.

## **1.6 Contextual Background**

With the coming of colonialist in Uganda, the colonial state established the King African Rifles (KAR), whose doctrine was based on the ideology of imperialism, and whose main mission therefore was to protect and promote the interest of the imperial power which had colonized the country (UPDF Doctrine, 2015). In June 1981 the PRA (Popular Resistance Army) led by Yoweri Kaguta Museveni merged with the UFF (Uganda Freedom Fighters) led by Yusuf Kironde Lule to form the National Resistance Army (NRA) Yoweri Kaguta Museveni, (1997).

After the promulgation of the Constitution of Uganda 1995, National Resistance Army became Uganda People's Defence Forces (UPDF). The Defence Policy identifies six specific defence objectives ; Ensuring the defence of the country and the constitution of Uganda,

Assisting with peace time security, Contributing to Regional stability, Provision of support to the civil authorities, Conducting Defense Diplomacy, Support of International Obligation.(The Defence Policy of the Republic of Uganda, 2003)

The Uganda Peoples Defence Forces Act (2005) states that a civilian employee may be appointed to work in the Defence forces where: the defense force do not have appropriately qualified or adequate experienced Ministry personnel to fill a vacancy, due to under establishment or any other reason, the Defence forces do not have the human resource to provide certain services required by the Defence Forces. The Ministry of Defense supports the UPDF in the fulfillment of its defense missions by providing political direction, policy guidance, budget management and accountability. The Ministry comprises of the Minister, State Minister, Permanent Secretary, Undersecretary and the Human Resource section.

According to Kaul (1997), Government ministries have a clear mandate under which to undertake their obligations and hence communicate with stakeholders. The stake holders range from those in- house; within and outside government and indeed beyond the nation. Unlike other government ministries, the Ministry of Defense Uganda has two sections of employees doing the same duties i.e. the armed wing (UPDF) and the civilians as explained above.

These two groups of employees have a different way in which internal communication is transmitted but the output should be the same to fulfill the ministry vision and mission.

Robin and Coulter (2009) observes that, internal communication to be effective in a military organization there has to be an obligation, where superiors form a favorable space plus clear channels for hurdles to be minimized for subordinates to clearly understand and carry out their duties properly.

The researcher was interested in the internal communication of the civilian staff and its relationship with employee performance. Internal communication for this group is still a challenge because the armed wing are more interested in taking orders “ no negotiating orders” yet in the civilian version there is a stream lined way to communicate if one is to get the best feedback / result. This if not followed may have a great impact on the employee performance.

Finally, due to poor internal communication methods, civilian employee performance has stagnated, which has been reflected among others the level of absenteeism from duty station. And if this situation continues, there would be a general decline in level of mission achievements at the Ministry.

### **1.7 Statement of the Problem**

The Ministry of Defence has made numerous efforts to improve the communication flow within the Ministry employee structures. There is a fully operational Directorate of public relations and information, an equipped library at the Directorate of Doctrine, IT and Signal Directorates that runs the high tech communications at the ministry headquarters.

Despite the above measures being in place, internal communication within the ministry is still wanting. There is delayed update of the email and ministry website, some crucial offices still lack telephone intercom, memos and reports delay to reach the recipients, there is also constant delay in conveying signal deployment messages among others. It's from such problems at most public entities that prompted the President of Uganda HE Yoweri Kaguta Museveni to give a directive to the Prime Minister to ensure that all ministries should have Public Relations and Communication officers to enhance the information follow both within and outside these government entities (The New Vision June 27<sup>th</sup>, 2016). Employees at the Ministry of Defense have decried the poor internal communication which has led to low

commitment, absenteeism and poor time management as evidenced by the arrival records (MOD HRM Report, 2011). Although there could be other factors which have led to below average in employee performance, the researcher's interest was finding out the relationship between internal communication and staff performance at the Ministry of Defence Headquarters.

### **1.8 Study Objectives**

A broad objective was to determine the relationship between internal communication and Employee performance. Specific objectives of the study are:

- a) To evaluate the Tools of internal communication used at ministry and employee performance.
- b) To examine the stakeholders' impact on internal communication and employee performance.
- c) To evaluate the message content and its relationship with performance of staff.

### **1.9 Research Question**

The research was conducted in reference to the questions below:

- a) What is the relationship between of tools /channels of communication and employee performance at the Ministry of Defence?
- b) To what extent do the stake holders / target audience affect employee performance within the Ministry?
- c) What is the effect of message content on employee performance at the Ministry of Defence?

### 1.10 Hypotheses of the Study

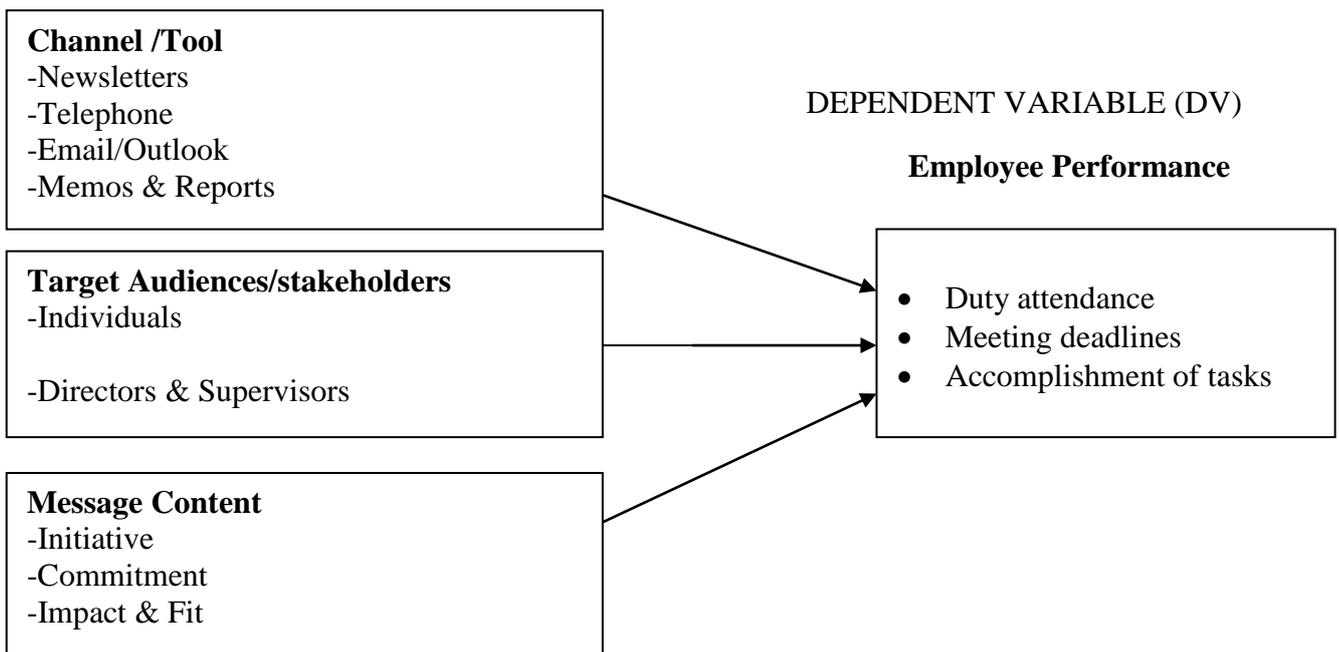
- a) There is a positive relationship between internal communication and employee performance.
- b) There is a positive relationship between internal communication and employee productivity.
- c) There is a positive relationship between internal communication and the level of employee's commitment.

### 1.11 Conceptual frame work

The research investigated internal communication and employee performance. The Figure below shows the study.

INDEPENDENT VARIABLE (IV)

#### Internal Communication



Source: Adopted & modified from Schramm (1955) and Shannon & Weaver (1962)

Figure 2: Conceptual framework showing the relationship between the study variables

According to Amin (2005), a conceptual frame work presents the concepts or variables of the study and shows how they are connected. Figure 2 conceptualized that internal communication has an effect on employee performance.

Malmelin (2007) points out that communication failure for a fact results into discontent, miss- trust, decreased loyalty, division intentions plus abscondment from duty and this can result into negative organizational efficiency.

Zhang & Aarwal (2009) concludes that communication means a message is understood in the way a sender intended. Therefore, communication has two important parts; a message transfer, and message conception. Both parts are required for successful interpersonal and organizational communication Clampitt, (1991); Hewes, (1994).

### **1.12 Significance of the Study**

Findings will help identify viable communication channels that will enable Ministry of Defense fully meet its vision. The literature generated and issues raised and analyzed on the subject may also be used for further studies and research and provide information for policy makers.

### **1.13 Justification of the Study**

It focused on internal communication and employee performance. The researcher found it necessary to conduct this study because there a general conclusion that communication in military establishments is mostly classified unlike other government entities yet in Uganda the Ministry of Defense employee structure consists of civilian staff recruited by the Public Service commission. Secondly, not much has been researched on internal communication and employee performance mostly at Uganda Ministry of Defence headquarters. The research appreciates the need for communication in the positive outcome of the employee

performance. The strategies to make the employee understand the need for a clear internal communication for their positive output was explained. It has pointed out a communication model by classifying numerous variables that shall bring effective internal communication process and as a result create success in employee performance at ministry of defense. It's also intended to examine the importance of internal communication. This in regard to interpersonal and inter department communication as an important factor.

## **1.14 Scope of the Study**

### **1.14.1 Geographical Scope**

Research was conducted in Kampala at the Uganda Ministry of Defence headquarters in Mbuya and it focused on the technical civilian staff of the Ministry only.

### **1.14.2 Content Scope**

Since the Ministry comprises of a number of Regional Divisions, the researcher only concentrated at the ministry headquarters where managerial decisions are made and later spread to others regional divisions.

### **1.14.2 Time Scope**

The period focused on is dated 2007 to present since the Ministry headquarters were shifted from Bombo Military Barracks to Mbuya Hill in Kampala with the main view of streamlining and improving service delivery. Particularly the channels of communication, the target audience/stakeholders, the message content, and the employee performance were studied.

## **1.15 Operational Definitions**

**Communication:** Dalmar (2000) describes communication as the process of transmitting thoughts as by speech, visuals, signals and actions.

According Beiger (2007), internal communication is process of how communication moves and is exchanged in an organization. It was operationalize to mean departmental and inter-departmental and later general ministries

**Employee Performance:** In this study it refers to the general accomplishments of work in relation to Ministry of Defence Uganda mission.

**Organizations:** These are communal or group of persons where actions are harmonized to bring out common output and goals.

## CHAPTER TWO

### LITERATURE REVIEW

#### 2.1 Introduction

This chapter assessed internal communication in relation to employee performance at Uganda Ministry of Defence Kampala. It discussed the actual literature review which was done objective by objective especially on how internal communication and employee performance is related. The literature was sourced from accessible libraries in Uganda, such as Uganda Management Institute Kampala, the Doctrine Department and Human Resource Department of Ministry of Defence and the Web. Finally this chapter represents the summary of the review highlighting gaps and lessons learn.

#### 2.2 Theoretical Review

According to Stephen (2017), communication must include both the transfer and the understanding of meaning. Communication is more than merely imparting meaning: that meaning must be understood. It's only thus that we can convey information and ideas.

Schramm (1955) and Shannon (1962) in the Linear Model of Communication, the process of communication is fully an outcome of the receivers' level of understanding that comprises experience, knowledge, ideas and principles of the sender and receiver.

Human Relations theory by Conrad (1994) emphasizes the relationship between top management and lower levels. According to the theory, to improve communication links consisting of attitude, openness, support and encourage participation within the organization. Through quality communication channels open, will be able to enhance the relationship between top management to lower levels. The study by Downs and Hazen (1993) proved that

communication between colleagues and communications to the high mean value in terms of effective communication.

To-understand internal communication, it is important to view it in four different perspectives. From the mechanistic perspectives, messages and channel are the elements most critical to communication; the psychology perspective focuses on the receiver who serves as an active message interpreter; from the interpretive symbolic perspective communication consists of continuously evolving shared meanings.

The Linear Model of communication & Human Relations theory therefore are expected to explain internal communication and performance of employees at the Uganda Ministry of Defense headquarters. Nevertheless, according to Hewes (1994) communication as we usually think of it in an organization is intentional, conscious directed and purposeful.

Schermerhorn (2004) defines internal communication as a defined process where information moves and is transferred within an organization. Information flows in an organization through formal and informal mediums. Formal channels are the chain of command created by the management and informal channels are where “networking” takes place by means which don’t adhere to the organizational hierarchy by authority. He further says that organizations functions on complex information flow both downward, upward and laterally to have effective impact.

Downward flow of information is through a chain of command top to bottom and its main functions are to achieve influence on their subordinates. It helps the employees get information on what their superiors are doing and to be regularly updated on the policies, strategies and organizational objectives. This too creates job security plus minimizing the spread of office rumors. On the other hand, upward communication messages flow from

lower to upper levels. Its main function is having information on what problems are being faced by a particular individual and suggestions on what can be done to have them solved. And lateral communication is where information from external customers' needs get into the hands of a worker as quickly as possible to have issues resolved.

The two theories above will shade light on possible outcome of positive internal communication at the ministry of Defence Headquarters on employee performance if fully considered.

### **2.3 Conceptual Review**

Internal Communication according to Ridder (2004) is helpful in facilitating supportive employees; Organizations are first and foremost communicating entities Clegg, Kornberger & Pitsis, (2005). Communication is vital in organizations as Orpen (1997) argued that communication has a vital role in the failure or accomplishment of any organization, it is used for the purpose of resolving the contradictions in work organization so that such organization may progress. People must come together, think together, work together, learn together and advance together. Human interaction allows man to forge new horizons and explore new possibilities. Thus, by meeting people, they can communicate in the language of themselves. The variety of communication aids/ techniques used in an organization depends on the nature of the organization, its kind and range of personnel that best suits the management and also the location of the workplace.

In addition, Ince and Gül (2011) define communication as the exchange of ideas, emotions and opinions through words, letters and symbols among two or more people. Without communication, through readings, listening (the receptive skills), speaking and writing (the productive skills) mankind would find it difficult to unravel some of the mysteries of life.

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

According to John Schermerhorn et al ( 2004) organizations today are information rich .They are also increasingly “high tech”-but we need to remember that people still drive the system. And if people are to work together and commit their mutual talents plus energies to create high performance organs, they must excel at interpersonal communication.

Communication is not only an essential aspect of these recent organizational changes, but effective communication can be seen as the foundation of modern organizations Grenier and Metes 1992; D’Aprix (1996); Witherspoon (1997); von Krogh et al. (2000).

Gray and Laidlaw (2002) notes that managers have to create ways to enhance internal communication which in turn will lead to improved positive work consequences. Supervisor –subordinate communication helps the organization to manage diversity through promoting equality and integration in the work office.

According to Anderson & Martin (1995); Haskins (1996) job commitment to be fostered in an organization, employees need to be made aware of organizational objectives and goals plus how they can get involved in making them. Goris et al., (2000) concludes that internal communication has an essential and constructive association with influential commitment,

Brunetto and Farr-Wharton (2004) research has suggested that internal communication, employee performance and job commitment are related. Internal communication is very important in any organization. It of course appears obviously and research supports this assumed importance. Their study proved that “when employee needs are met through satisfying communication, employees are more likely to build effective work relationships.”

It's crucial for this study to keep in mind that, a military organization is unique, mostly characterized by mechanistic ways. Mechanistic organizations, by Robin and Coulter (2009) are classified as highly specialization, rigid departments, and narrow span of control, centralization, and high formalization. With such characteristics such work environment has a minimal transmitting of information and slight participation by subordinates in decision making.

### **2.3.1 Channel/Tools of Communication and Employee Performance**

Transmitting channels are unique to any particular work environment for fast information flow. Their selection depends on how suitable it is for that work place in relation to its goals and objectives.

Factors such as the communicators' physical locations, work flow, and friendships partly determine the paths that the information actually flows. In most organizations, staff can often predict how information will flow, who usually spreads it, and who always seems to "know what is going on". Channel is the mover of messages, the means by which the message is sent. Information to members in organizations is delivered in various ways like face to face, telex conversation, meetings, fax messages, memos, policy statements, incentive system, trainings, etc.

In most cases, managers rarely put into consideration the effect of the choice of medium on how message affect communication. Therefore, choosing the appropriate medium can have a major effect on internal communication and employee performance (Gibson, Invancervich & Domelly 2009). Additionally, Marshall (1964) coincides that the choice of the media can significantly affect the outcome of communication. "Some media can increase pace of activity" he adds. Intranet is an internet-based network developed and maintained by an

organization. It allows some stakeholders to gain access to internal organizational transfer of messages. Most organizations use their intranet for internal communication with regard to cross-department and cross-functional operations Froom, (1998). In addition, reports are documents which have organized information in form of narrative, graphic, or tabular form, prepared on ad hoc, periodic, recurring, regular, or as required basis. They usually refer to a particular time, incidences, occasion, or theme, and may be communicated or presented in oral structure. Memorandums (memos) on the other hand are brief, informal written summary used as a means of communication, or to outline the terms of any agreement in its draft-stage.

Similarly, Brigham and Corbett (1997) while referring to their study in a large UK organization found that email had an impact on power relations in the organization. To supplement, Cully et al., (2000) note that with the development of internet email system now operates very effectively on worldwide basis, which allows reports to be sent, received and obtain immediate feedback from colleagues who might not be available to pick up landline.

Finally, to Cheryl et al., (2011) the use of newsletters and bulletin boards for problem solving in communicating team efforts. These newsletters are reviewed to strengthen their importance in staff meetings as communication vehicles.

### **2.3.2 Target Audience/Stakeholders and Employee Performance**

The Ministry of Defense Uganda is a public organization and to Martin (1989), public organizations are formed in accordance with law of the land and their budget is usually run by government taxes. These organizations are non-market entities to make them different from the ones that depend on the power of demand and supply forces. Such Public organizations are part of government, which is part of the political system.

Further to note, Easton (1965) defines a political system as where values are “authoritatively allocated” the benefit of society as a whole.

While public policy according to Denhardt (1984) is the product of the political system that public organizations administer; it’s the tangible expression of these values. Therefore, most public organizations automatically become part of this process that authoritatively allocates values. In addition, Kulubya (2003) noted that communication in public service to a higher extent depends on the relationship with the supervisor. In public service some supervisors conceal some information in order to express power upon the subordinates and vice versa. With such communication gaps some of the Human Resource Management functions cannot be effectively performed.

### **2.3.3 Message Content and Employee Performance**

Herbert (1985) asserts that the contemporary perspective spotlights communication as the critical element in an organization. The brain metaphor implies that organizations can learn, whether as an organization does learn depends on its establishing communication with its environment and among its members. The quality of that communication whether it merely provides information about the organization is achieving its existing objectives (single loop learning) or whether it prompts the organization to reassess its objectives (double-loop learning) determines how fully the organization will realize its learning potential.

Simon’s view of individuals as having very limited rationality on their own suggests the importance of collaborative communication within the organization.

Initiative: The usual reasoning is that discipline, order, and stability would be threatened if individuals received orders from two or more managers. From the unity of command principles, it follows that an unbroken chain of command runs to the head of department from

every member of the organization. Generally, in most organization employees must adhere to the chain of command Dalmar, (2003).

However, James (1958), suggests that there is a dual command that occurs in some organizations where it has proved effective in certain cases to have employees report simultaneously to two supervisors. The success of message source (initiation) arrangement whether single or multiple, depends not on their adherence to an abstract principle but on whether they are appropriate to an organizations task and culture and on whether their participants can perform effectively within them.

Commitment and Impact: The level of commitment from the employees about the communication received will have a diverse impact on the outcome in regards to their output/performance. According to Lydall (1956), it all comes to what he termed as *span of control*. It is the ratio of subordinate to a given supervisor. A smaller ratio per span promotes effective communication process and affects performance. In any given organization, we may view the span of control as having an effect on the quality of communication to individual employees which in turn affects the general performance.

Fit: In this study the level at which the communication is fit or authentic will affect the outcome for the employee performance. In organizations, some communications are informal. Such messages are referred to as grapevine. These arose during the civil war to describe military telegraph lines, which were hung loosely from tree to tree. Since messages using this primitive technology were often incomplete or distorted, it came to be said that any rumors came from the grapevine Davis, (1977).

## **2.4 Summary of the Literature**

Internal communication, whether effective or not, flows regularly in any organization. Communication is a continuous process like a circulatory system in the human body; it is inseparable from and essential to all activities in an organization. Internal communication is a process systematically organized to determine the efficiency which an organization performs Gerald, (1990).

James and Todd (2003), in a study concluded that communicating a message is futile unless it helps achieve the desired goal of the communication.

The above evidence suggests that internal communication has a great effect on the employee performance. Nevertheless, the researcher has closely studied three hypothesis that ; message channels/medium has a significant impact on the employee performance, audience or stakeholders has an impact on the employee performance and message content has impact on the employee performance.

## **CHAPTER THREE**

### **METHODOLOGY**

#### **3.1 Introduction**

The chapter presents an overall approach on internal communication and employee performance at Ministry of Defence Headquarters Mbuya. The chapter shows methods of data collection, instruments of collecting data, data quality control and assurances. Finally, it presents data collection procedures among others.

#### **3.2 Research Design**

The design relayed overall plan of the study. The design that was adopted is descriptive survey method. It provides a qualitative and quantitative or numeric account of trends, attitudes, or opinions of a population. According to Fowler (2009), the design comprises the cross-sectional and longitudinal studies using questionnaires or structured interviews for data collection with the intention of generalizing a sample to a population. It is also because the descriptive survey method is suitable for collecting information on internal communication and employee performance. Oniye (1997) descriptive survey looks at a logical description of an event in a very practical and specific mode.

#### **3.3 Population Study**

Area of the study was Kampala District, Mbuya Hill. It is the administrative headquarters of the Uganda Ministry of Defence.

Mugenda and Mugenda (1999) describe population study as common observable characteristics for a complete set of individual cases or objects.

Population to be studied included Heads of departments; junior staff and Office support staff all civilians. This provided a total of a population of 2195 civilian technical staff for Ministry of Defence Uganda and 220 staff at the Ministry Headquarters at Mbuya Kampala. However

this population was too large to study with in the limited time and the high cost involved, therefore the study was conducted only focusing on the population size of 110 staff.

### 3.4 Determination Sample Size

The sample size was determined by use of mathematical tables formulated by Krejcie & Morgan (1970). Thus a sample size of 77 potential respondents which include 6 head of departments, 11 junior staff, 60 support staff is to be determined as outlined in Table 1.

**Table 1: Sample Size**

<b>Respondents</b>	<b>Population size</b>	<b>Sample size</b>	<b>Sample Technique</b>
Heads of Department	6	6	Purposive sampling
Junior Staff	25	11	Simple random Sampling
Support Staff	79	60	Simple random sampling
<b>Total</b>	<b>110</b>	<b>77</b>	

*Source from: Adopted & modified on Krejcie & Morgan in (1970) as cited by Amin M (2005) and additional data from MOD Human Resource Department*

### 3.5 Sampling Techniques and Pprocedure

Sekaran (2003) describes sampling as a process for selecting research units of the targeted population, which will be included in the study. To Lawrence (2011) purposive sampling is a valuable kind of sampling for detailed condition that is used in investigative research or in field research. It is suitable to choose exceptional cases that are especially useful.

In addition, this type of sampling allowed the researcher to use the population that has needed information with respect to the objectives of the study: most elements of subjects were handpicked due to their informative or their ability to possess the required features Mugenda & Mugenda, (1999). This sampling technique was used to select respondents purposively and

systematically to find respondents with unique experiences that were willing to talk about those experiences with the researcher.

According to Mugenda and Mugenda (1999), choosing a fair sample upon which applicable summary can be made, simple random sampling where a number was given to a subject or individual of the population in question, put them together and select a number randomly was used respectively. It allows selection without bias and all have chance to be selected.

### **3.6 Data Collection Methods**

#### **3.6.1 Questionnaire Survey**

This method was used as a well-structured questionnaire for collection of research data. This questionnaire contained of two sections: section one consists of data relating to the socio-demographic characteristics of the respondent: gender, age, educational level, years of service and level of management. The second section consisted of questions about the respondent internal communication and employee performance. Lastly, questions are to test the diverse projected hypothesis in this part of the research.

#### **3.6.2 Interview Survey**

The researcher used interviews to collect data from head of departments based at the ministry headquarters. Face to Face interviews where the researcher interviewed one respondent at a time is to be used. This method ensures high response rate and the researcher had an opportunity of observing non-verbal behavior exhibited by the respondents at the same time record spontaneous answers Sekaran, (2003).

### **3.7 Data Collection Tools**

Three instruments were used collect qualitative and qualitative data. These included questionnaires and interview guide. Creswell (2014) argues that the center of assumption for

this type of inquiry is that the mixture of qualitative and quantitative approaches that give a more absolute knowledge to the research problem than a single approach.

### **3.7.1 Questionnaire**

The researcher used structured type questionnaire to achieve the data needed. Mugenda & Mugenda (1999) argued that questionnaires are inquiries that are included by a list of all available options from which respondents choose reactions that illustrate the situation. They are easy to analyze, easy to manage since every entry is as result a substitute answer and it's economical in terms of finances and time.

### **3.7.2 Interviews**

Neuman (2011) describes interviews as orally administered, with questionnaire like schedule. These provide in depth data, easy to obtained data required to meet specific objectives of the study and most importantly it provides a critical observation of body language.

## **3.8 Pre testing of Data Collection Instruments**

It is done to measure the validity and reliability of the data collected, Amin (2005). He observed that validity and reliability are two vital concepts in the suitability of the use of an instrument for research purposes. In addition, Creswell (2014) observed that validity and reliability are two factors that all qualitative researchers must be concerned about when planning a study, analyzing results and evaluate the quality of the study because both reliability and validity form the best quality studies.

Hoover & Donovan (1995) acknowledge that reliability is a result where the researcher is constant in their use of data collection procedures and when participants respond with similarity. Reliability also means that other researchers obtain similar results if they use the

same measure in another project with comparable participants. He also points out that validity is as a result of the measurement done with specific intension. It is close to truth.

Reliability and validity are a result of data that is free from systematic errors. Pre testing was also necessary to avoid potential misunderstanding or biasing effects of different questions and procedures. Table 2 below provides validity and reliability results

**Table 2: Validity and Reliability scores**

<b>Validity</b>	<b>Score</b>	<b>Validity output (CVI)</b>
Judge	18/22	0.818
Judge 2	17/22	0.772
Judge 3	19/22	0.863
<b>Reliability</b>	<b>Score</b>	<b>Number of questions</b>
Channels/tools of communication	0.73	6
Target audience	0.80	4
Message content	0.76	4
Employee performance	0.72	4

**Source: Primary data (2017)**

The first portion of the table presents validity results whose output was all above 0.7 and indicator that the instrument was valid. The second portion of the Table presents reliability output above 0.7 an indicator that the instrument was reliable. Both reliability and validity are in line with Amin (2005) who observes that the reliability and validity scores above 0.7 suggest a good instrument.

### **3.9 Data Collection Procedure**

Mugenda and Mugenda (2006) argue that one single method cannot serve the purpose of all types of research problems; therefore, in order to get various responses from the respondents, the triangulation approach were adopted, where both quantitative and qualitative procedures

are to be used. The researcher personally administered the questionnaires and interviews for the heads of departments at the headquarters.

### **3.10 Data Analysis**

The data was analyzed using statistical techniques which included both descriptive and inferential statistics. The frequency and percentage scores were used for the descriptive statistics while the correlation and regression were used to represent the inferential statistics as well as confirm the hypotheses formulated for the course of the study. The qualitative data collected through interviews was analyzed by explanatory method separately from that of collected through questionnaires except for the social economic characteristics that was analyzed together with the data from all the departments at the ministry. The quantitative data collected through questionnaires were coded after editing. Coding helped in transcribing the data from the instrument before keying it in the computer. The edited, coded and categorized data will be keyed in the computer and analyze.

### **3.11 Measurements of Variables**

This section reported and analyzed major data collected from subject relating to communication and employee performance at Ministry of Defense Uganda. The researcher carefully edited and coded data from the respondents. According to Sekaran (2003) editing the collected raw data is important because it checks in- competencies and inconsistencies in the data collection instruments.

Internal communication was measured in terms of the effect it has on the expected output of the staff in an organization. Zhang & Aarwal (2009), communication failure for a fact, results into job dissatisfaction, low trust, decreased in organizational commitment, severance intentions and absence from duty and this can affect organizations efficiency negatively while employee performance in this study was measured in terms of tasks completed in a given

period against goals set (Weiss 2004). Measuring also encompasses the quality of the accomplishments, and the time taken in achieving the results. The Likert scale of five items namely 1 = SD (Strongly Disagree); 4=D (Disagree); 3=NS (Not Sure); 4=A (Agree) and 5= SA (Strongly Agree) was used.

### **3.12 Ethical Consideration**

The following ethic issues were considered namely:

- Informed consent of the respondent. A note was used to accompany both the interview and interview guides
- Privacy and confidentiality where the drafted questionnaires that guided the researcher in data collection had privacy and confidentiality close to all respondents.
- Quotation of the sources: The submitted copy of the research entailed citation and referencing was done to avoid plagiarism. The Turnitin web based application was used to test the work with the threshold of 15% and below scored.
- Finally, an introduction letter reflecting the identity of the researcher was received from UMI and was used to flag off the researcher for data collection.

## CHAPTER FOUR

### PRESENTATION, ANALYSIS AND INTERPRETATION OF RESULTS

#### 4.1 Introduction

This chapter analyses and interprets findings of the study based on specific objectives of the study namely to evaluate the channels/ tools of communication and employee performance; to examine the stakeholders impact at the Ministry and employee performance and to evaluate the message content and its influence on performance of employee. The chapter is arranged starting with the response rate, respondents' bio-data, descriptive, inferential and qualitative findings (interviews and documentary review) are all but presented, analyzed and interpreted. Finally, all research questions and hypothesis statements are provided and answered

#### 4.2 Response Rate

The questionnaire and interview guides were used to obtain data from the field. Table 3 below reveals a 79% response rate for the questionnaire and 67% for the interview

**Table 3: Response rate results**

<b>Instrument</b>	<b>Planned (n)</b>	<b>Actual (n)</b>	<b>Percentage (%)</b>
Interview guide	6	4	67%
Questionnaire	71	56	79%
<b>Total</b>	<b>77</b>	<b>60</b>	Average = 73%

**Source: Primary Data (2017)**

The results presented in Table 3 reveal a response rate of 73% which is a good depiction of a survey population as supported by Amin (2005) who asserts that a 50% response rate as representative of a survey population.

### 4.3 Bio data of the Respondents

The study obtained information about sex of respondents, age of respondents, experience and level of management. The results are presented in Table 4 below.

**Table 4: Respondents Bio-data results**

<b>Sex of respondents</b>	<b>Frequency (n)</b>	<b>Percentage (%)</b>
Male	21	37.5%
Female	35	62.5%
<b>Total</b>	<b>56</b>	<b>100%</b>
<b>Age of respondents</b>		
20 -30 years	19	33.9%
31 – 40 years	24	42.9%
41 – 50 years	13	23.2%
Above 51 years	0	0%
<b>Total</b>	<b>56</b>	<b>100%</b>
<b>How many years have you worked at Ministry of Defence</b>		
Less than a year	9	16.1%
2 – 4 years	16	28.6%
5 years	10	17.8%
Above 5 years	21	37.5%
<b>Total</b>	<b>56</b>	<b>100%</b>
<b>What level of Management are you in the Ministry</b>		
Top Management	2	3.6%
Junior Staff	16	28.6%
Support Staff	38	67.8%
<b>Total</b>	<b>56</b>	<b>100</b>

Source: Primary Data (2017)

The descriptive findings obtained and presented in Table 4 above reveal the sex of the respondents who participated in the study. The findings revealed that 37.5% were male and 62.5% were female. The result suggests the gender representation of staff and opinions as were provided by the respondents about internal communication and employee performance at the Defence Ministry in Mbuya.

The study respondents included 33.9% for 20-30 year old respondents while 42.9% represent respondents who were between 31-40 year and 23.3% respondents over 41 years of age. The result suggests the age representativeness of staff at Defence Ministry in Mbuya who provided their views about internal communication and employee performance.

As can be observed from Table 5 above, the majority respondents 37.5% had worked for over 5 years, 28.6% for 2-4 years, 17.8% for 5 years and 16.1% for less than a year. The results suggest that experienced respondents who were actively involved in improving employee performance at Defence Ministry in Mbuya.

Finally, at Defence Ministry in Mbuya were found to have 67.8% support staff, 28.6% junior staff and 3.6% top management staff. The findings suggested a representation of a well-designed hierarchical structure for the Defence Ministry in Mbuya. In addition, the respondents provided valuable information about internal communication and employee performance.

#### **4.4 Description of Findings**

This section of the study provides qualitative (interview and documents), quantitative (questionnaire) findings about the study in accordance with the objectives of the study namely to evaluate the channels/ tools of communication and employee performance; to examine the stakeholders impact at the Ministry and employee performance and to evaluate the message content and its influence on performance of employee.

#### 4.4.1 Channel-Tools Communication and Employee Performance

This section provides findings about channel/tools of communication based on the first objective which centered on evaluating the channels/ tools of communication and employee performance and research question that how do tools /channels of communication affect employee performance at the Ministry of Defence?. The views are presented in the Table provided below 5.

**Table 5: Quantified responses about channels/tools communication**

<b>Items about Channel /Tools of communication</b>	<b>1 (SD)</b>	<b>2 (D)</b>	<b>3 (NS)</b>	<b>4 (A)</b>	<b>5 (SA)</b>
We have frequent departmental meetings.	16%	21%	9%	32%	21%
Scheduled meetings are usually on time	9%	20%	14%	38%	19%
The tools (Intercom, Emails, Newsletters, Memos & Reports) are appropriate in delivering the information	11%	4%	13%	39%	34%
The above tools in Ch 3 are always functioning	13%	18%	20%	30%	20%
Breakdown of these channels is repaired immediately	9%	16%	13%	39%	23%
These channels are effective in communicating information.	9%	16%	16%	43%	16%

**Source: Primary Data (2017)**

The findings obtained reveal that majority respondents agreed that they frequent had departmental meetings. This is because it's a culture within the Defense Ministry that staffs were aware of their department meeting calendars however, 37% disagreed to that effect and 9% reserved their opinions. To further affirm the statement, one key informant observed that *“Meeting at Ministry of Defence are frequent and well attending by the employee, their ideas are shared, minutes are recorded, reviewed and distributed among individuals and other departments”*

Similarly, 57% respondents agreed that scheduled meetings were usually on time however, 29% disagreed and 14% were not sure hence time at the Defense Ministry in Mbuya was valued as a resource which helped the employee to convene and share ideas within their

departments. To cement the findings, a department head said, *“There is always time management in regards to meetings that enables the employees to discuss issues related to their departments fully”*

In addition, 52% respondents agreed that tools (for instance intercom, emails, newsletters, memos & reports) are appropriate in delivering the information. Similarly, 50% respondents agreed which suggests that tools (intercom, emails, newsletters, memos & reports) were functioning to the expectations of the employees. In addition, the tools are effective channels of communication to disseminate reliable information for staff hence boosting the execution of their roles. These findings are a reflection of a qualitative statement by an interviewee about the tools used that: *“management at the ministry has improved on the quality of such tools of communication both departmental and inter departmental.”*

Additionally, many respondents 62% agreed that breakdown of these channels is repaired immediately while 13% respondents were not sure and 25% disagreed respectively. The result suggests quick response time to fixing of communication equipment which aids the smooth management of staff duties and responsibilities hence employee performance. To supplement on the findings, one interviewee said, *“that breakdown in the tools is normal but they are fixed on time if reported to the concerned department”*.

To conclude, 59% respondents agreed that the above channels are effective in communicating information nonetheless 25% respondents disagreed and 16% respondents were undecided hence the channels rely information to the expectations of the users/employees aiding the completion of assigned tasks. The findings are a reflection of a statement that was made by an administrator who observed that, *“Internal communication including use of emails, new letters, memos, intern com etc. are frequently used by employees at Ministry of defence to*

*effectively communication information among themselves hence improved employee performance”*

#### **4.4.2 Target audience and Employee performance**

This section provides respondents opinion on target audience and it was done in line with objective two which was to examine the stakeholders’ impact at the ministry and employee performance. The second researcher question was to what extent do the stake holders / target audience affect employee performance within the Ministry?

**Table 6: Quantified results about target audience/stakeholders**

<b>Target Audience/Stakeholders</b>	<b>1 (SD)</b>	<b>2 (D)</b>	<b>3 (NS)</b>	<b>4 (A)</b>	<b>5 (SA)</b>
Communication targets individual staff of Ministry of Defense	11%	20%	20%	34%	16%
Communication targets all staff at the ministry	7%	11%	27%	35%	20%
Understand /Interpret the communication correctly	5%	14%	23%	42%	16%
The employee gives feedback on the Information instantly	14%	21%	11%	34%	20%

**Source: Primary Data (2017)**

From the results posted, 50% respondents agreed that communication targets individual staff of Ministry of Defense however, 31% disagreed and 20% were not sure which explains the fact that any form of communication constitutes a source and destination where communicators (seen as individuals) are located.

Similarly, 55% respondents agreed that communication targets all staff at the Ministry which suggests that communication is intended for internal actors within the Defense Ministry although at times it is intended for external consumption.

In addition, 58% respondents agreed that they understand /interpret the communication correctly nonetheless, 23% respondents were not sure and 19% disagreed accordingly. This

explains the fact that communicators at Mbuya use the most appropriate means to convey messages to its audiences that is precise and short which helps them to easily digest.

Finally, 54% respondents agreed that employee gives feedback on the information instantly compared with 35% that disagreed and 11% who were not sure which suggests that to complete the communication cycle, feedback or refined output has to be considered. It is important in smoothing employee performance.

#### 4.4.3 Message content and Employee performance

This section is based on the three objectives which evaluate the message content and its influence on performance of employee. Research question three that how does the message content affect employee performance at the Ministry of Defense? Was also answered.

**Table 7: Quantified results about message content**

<b>Message content questions</b>	<b>SD 1</b>	<b>D 2</b>	<b>NS 3</b>	<b>A 4</b>	<b>SA 5</b>
Information /message is clear to the recipient	13%	13%	14%	23%	37%
Information is understood by recipients	7%	14%	23%	40%	16%
Message is acted upon immediately by recipients	13%	20%	13%	41%	14%
If the message is not clear I seek clarification.	7%	11%	7%	43%	32%

**Source: Primary Data (2017)**

The dimension of message content was measured using initiative, commitment, and impact and fit as its indicators from which the questions and responses provided were obtained. Majority 60% responded that information /messages were clear to the recipient hence respondents derived meaning from all messages that they received. To affirm the findings was an interviewee who commented that: *‘Information is clear and it’s all communicated in the English language unlike previously when it was in Swahili’*.

Respondents constituting 21% disagreed however, 23% were unsure however 56% agreed that information was understood by the recipients. The result suggests that was concise, precise and simple for the respondents to digest hence they would easily execute their roles. To complement on the findings was a comment made by a department head that: *“the level at which feedback is received clearly affirms that information is understood by our staff”*

In another context, it was found out that Messages were acted upon immediately by recipients reflected by 55% nonetheless 33% respondents disagreed and 13% considered reserving their responses an indicator that staff at Mbuya were mandated to quickly act upon any reports/Memos among other documentation that came across their desks. To further supplement the findings was an official who argued that: *“a reasonable percentage of our goals and objectives are achieved, this shows that information transmitted is acted upon”*.

Finally, the majority 75% respondents agreed if the message was not clear, they sought clarification which meant that staff sought proper clarification from concerned personnel about messages that they had not properly grasped which encourages and motivates employees to perform their work. To qualitatively support the above findings was a key respondent who observed that: *“There is an emphasis on what we call “open door” policy- Staff are always encouraged to walk in any office to have a clear understanding of any message that is communicated.*

#### **4.5 Pearson correlation results for channels/tools of communication, target audience and message contents**

The study adopted the Pearson correlation moment technique to establish whether internal communication (channels of communication, target audience as well as message contents)

had a relationship with employee performance at the Defense Ministry, Mbuya. The results that emerged are presented in the Table 8 below.

**Table 8: Correlation results**

			Employee Performance
Channels of communication	Pearson Correlation	1	.617**
	Sig. (2-tailed)		.000
	N	<b>56</b>	<b>56</b>
Employee performance	Pearson Correlation	.617**	1
	Sig. (2-tailed)	.000	
	N	<b>56</b>	<b>56</b>
Target audience	Pearson Correlation	1	.604**
	Sig. (2-tailed)		.000
	N	<b>56</b>	<b>56</b>
Employee performance	Pearson Correlation	.604**	1
	Sig. (2-tailed)	.000	
	N	<b>56</b>	<b>56</b>
Message content	Pearson Correlation	1	.642**
	Sig.(2-tailed)		.000
	N		<b>56</b>
Employee performance	Pearson Correlation	.642**	1
	Sig. (2-tailed)		
	N	<b>56</b>	<b>56</b>

**Source: Primary Data (2017)**

Table 8 above presents correlation results for internal communications (channels/tools of communication, target audience and message content). The first portion of the Table presents

correlation analysis for channels of communication and employee performance at 95% level of significance (two-tailed) which measured the degree and direction of relationship results on channels of communication and employee performance. The results presented show a moderate and statistically significant positive relationship (0.617\*\*\*,  $p < 0.05$ , .000) between the variables which suggest that change in channels of communication shall be associated with improvement in employee performance at Ministry of Defense, Mbuya. In addition, it can be suggested that the use of Newsletters, telephones, email, memos and reports as channels of communication would improve employee performance seen as duty attendance, hitting deadlines and accomplishing tasks. To answer Hypothesis 1 (h1) that, *there is a connection between tools/channels of communication and employee performance*, it can be concluded that the alternate (h1) is upheld and null rejected (h0)

The second portion of the Table presents correlation results at 95% level of significance (two-tailed) which measured the degree and direction of relationship between target audiences and employee performance at Ministry of Defense, Mbuya. The results presented show a moderate and statistically significant positive relationship between the variables (.604\*\*,  $p < 0.05$ , .000) which suggests that engaging more staff namely individuals, directors and supervisors would improve employee performance in form of duty attendance, hitting deadlines and accomplishing tasks. To answer Hypothesis 2 (h1) that, *there is a connection between stakeholders and employee performance*, it can be concluded that the alternate (h1) is upheld and null rejected (h0).

Finally, the last portion of the Table presents correlation results at 95% level of significance (two-tailed) which measured the degree and direction of relationship between message content and employee performance at Ministry of Defense, Mbuya. The results presented show a moderate and statistically significant positive relationship between the variables

(.642\*\*,  $p < 0.05$ , .000) which suggests that initiating, committing, impacting and fitting would improve employee performance. To answer Hypothesis 3 (h1) that, there *is a connection between message content and employee performance*, it can be concluded that the alternate (h1) is upheld and null rejected (h0).

#### **4.6 Regression results for internal communication (tools of communication, target audience and message content).**

The regression technique was adopted for the study to determine the variance/regression of internal communication dimensions (tools of communication, target audience and message content) on employee performance as the dependent variable. The coefficient of determination (R Square) was used and the results are presented in table 10 below

**Table 9: Regression results for internal communication**

<b>Variable</b>	<b>R</b>	<b>R<sup>2</sup></b>	<b>adjusted R<sup>2</sup></b>	<b>Std. Error of estimate</b>	<b>Sig. (P-value)</b>
Tools of communication	.617	.381	.370	.74174	.000
Target audience	.604	.364	.352	.75185	.000
Message content	.642	.412	.402	.7226	.000

a. Predictors: (Constant), tools of communication, target audience and message content

#### **Source: Primary Data (2017)**

As can be noted from the Table 9, inferential results inferential results for channels/tools of communication and employee performance reveal R as .617, R<sup>2</sup> as .381 adjusted R<sup>2</sup> as .370 and standard error of the estimate at .74174. The R<sup>2</sup> result suggests a 38.1% variance that message had on employee performance with 61.9% representing other variables not studied.

Based on Table 9, inferential results for target audience and employee performance revealed R as .604, R<sup>2</sup> as .364, adjusted R<sup>2</sup> as .352 and standard error of the estimate at .75185. The R<sup>2</sup> result suggests a 36.4% variance that message had on employee performance with 63.6% representing other variables not studied.

Finally, inferential results for message content and employee performance reveal R as .642, R<sup>2</sup> as .412, adjusted r<sup>2</sup> as .402 and standard error of the estimate at .7226. The R result suggests a 41.2% variance that message content had on employee performance with 58.8% representing other variables not studied.

#### 4.6.1 Coefficient of determination (unstandardised co-efficient), beta and sig for internal communication and employee performance

Co-efficients <sup>a</sup>						
Model		Un standardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.993	.474		2.094	.041
	Communication	.779	.135	<b>.617</b>	5.768	.000
1	(Constant)	.861	.515		1.673	.100
	Target audience	.834	.150	<b>.604</b>	5.562	.000
1	(Constant)	.796	.477		1.671	.101
	Message content	.815	.132	<b>.642</b>	6.157	.000

a. Dependent Variable: Employee Performance

The standardized Beta and t Coefficients were generated. For the magnitude to be significant the decision rule is that the t value must not be close to 0 and the p-value must be less than or equal to 0.05. The researcher confirmed that channels of communication was a predictor of employee performance based on the line of best fit ( $Y = a + bx$ ) where Y is the dependent variable, a = constant value; b the other value and x is the independent variable. The results suggest that employee performance = 993 + .779 communication where by a change in employee performance by .993 was explained by a .779 change in communication. In addition, the beta score of .617 significant at 95% (.000) which suggests a significant positive relationship between channels of communication and employee performance.

From the statistics computed, it was found out that target audience was a predictor of employee performance based on the line of best fit ( $Y = a + bx$ ) where Y is the dependent

variable,  $a$  = constant value;  $b$  the other value and  $x$  is the independent variable. The results suggest that employee performance =  $861 + .834$  target audience where by a change in employee performance by  $.861$  was explained by a  $.834$  change in the target audience. In addition, the beta score of  $.604$  significant at 95% ( $.000$ ) which suggests a significant positive relationship between target audience and employee performance.

Finally, results obtained revealed that message content was a key predictor of employee performance based on the line of best fit ( $Y = a + bx$ ) where  $Y$  is the dependent variable,  $a$  = constant value;  $b$  the other value and  $x$  is the independent variable. The results suggest that employee performance =  $.796 + .815$  message content where by a change in employee performance by  $.796$  was explained by a  $.815$  change in the message content. In addition, the beta score of  $.642$  significant at 95% ( $.000$ ) which suggests a significant positive relationship between message content and employee performance.

## **CHAPTER FIVE**

### **SUMMARY, DISCUSSION, CONCLUSIONS AND RECOMMENDATIONS**

#### **5.1 Introduction**

The chapter provides the summary, discussion, conclusions and recommendations based on the study objectives namely to evaluate the channels/ tools of communication and employee performance; to examine the stakeholders impact at the ministry and employee performance and to evaluate the message content and its influence on performance of employee

#### **5.2 Summary of the Study**

The sub sections below represent the summary of findings based on the objectives of the study.

##### **5.2.1 Channel -Tools of Communication and Employee Performance**

The study found out that channels of communication and employee performance were positively related with one another therefore the effective use of channels of communication for instance newsletters, telephones, email, memos and reports as a means of effectively communicate in meetings and other administrative related works would improve employee performance.

Ovide ( 2014),in his study clearly observes that telephones after being around for long as a means of communication is fast, effective, and less ambiguous.

##### **5.2.2 Target Audience-Stakeholders and Employee performance**

Target audiences and employee performance were found to be inseparable reflected by a positive relationship that was computed between the two variables.

### **5.2.3 Message Content and Employee Performance**

Message content and employee performance suggested a strong positive relationship. This therefore means that how the message is designed and its content will shade light on how the receiver will interpret it ( feedback).An employee who understands the message will more likely give a better output in their performance.

### **5.3 Discussion of the Findings**

According to Fraser (2011), communication starts with words. Words are among our most personal and potent weapons. Words have a significant influence on the message conveyed to the ultimate receiver.

The sub section below therefore represents the discussion of findings based on the objectives of the study.

#### **5.3.1 Channel-Tools Communication and Employee Performance**

The first objective of the study was to evaluate channels/ tools of internal communication and employee performance in Ministry of Defense Uganda. The research question one was: What is the relationship between of tools/channels of communication and employee performance at the Ministry of Defence?

The hypothesis statement one: There is a positive relationship between internal communication and employee performance?

From the study, channels of communication and employee performance were positively related. It's therefore correct to conclude that the use of Newsletters, telephones, email, memos and reports as a means of internal communication would improve employee performance seen as duty attendance, meeting deadlines and accomplishing assigned tasks.

The descriptive findings obtained revealed that 53% agreed that there were frequent

departmental meetings at the Ministry and 57% respondents agreed that these meetings were held on time as scheduled. These findings are a reflection of Orpen (1997) who observes that communication has a vital role in the failure or accomplishment of any organization; it is used for the purpose of resolving the contradictions in work organization so that such organization may progress. People must come together, think together, work together, learn together and advance together. It is therefore true that human interaction allows man to forge new horizons and explore new possibilities. Thus, by meeting people, they can communicate in the language of themselves. On the other hand, much as meetings in the departments were frequently held, some meetings were not conducted or frequently scheduled as expected. This mismatch could be attributed to lack of commitment by MoD management to use staff meetings as an effective communication tool. Some respondents disagreed, noting that meetings usually delayed affecting attendance since staff would lose patience while waiting which in turn affects employee productivity.

The study found out that tools/channels including telephones, intercom, emails, newsletters, memos and reports were appropriate in delivering information. This is reflected by respondents that agreed. The findings concurs with Gibson, Invancervich & Domelly (2009) who stressed that choosing the appropriate medium has a major effect on internal communication and employee performance. Similarly, Marshall 1964) argues that the choice of the media can significantly affect the outcome of communication. The availability of a number of communication channels reveals that effective communication is attained where information from one source is expected at different destination. Never the less it can be noted that some tools may not be as appropriate as expected as shown by the 14% of the respondents who disagreed. The channels used according to the response of 50% are functional constantly yet 31% disagree.

It was also revealed that breakdown of these communication tools is repaired immediately at 62% with 25 % saying breakdown usually takes long to be repaired. These outcomes are in line with Brigham and Corbett (1997) while referring to a study conducted in a large UK organization found that email had an impact on power relations in the organization. Cully et al (2000) notes that with the development of internet email system now operates very effectively on worldwide basis, which allows reports to be sent, received and obtain immediate feedback from colleagues who might not be available to pick-up landline.

The newsletters are reviewed to strengthen their importance in staff meetings as communication vehicles. These communication vehicles should be carefully maintained and wisely used since their absence creates a gap on how information flows with a department which will more likely create limited employee output.

Finally, many respondents agreed that the tools/channels were effective in communicating information. These findings concur with Holtzhausen (2002) who argue that effective communication improves employee performance. This consequently enhances productivity Litterst & Eyo (1982), while Goris (2007), studies and research has proved that effective communication improves job performance and the outcome of poor internal communication is low workers' dedication to his/her work place according to Kramer (1999). Much as it was found out that tools/channels were effective in communicating information, discrepancies were evident in such communication reflected by the 25% who disagreed. Such discrepancies would be attributed to the delayed response time taken to repair/fix such break down. This has been seen to affect employees' performances as none is supposed to use the traditional ways of communication to execute their tasks hence a gap.

### **5.3.2 Target Audience-Stakeholders and Employee Performance**

This discussion encompasses objective two of the study which was to examine the stakeholders' impact at the Ministry and employee performance. In addition, research question two was to what extent do the stake holders / target audience affect employee performance within the Ministry? The above two were fully answered according to the findings compiled.

Lastly hypothesis two was that, there is a positive relationship between internal communication and employee output was tested and alternate hypothesis realized.

To argue, from the descriptive findings obtained, it was found out that 50% respondents agreed that communication targeted individuals within departments. The findings are in line with Kaul (1997), who stresses that Government Ministries have a clear mandate under which to undertake their obligations and hence communicate with stakeholders that include in-house; within and outside government and indeed beyond the nation. This upholds the fact that communication at the Ministry of Defence also targets all the staff nonetheless despite the importance of target driven communication some respondents reflected by 18% disagreed to the effect. Their disagreement could be aligned to unclear or concise messages that are delivered but not well digested. This demoralizes or decreases employee performance /output as they are unable to complete the communication cycle and hence a gap.

Finally, many respondents agreed that they could interpret messages as intended. The findings are a complement by Gerald (1986) , who argues that organization communication as a process of sharing ideas and making relationships in situations intended for supervising, a goal-oriented performance. The ability of an actor to fully digest a message explains the ability to equally reply the message however, some respondents disagreed to the fact that the communication cycle was still incomplete as supported by Gerber (1967), who argues that

communication is an out-come between a sender and receiver. If the environment is not clear, interpretation of information will automatically be distorted leading to questionable employee performance and thus a gap to mitigate.

### **5.3.3 Message Content and Employee Performance**

From the study, it would be noted that objective three was centred around evaluating the message content and its influence on performance of employee. The research question three says to what extent does the stake holders or target audience affect employee performance within the Ministry? The results obtained about hypothesis statement three revealed a positive relationship between internal communication and the level of employee's dedication thus the hypothesis was accepted.

The critical issue here was that 60% respondents agreed that information is clear while 40% both disagreed and were neutral. The findings are in line with Shockley-zalabak (1995), who argued that internal communication is the main procedure where workers share ideas, interact and thus fully understand the culture plus values a particular organization. He adds that it is an arrangement of persons, ideas, meanings, performance and function: a basis of current organizations.

The message content if not considered will not only distort what is meant to be but also create limited participation in achieving departmental goals which in turn leads to low output for staff affected. The unclear message explains weaknesses in the content of information relied through the communication channels and hence a cause for concern therefore the need to fix the problem.

## **5.4 Conclusion of the Study**

The sub sections below represent the conclusions drawn from study based on the objectives of the study namely:

### **5.4.1 Channel-Tools of Communication and Employee Performance**

From study, it was learnt that any delay in holding and attending departmental meetings jeopardizes/derails staff from identifying weaknesses in their areas of operations as well as mitigations to such gaps. In addition, frequent break down of communication lines or tools hampers information dissemination.

### **5.4.2 Target Audience-Stakeholders and Employee performance**

On target audience and employee performance, it is concluded that communication can only be complete if the sender and receiver understand each other. In addition, better communication improves execution of duties and responsibilities while good feedback positively affects department and strategic planning.

### **5.4.3 Message Content and Employee performance**

Based on the discussion held between message content and employee performance, it is concluded that unclear information distorts timely work operations while any delays on fixing communication channels derails timely execution of assigned duties.

## **5.5 Recommendations of the Study**

The recommendations are drawn for the gaps that were identified based on the study objectives.

### **5.5.1 Channel-Tools of Communication and Employee performance**

On channels/tools of communication, it is recommended that:

- The Uganda Ministry of Defence leadership at Mbuya Headquarters through its Directorate of IT should consider overhauling outdated communication systems for instance PABX and replacing it with more modern technology. This is likely to minimize continuous breakdowns and allow information flow at departmental and inter departmental levels.
- Finally, it is recommended that MoD management at Mbuya Management through its IT directorate should encourage its personnel to frequently use its official portal or domain for communication since they deal with confidential or sensitive matters. This will help confine information within the Mbuya parameter without leaks to the public. This will enable communication within the Ministry.

### **5.5.2 Target Audience-Stakeholders and Employee Performance**

The target audience and employee performance, it is recommended that:

- The Ministry Office Defense leadership at Mbuya through its Directorate of Information and public relations needs to come up with more professional guidance to the rest of the departments on how to communicate to both individual staff and the general public. This could be done through organized internal trainings.
- In addition, the study recommends for routine ICT training be conducted more frequently as it will acquit staff with skills and knowledge to operate any newly installed systems that might have been introduced and better communication.

### **5.5.3 Message content and Employee performance**

For the message content and employee performance, it is recommended that:

- Ministry Office Defence leadership at Mbuya through its Human Resource Department need to harmonize information access.
- It is recommended that Ministry of Defense leadership at Mbuya together with its HR Department should review or update any of its communication policies so as to ensure that staff are well equipped to communicate and can interpret messages effectively. This will help them perform even better.

### **5.5 Limitations of the Study**

The researcher encountered limitations during the course of the study with the following statements representing some of the limitations:

The researcher during the study, encountered information limitation attributed to the sensitivity or confidentiality of the information at the Ministry of defense. Some information was restricted and therefore inaccessible to non-staff (including the researcher). However, after repeated calls, partial permission was granted based on this therefore the findings could not be generalized. Secondly, the study planned to obtain a 100% response rate. However, only 73% was obtained as supported by Amin (2005). There was a 27% deficit this implies a 27% information shortfall and therefore the study findings could not be generalized. Another limitation was to do with the frequency of interaction between the supervisors and researcher. Over time, the researcher had to contact the supervisors at the ministry before meeting them; at time she could travel before contacting them and bounced on certain occasions. Therefore time was a constraint however a resolution was reached on when to meet which availed a solution to the limitation.

### **5.7 Areas for Further Studies**

The following are areas for further study namely:

- There is need to conduct a study on the effect of technology innovations on employee performance at Ministry of Defense in Mbuya, Uganda
- Secondly, to undertake a case study and establish the effect of internal communication on the employee expected performance in Bombo, Gaddafi Garrison-Kimaka and Mbuya.
- Analysis of communication breakdown on the performance of Ministry of Defense in Uganda

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## APPENDICES

### Appendix 1: Questionnaire for Ministry of Defence headquarters staff

Dear Respondent

I am a participant of Uganda Management Institute ( UMI) pursuing a Masters Degree of Management Studies and undertaking a study on internal communication and employee performance in the Ministry of Defense. The purpose of the study is purely academic and your responses will be treated with utmost confidentiality. You have been scientifically chosen as one of the respondents because of your unique expertise, knowledge, experience and your plight on.

Kindly spare sometime and answer the following questions as candidly as possible.

#### SECTION A:

#### BACKGROUND OF THE RESPONDENTS (Please tick in the most appropriate Box)

1. Sex : Male  Female

2. Age : 20-30  30-40  40-50  60-70

3. Education:

Doctorate  Masters  Bachelors  Diploma  Others

4. How many years have you worked at Ministry of Defence?

a) Below one year

b) 2 to 4 years

c) 5 years

d) 5years and above

5. What level of management are you in the ministry?

a) Top Management

b) Junior staff

c) Support staff

## SECTION B

For the following questions please respond by ticking in the right box where 1 = SA (Strongly Disagree); 2=A (Disagree); 3=NS (Not Sure); 4=A (Agree) and 5= SA (Strongly Agree)

Codes	Channel /Tools of communication	1	2	3	4	5
Ch 1	We have frequent departmental meetings.					
Ch2	Scheduled meetings are usually on time					
Ch 3	The tools ( intercom ,Emails, Newsletters, memos & reports) are appropriate in delivering the information					
Ch 4	The above tools in Ch 3 are always functioning					
Ch 5	Breakdown of these channels is repaired immediately					
Ch 6	These channels are effective in communicating information.					

## SECTION C

<b>Codes</b>	<b>Target Audience/Stakeholders</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
TAS 1	Communication targets individual staff of Ministry of Defence					
TAS 2	Communication targets all staff at the ministry					
TAS 3	Understand /Interpret the communication correctly					
TAS 4	The employee gives feedback on the Information instantly					

## SECTION D

<b>Codes</b>	<b>Message Content</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
MC 1	Information /message is clear to the recipient ( i.e. not distorted)					
MC 2	Information is understood by recipients					
MC 3	Message is acted upon immediately by recipients					
MC 4	If the message is not clear I seek clarification.					

**SECTION E**

<b>Codes</b>	<b>Employee Performance</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
EP 1	Am on duty as expected Monday to Friday on working days					
EP 2	Deadlines are met when assignment is given					
EP 3	Tasks are accomplished fully					
EP 4	Our customers are satisfied with the staff performance					

**Additional Information:**

Please give us any comment that you may find interesting on Internal Communication in the Ministry of Defence.

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.....

.....

Thank you for sparing time to fill this questionnaire.

For any inquiry please contact me on 0772461298 or [kticia@yahoo.com](mailto:kticia@yahoo.com).

**Appendix II: Interview guide for the selected Heads of Departments at Ministry of  
Defense.**

**1. Channels / Tools of Communication.**

- a. What do you understand by channels / tools of communication?
- b. What are the channels of communication used at the ministry that you are aware of?
- c. Are there any challenges of using these channels? Please mention some.

**2. Target Audience/Stakeholders.**

- a. Who is the main Target Audience of your internal communication at the ministry?

**3. Message Content**

- a. What do you understand by message content?
- b. Who initiates the message in your department?
- c. How do know the message communication has had an effect on the employee?

**4. Employee Performance**

- a. What motivates you to attend to duty daily?
- b. What makes you achieve the deadlines as scheduled?
- c. When given tasks, I accomplish them all. If yes, what factors make you achieve all tasks?
- d. Do you have any communication challenges which might be affecting the performance of staff?

**Appendix III: Table for Determining Sample Size from a given Population.**

N	S	N	S	N	S	N	S	N	S
10	10	100	80	280	162	800	260	2800	338
15	14	110	86	290	165	850	265	3000	341
20	19	120	92	300	169	900	269	3500	346
25	24	130	97	320	175	950	274	4000	351
30	28	140	103	340	181	1000	278	4500	351
35	32	150	108	360	186	1100	285	5000	357
40	36	160	113	380	181	1200	291	6000	361
45	40	180	118	400	196	1300	297	7000	364
50	44	190	123	420	201	1400	302	8000	367
55	48	200	127	440	205	1500	306	9000	368
60	52	210	132	460	210	1600	310	10000	373
65	56	220	136	480	214	1700	313	15000	375
70	59	230	140	500	217	1800	317	20000	377
75	63	240	144	550	225	1900	320	30000	379
80	66	250	148	600	234	2000	322	40000	380
85	70	260	152	650	242	2200	327	50000	381
90	73	270	155	700	248	2400	331	75000	382
95	76	270	159	750	256	2600	335	100000	384

*Note: "N" is the population size "S" is the sample size.*

*Krejcie, Robert V..Morgan, Daryle W 'Determining Sample size for Research Activities', Educational and Psychological Measurement, 1970.*

## **Appendix IV: Introductory Letter**

## **Appendix V: Field Research Letter**

**Appendix VI: Anti-Plagiarism Report.**