

COMMUNICATION AND EMPLOYEE PERFORMANCE; SOUTH NYANZA

SUGAR COMPANY LIMITED

BY

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**A RESEARCH DESSERTATION SUBMITTED TO THE SCHOOL OF
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INTERNATIONAL UNIVERSITY**

MAY 2009

DECLARATION

I NTOROR JOHN Reg. No BHR\11678\61\DF genuinely declare that this research content had been compiled based on my potentiality capability and knowledge I posses and it had never been submitted to any university for the award of a bachelor or any relevant field of academic qualification.

NTOROR JOHN

Sign. 

Date. *3rd June 2009.*

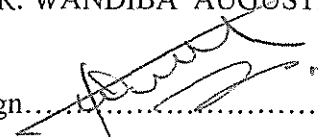
APPROVAL

The designed proposal under the topic '*communication and Employee performance*' by Ntoror John is submitted as a partial fulfillment of the requirement for award of Bachelor in Human Resource management.

The proposal was approved for submission by my supervisor.

Supervisor

MR. WANDIBA AUGUSTINE

Sign.....

Date.....05-06-2009

DEDICATION

This research is specially dedicated to my family members who played a great fundamental success toward my completion of my studies, especially my wife Janet, my Brothers, relatives.

Special gratitude to my uncles, friends for their tireless contribution towards my accomplishment, through their moral, financial and social support they granted to me. Great dedication to my supervisor Mr. Wandiba Augustine who was instrumental towards my academic success.

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Special appreciation to beloved wife Janet John, my daughter Noomali faith, my son Meshack Lemaiyian my beloved step mother Kirutiana Ntoror, Brothers, Daniel, Joshua, Charles ,Julius Marua, Kijare. Not forgetting my sisters Siampei, Mama Nkina, Nareyio, Kiramatisho Noonkuta, Lois Netaya, Naiswaku. Noolkipayany and Naibartuni Sheila and my best friends wherever they are, may God bless them all.

TABLE OF CONTENTS

DECLARATION	i
APPROVAL	ii
DEDICATION	iii
ACKNOWLEDGEMENT	iv
TABLE OF CONTENTS	v
ABSTRACT	vii
CHAPTER ONE	1
1.0 Introduction	1
1.2 Statement of the problem	3
1.3 The purpose of the study	3
1.4 Specific objectives of the study	4
1.5 Research questions	4
CHAPTER TWO	6
LITERATURE REVIEW	6
2.0 Literature review	6
2.1 Theoretical framework	6
2.2 Conceptual frame work	7
2.3 Related literature	8
Related literature will be discussed under the following themes.	8
CHAPTER THREE	14
METHODOLOGY	14
3.0 Introduction	14
3.1 Research Design	14
3.2 Area of study	14
3.3 Study population	14
3.4 Sample design	14
3.5 Data collection instruments	14
3.8 Limitations	16
CHAPTER FOUR	17
DATA PRESENTATION, INTERPRETATION AND ANALYSIS	17
4.0 Introduction	17
4.1 Forms of communication	17
CHAPTER FIVE	21

DISCUSSION, CONCLUSION AND RECOMMENDATION	21
5.0 Introduction	21
5.1 Conclusion	21
5.2 Conclusion	23
5.3 Recommendations	24
REFERENCES	25
APPENDIX: 1 The Time Frame of the study	26
Appendix: 2 Budget for the study	27
APPENDIX: 3 Questionnaire for employees of Sony Sugar Company	29

ABSTRACT

The research was intended to examine the impact of communication on employee performance. The research basically conducted to determine the effects of communication as on employee performance. Managers spent fundamental time on how to make employee communicated effectively. They execute their effort to make employee understand the vision and the mission of the organization, which is the best credential for the achievement of the organization goals.

Many scholars came up with definition of communication, they include authoritarian theory by Plato, Gerald Greenberg, Ivancevich Matleson. Balkin. Gareth .R. Jones among others. the greatest challenge to organization is to make all employees perform as expected toward the development of the organization. Because of ever changing business dynamics in the competitive environment, there is a need for organization to realize the significance of potential employees.

The main purpose of the study is to establish the relationship between communication and employee performances in organization. The research as carried out to determine if there is a correlation between employee performance and communication.

The research objectives are to find out what forms of communications are used in the organization, to examine the effect of communication on employee performance, to establish the measures taken to have effective communication.

The research used quantitative and qualitative methods that helped in collecting data that were applicable in the organization. Systematic random sampling was used to select the sample. Data was collected using questionnaires and Interviews.

Data was collected and analyzed using tables and graphs for easier interpretation

It was concluded from the research that the forms of communication, the best preferred was upward communication .The measures to have effective communication was the use of feedback. The effects that determine the performance of employees was best identified by properly defined goals of the organization.

It was recommended by the research that the best form of communication was the use of upward communication; the measures taken are, to have good defined organization goals and the use of feedback.

CHAPTER ONE

1.0 Introduction

This chapter begins with a background of communication on Employee performance in south Nyanza sugar company limited Kenya .The chapter also highlights the problems that leads to the researcher to choose this topic its purpose ,objectives, scope of the study and the significant of the study.

1.1 Background of the study

Communication assists organizational members to accomplish both individuals and organizational goals, implement and respond to organizational change, coordinate organizational activities and engage in virtually all organizational relevant behavior. So communication has become a fundamental concept in an organization. Effective communications are intermediary goals towards effort through encourage use of feedback, follow up, planning to help people to communicate more effectively and accomplish shared goals whether colleagues are present or absent.

Communication experts tell us that, effective communication is the result of common understanding between the communicator and the receiver through the use of common symbols. Through communication, employees and their superiors/managers are able to share knowledge and experience in the best interests of the organization. Also the leaders are able to address critical issues for the success of the organization and take steps to avoid and curb challenges in the future.

In conjunction with the above insight of effective communication, south Nyanza sugar company limited (Sony) is not an exceptional to in the same insight. The company communication played a great role as far as effective communications concerned. Communication facilitated the awareness' and understanding of the company's goal and objectives with the employees. Through effective communication employees are able to work in team work in a mutual understanding manner. At the same time the management gathers employees views though consultation when drafting policies that govern the daily and long term operations of the company's activities.

The company's communication is characterized by forms, types, measures and effects of communication which are instrumental to the success and the progression of the company's competitive advantage in the global market share

Communication enables , coordination of activities, sharing of information and respect of values, beliefs and norms different cultures in a given organization , it provides managers with feed back about current organizational issues and problems and information about day to day operations that they need for decision making . Communication is the major primary source of feedback for determining the effectiveness of it's downwards communication. Also the use of communication relives employee's tension by allowing lower levels organizational members to share relevant information with their superiors.

Communication at the same time encourages Employees participation and involvement, thereby enhancing organizational cohesiveness, this creates a positive social atmosphere that people work at their full capacity and achieve synergy with the others. Communication skills are vital in all aspects of life including business, effective communication between individuals especially in an organization is important in achieving the organizations objectives and results to managing effectively. In the words of Stephen Covey, author "*the seven habits of highly effective people*" communication is the important skill in life we spend most of our working hours communicating, Covey defines communication as "*a mutual understanding when applying or that job your skills knowledge and qualification are important, but equally important are your communication skills both written and oral*". This is why many employees include easy type questions in the application process in order to evaluate their communications skills. Employers place a lot of emphasis in communication skills because it will reflect on their company. The way you (the employee) communicate without the ability to communicate, talented intelligence, knowledgeable people will always be doubted basing on their poor communication skills. This means even the company you work for, will be doubted as well for employing poor communicator

Communication according to Gomez Mejia is the process that involve with the transmission of meaningful information from one party to another through the use of shared symbols; communication is successful if the meaning is understood.

Aldas and Kuzuhara et al (2002) defined communication as the transfer of information from one person to another.

Richard .L. Daft et al (2000) defines communication as the process by which information is exchanged and understood by two or more people , usually with the intent to motivate or influence behavior.

Ivancevich Matteson et al (1999) defines communication as the glue that olds the organization together.

VSP.RAO et al (2000) defines communication as the act of influencing and inducing others to interpret an idea in the manner intended by the speaker or written.

Gareth.R. et al (2000) defines communication as the sharing of information between two or more individual groups to reach a common understanding.

Employee performance. Marion .E. Hayness et al (1990), a systematic management information system on employee performance benefits the organization in two specific areas i.e. decision making and providing the appropriateness for those decisions. It benefits individual employees in to general ways, by giving a basis for objective feed back and by preventing oversight of individuals

1.2 Statement of the problem

In the contemporary world of business today, the most significant factor to consider in determining the sustainability of the competitive advantage in the global market competition is the effectiveness of communication.

Communication is the fundamental oxygen of any striving organization for survival. South Nyanza sugar limited (Sony) is lacking such ingredients in its daily operation. According to the information revealed on 24/08/ 2008, The daily Nation newspaper the company experienced a great conflict between the to management and the operational level employees (drivers, garbage collectors' and messengers)

The problem according to the reporter was, the top management failed to honor and recognize the validity of upward communication from the lower operation employees through their union leaders concerning some crucial issues that are very basic to their survival like delayed payment, sexual harassment over working and benefits like sick leaves and vacation. When the management refused to comply with the proposed solutions by union leaders, the employee s resulted to trigger a lot of strikes, turnovers, lack of trust , slow productivity and total reduction on output and losses in the company which resulted to the high cost of production , hiring new employees, damaged company reputation, poor public image and good will.

1.3 The purpose of the study

The purpose of the study is to establish the relationship between communication and Employee performance in organizations.

1.4 Specific objectives of the study

The following will be the objectives under which the research will be carried out.

- 1) To find out what forms of communication are used at Sony Sugar Company Limited
- 2) To examine the effects of communication on Employee performance at Sony Sugar Company limited
- 3) To establish measures taken to have effective communication in Sony sugar company limited

1.5 Research questions

- 1) What forms of communication are most appropriately used in sony sugar company limited
- 2) What measures taken by organizations to have effective communication
- 3) How does communication affect performance of the Employees

1.6 Scope of the study

The Scope of the study will primarily focus on the geographical and subject scope.

Geographical scope: the research will be carried out in south Nyanza constituency, Nyanza province in Kenya, particularly in Awendo district, bordering Migori District in the south, Kisii district in the north and Transmara in the east rift valley province.

content scope: The researcher will collect data that tries to explain the relationships between communication and employee performance. The study will be sectional survey and case study for a period 2004-2008 since it is the most recent data worth to be studied

1.7 Significant of the study

- The study will provide companies like Sony to know that effective communication can generate committed workforce that leads to the organizational to high performance of competitive advantage and hence realization of organizational mission and vision.
- To provide up to date literature of academicians and managers in the department of Human resource and findings may be used for future literature reviews.
- The literature will also help the company stakeholder's effective communication skills that will attract potential employers, customers, investors who will be able to build goodwill and confidence in the company's management communication strategies.

- The study will contribute to the researcher's fulfillment of the requirement for the award of a bachelor's degree in human resource management of Kampala international university.
- The study will also be useful to the policy makers of SONY Sugar Company limited in providing effective communication systems for better performance of employees.
- Finally this study will be useful in finding out how best the management of SONY Sugar Company can communicate effectively for better performance of their employees on daily basis.

CHAPTER TWO

LITERATURE REVIEW

2.0 Literature review

This chapter is about ideas and views of other people in relation to the topic identified by the researcher, the literature is vital and enable the researcher to investigate further, the literature was mainly taken from secondary source of data.

2.1 Theoretical framework

The research will be guided by Authoritarian theory [one of the classical theories]. According to this theory, the mass media, though not under the direct control of the state, had to follow its bidding. Under an authoritarian theory approach in Western Europe, freedom of thought was jealously guarded by a few people [ruling classes], who were concerned with the emergence of a new middle class were worried about the effect of printed matter on their thought process. Steps were taken to control the freedom of expression. The result was advocacy of complete dictatorship. The theory promoted zealous obedience to hierarchical superior and reliance on threats and punishment to those who did not follow the censorship rules or did not respect authority. Censorship of press was justified on the ground that the state always took precedence over the individual's right to freedom of expression.

This theory stemmed from the authoritarian philosophy of **Plato [407-327B.C]**, who thought that the state was safe only in the hands of few wise men. **Thomas Hobbes [1588-1679]** a British academician argued that the power to maintain order was sovereign and individual objectives were to be ignored. Engel, a Germany thinker further reinforced the theory by stating that freedom came into its supreme right only under Authoritarianism.

The world has been witness to Authoritarian means of control over media by both dictatorial and democratic governments.

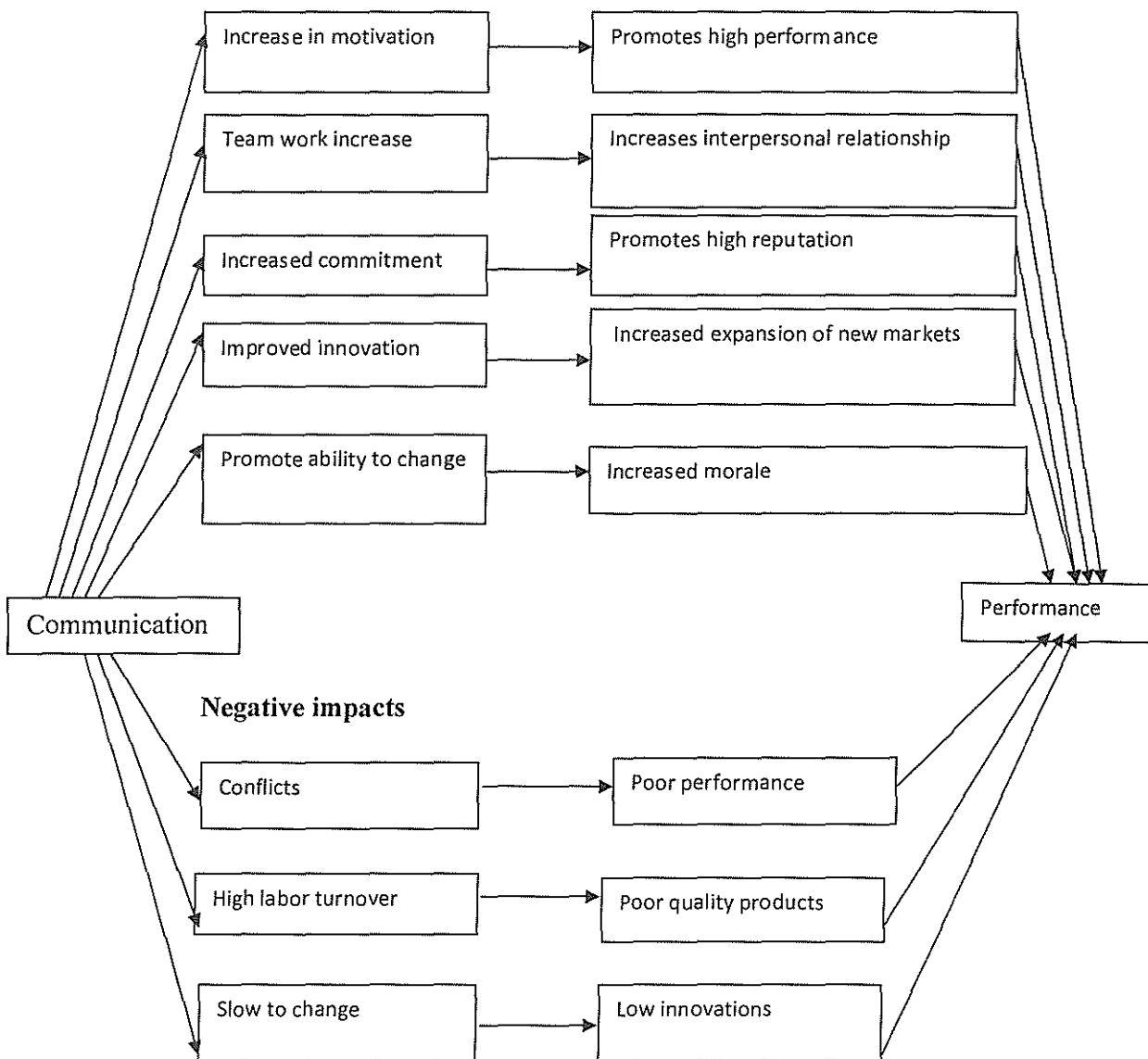
2.2 Conceptual frame work

The below proposed effect of communication predicts units of performance by assessing forms of communication, types of skills of which communication has an impact on employees performance that determines the performance of the organization development

Positive impacts

Independent variables

dependent variable



Source: Researcher initiated

Effective communication contributes to Employee motivation to work as a team toward the attainment of the organization goal/objectives. This will in turn promotes high performance of the organization in terms of productivity, Expansion, innovation of new technological advancement and thus enhancement of organizational change and development.

However, due to communication breakdown, there are setbacks that claim negative implications of poor communication in a given organization. Conflict is inevitable, grievances, disputes of Employees and Employers. This result to slow production, poor reputation, of the organization, labor turn over, low innovation and lost of market due to competition.

2.3 Related literature

Related literature will be discussed under the following themes.

2.3.1 Forms of communication used in organization

There are different forms of communications used by organizations and they include the following; Downward communication, upward communication, horizontal communication and diagonal communication, verbal communication nonverbal communication.

Downward communication. IVancevich matte son et al [1999].Downward communication is the flow of information from the individual in higher level of the hierarchy to those in the lower level. The most common forms of down ward communication are; job instructions, official memos, policy statements, procedures, orientations manuals, performance evaluation, job description and public publications. It usually occurs between managers and subordinates and it helps managers to provide direction, feedback, critical information which helps the subordinates to perform to the expected level.

Upward communication. Gerald Greenberg et al[1998].In up communication a message is sent from the position lower in hierarchy to the to higher level in the hierarchy .it makes managers know individual s ,teams and units of the organization ,how they are performing .When performance deviate from the expected standards, managers can make corrective adjustments. One of the most important components of upward communication is feedback to managers about employee's feelings about the organization's p olicies, organizations are likely to have barriers that filter information from subordinates before it is received by managers. Ivancevich MATTESON et al [1998] also described upward communication as the communication whereby the communicator is at the lower level in the organization than the

receiver at higher level. Examples, suggestion boxes, group meetings and appeals or grievance procedures.

Horizontal communication. Ivancevich Mattson et al [1996]. It is the communication which occurs between the sender and the receiver at the similar level in the organization. It is likely to take place between teams, between employees in different units such as, when safety specialist and quality control inspector discuss proposed changes in the manufacturing process, horizontal communication is increasingly important in the organization, because it involves collaboration of employees with different skills and competencies. Managers and team members need to have ability to give feedback to the subordinates or peers. Feedback is communicated either horizontally [from peers to peers] or vertically [from superiors to subordinates]. All employees need feedback to improve on their skills. Post feedback let the them to know how they are progressing towards achieving their goals and it is used to strengthen behavior that are already learnt. Also it is necessary for coordination and also can provide social need satisfaction and negative feedback tells employees which behavior need to be modified so that performance is maintained and improved

Diagonal communication. Balkin et al [2002]. While, it is probably the least used channel of communication in organizations. Diagonal communication is important in situations where members are not communicating effectively through other means, for example the comptroller of a large organization may wish to conduct a distribution cost analysis. One part of the task may involves having sales force send special report directly to the comptroller rather than going through traditional channel in the marketing department. Thus, flow communication would be diagonal as opposed to vertical and horizontal. Diagonal communication will be the most efficient in terms of time for the organization

Verbal communication. This is the transmitting and receiving ideas using words. Verbal communication can be either using spoke languages in form of face to face talks or written inform of memos, letters Employee hand books and electronic mails. Because oral and written Communication involves the use of word they fall under the leading verbal communication.

Face to face communication. Ivancevich Mattson et al [1996]. This provides opportunities for the sending rich information (potential information carrying capacity data) content and can carry high level of interactivity between the sender and the receiver. Job interviews are likely to be done using face to face communication, one of the most type of face to face communication is meetings. meetings are purposefully gathering of organizational members, they are held to inform and train Participants, to solve problems, monitor and coordinate

activities delegate tasks and create social bonds between diverse organizational members and all this is tailored towards maintaining and improving performance of the organization.

Written communication. Gareth .R. Jones et al (2000). written communication includes memos policy manuals , employee hand books , bulletin boards, letters , and flyers .The advantages of written communication is, that they can be revised , stored and made available when needed in identical copies so that they can be sent and the message can be received by all. Written communication can be personalized for a small audience. The purpose of written communication includes:-

Memos are business communications that provides information to employees. They can inform employees about the agenda, time, and place of meeting, the work schedule, or change in an employment policy. A memo should be brief to the point so that it will be read and understood quickly.

Newsletters is a short monthly or quarterly publication designed to keep employees informed of the important events , meetings, transactions, and provide inspirational stories about employees and team contribution to the organization . News letter help to foster community spirit of keeping everybody informed of what others are doing.

Employee hand book Another internal publication used is the employee hand book. A document describing Employees basic information about the organization it provides general references regarding to organizational background, nature if its activities and its rules is specifically the major purpose of employee hand book

- To explain key aspects of organizational policy
- To clarify the expectations of the organization and employees towards each others
- To explain organizational philosophy

Employee hand book helps in the process of socializing and promoting organizational values thus keeping performance stable.

Electronic communication Richard .L. Daft et al (2000).advance in electronic communication makes interactive communication possible between the sender and the receiver al though they are separately apart and busy schedules , electronic communication channels vary in richness of the information that is transmitted and can include text voice, graphics or videos.

The two commonly used forms of electronic communication include voice mail and email

Voice mail lets a sender transmit a detailed audio message that is recorded electronically and ca be played back when convenient. Managers play back all messages at once and answer them concentrated block of time so that redundant telephone tag calls can be avoided. Voice

mails also allow the sender to set up menu of responses to commonly asked questions which saves additional time

Electronic Emails allow employees to communicate via written message through personal computers terminal linked to networks. Email is one of the fastest ways to distribute information to a large number of employees it permits virtual team of employees to work simultaneously in documents even though they are separated geographically or by busy schedules. Email is often used to exchange information like coordinating project activities and scheduling meetings.

Non verbal communication. Gerald Greenberg et al [1997] .Nonverbal communication is the transmission of messages without use of word .That is to say gestures, the use of space, the nonverbal cues such as smiles and glance are important source of information influencing our impression of people .some of the most relevance non verbal cues in organization have to do with people's manners of dressing and use of time space.

2.3.2 Measures taken by organizations to have effective communication

Use of feed back. The feedback helps the sender to check whether the message has been accurately received by the receiver by deducting from his or her response whether management passes the information to the employees, they should recognize employees reaction over the passed information whether positive or negative, then make necessary adjustment.

Simplified language. The use of simple understanding language that can be understood by the receiver will facilitate communication, this exclude the use of foreign flashy accent, sophisticated word or jargons. This is because not all employees might have not gone to schools especially the lower level and operational employees.

Active listening. The receiver should pay close attention to the message in its fullness without interruption or giving premature judgment. The same applies to the sender when feedback is sent. the employer should listen to employees grievances, complains , disputes or any conflict and make genuine solutions .

Restraining emotions. both parties (employees & employer) should recognize when emotions are running high and try to tame and control it in order to avoid it effect from hindering communication. the management should practice high degree of emotional intelligence.

Matching verbal and non verbal communication . it is obvious that action speak louder than words, therefore it is important that both actions and words convey the same message in order to make communication more effective.

There should be no confusion of gestures, body movement, eye contact and facial expression with the words being spoken by the sender to the receiver. They will create a lot of communication breakdown and information not be got by the receiver

Build trust. An atmosphere of trust must be cultivated in the organization [Sony] to over power rumors and the grapevine .This will make every communication trustworthy and effectiveness .The management should trust the information that employees are giving them and vice versa. Trustful information will prevent doubt and confusion which might cause lack of legitimate respect to the management by employees' thus poor reputation and goodwill.

Avoid triggering defensiveness. Criticizing, arguing and even giving advice can trigger some listeners defensiveness because they want to protect their self image .The best thing is not to react immediately and action should be delayed for a convenient time depending on the message

2.3.3 How does communication affect performance in organizations.

Effective communication is necessary for managers to perform their functions , it's a process by management functions like planning , organizing , directing and controlling are accomplished , management is concerned with getting things done trough others , a task that requires invariably requiring that managers must communicate with other people . Everything a manager dose involves communication.

Richard. L. Daft et al (2000). communication with employees about plants closings, performance appraisal organizational goals , probable salary increase and job change and even the date of the company picnic are essential for the proper functioning of the firm and company should also be communicated with other parties outside.

Moorhead Griffin et al (1989). The primary purpose of communication is to achieve coordinated action just like the human nervous system responds to stimulus and coordinated responses by sending messages to the various part of the body. communication coordinates the action of the parts of the organization without communication an organization will be merely a location of workers attending to separate tasks , organization action would lack coordination and be oriented towards individual rather than organizational goals .

In order for an organization to gain competitive advantages managers must strive to increase efficiency, quality and responsiveness to customers and innovation Good communication is essential for reaching each of this four goal and this is necessary for gaining a competitive advantage

Moorhead Griffin et al (1989).communication is the information sharing the most important information relates to organizational goals which provide members with a sense of purpose and direction. Another information sharing function of communication is the giving of specific tasks to individual Whereas information on organizational goal gives employees a sense of how their activities fit into the overall picture, communication tells them what jobs and duties are and what they are no Employees must also be provided information on the results of their efforts as in performance appraisals

Gomez Mejia et al (2000). Good communication also help to increase responsiveness to customers when the organizational members who are close to customers such as sales in department stores an tellers in banks , are empowered to communicate to customers needs and desire to managers. Intern must communicate with other organizational members to determine how best to respond to changing customer performances.

Gareth .K. et al (2000). Innovation which often takes place in cross functional teams, also require members of cross functional teams, developing anew kind of compact disk players for example must effectively communicate with each other to develop a disc player that customers will want , there will be high quality an that can be produced efficiently .

Moorhead Griffin et al (1989). communication is essential in decision making process , information and thus information sharing to define a problem to generate and evaluate alternatives to implement decision control and evaluate results. He added that communication expresses

Feelings and emotions , organizational communication is far from a collection of facts and figures , people in organizations like people anywhere else often need to communicate .

Barry. L Reece and Rhonda Barnett et al (2002). Good communication helps build team communications can create an atmosphere of mistrust.

Gareth .K. et al (2000). Communication enables the organization to coordinate their various departments and that is through giving directions, instructions on how activities are supposed to be done and when different departments are coordinated performance will be maintained and improved and wastages will be minimal.

CHAPTER THREE

METHODOLOGY

3.0 Introduction

This chapter present and describes the methods and techniques that will be used to collect and analyze data. It will include the research site, population, data collection instruments, processing and analysis and limitations of the study.

3.1 Research Design

The researcher used both quantitative and qualitative methods of data collection analysis. Quantitative method is used to formulate numerical data base. While qualitative method is use to collect Employees attitudes, opinions about phenomena being investigated since it is hard to measure it quantitatively.

3.2 Area of study

The research was undertaken in Kenya in Nyanja province south Nyanza District Sare division, Awendo town. Bordering Gucha district, Migori, Homa bay Kuria and Transmara District.

3.3 Study population

South Nyanza company limited [Sony] consist of 1400 Employees both permanent and casual workers. The ownership of the organization is 98% Government owned and 2 %owned by Metha Groups of companies.

3.4 Sample design

The researcher used simple random technique whereby every Employee have equal chances of being selected and he she has the required information needed by the researcher. The various departments will form sample where respondents will be selected.

3.5 Data collection instruments

The data collection instruments were basically self administered questionnaires which will comprise of open -ended questionnaires that will require respondents to answer all questions to best of his or her knowledge. Interviews were also used in data collection, from which the researcher had to ask questions respondents answer from selected departments.

Questionnaire

These are pre-formulated written set of questions to which the respondents recorded their answers. It is an effective and efficient data collection mechanism when the researcher knows exactly what is required and how to measure the variables of interest. Questionnaires can be administered personally or mailed to the respondents. For this case study the questionnaire was preferred because they save time especially when the groups are big and geographically scattered. Questionnaires can be stored for future reference. They gave straight forward answers and therefore easy to evaluate.

Observation

Well as interviews and questionnaires elicit respondents from the respondents, it was possible to gather information without asking question by observing people in their natural working environment and recording their behaviors. The researcher played one or two roles, none participant observer, the researcher collected data in the role of a pure researcher without trying to become a role of a participant observer .Here the researcher become part of work team and in the process he/she observes Employees behaviors and performance.

Documentary review

The researcher looked into annual reports in the company's library that indicates the forms and types of communication used by the management Employees perception on performance scored by the organization.

3.6 Research procedure

The researcher obtained an introduction letter from Kampala international university, school of Business and management to South Nyanza Sugar company limited. Permission was sought from the management authority to the researcher conduct this study ,participants willing to provide information will be guided in the questionnaire filling process and questions were asked by the researcher for clarification

3.7 Data analysis and presentations

After collection of data only correctly filled questionnaires were recorded, edited, and analyzed. Analyses were carried out by use of frequencies, percentages and true findings are represented using tables, charts such as bar graphs and pie charts.

3.8 Limitations

Some of the people were not willing to give out information due to lack of trust.

The difficulty of accesses to the required respondents such as Head of Departments to give the required data limited the collection of data.

Time limited the researcher in the collection of data. For example, time for studies in school and time for researcher was not convenient.

Accessibility of certain areas of study such as company libraries was restricted to the researcher.

CHAPTER FOUR
DATA PRESENTATION, INTERPRETATION AND ANALYSIS

4.0 Introduction

This chapter entails the analysis of data obtained from the field in accordance to the effect of communication on employee performance in South Nyanza Sugar Company Limited.

The data collected to a period of one month and the number of respondents selected was 50 representing 50% of the labour forces in Sony. According to the surveyed population therefore the collected data will be tabulated and presented in percentages as it divided into themes and sub themes.

4.1 Forms of communication

Communication is inevitable in any striving organization so, there is a need for the organization to identify the form of communication and determine which form of communication is mostly effective to be used in the organization. Effective form of communication that facilitate the flow of information in the organization should be flourished, most especially in daily operation and decision making as far as feedback is significant.

Table 4.1: Forms of communication the influence employee performance

Forms	Frequency	Percentage
Downward communication	5	11.1
Upward communication	20	44.4
Horizontal communication	15	33.3
Diagonal communication	5	11.1
Total	45	100

Source: Primary data obtained from the field.

The findings on the table above shows that 20 respondents representing 44.4% were employees whose performance are influenced by upward communication. This shows that the higher the upward communication, the grate performance of employees in song. Employees are motivated and satisfied when they have direct link to the top management concerning their welfare and feedback. At the same time 5 employees resulting 11.1% are satisfied with downward communication, which means they comply with the management information

without complain or feedback to. The table shows how different forms of communication affect the performance of the employees.

The majority of employees are satisfied with the upward communication as opposed with down, diagonal communication which lacks feed back and its like command authoritative in nature they need freedom of expression. And a good medium percentage of 33.3% representing 15 employees are satisfied with horizontal communication with the fellow co-worker.

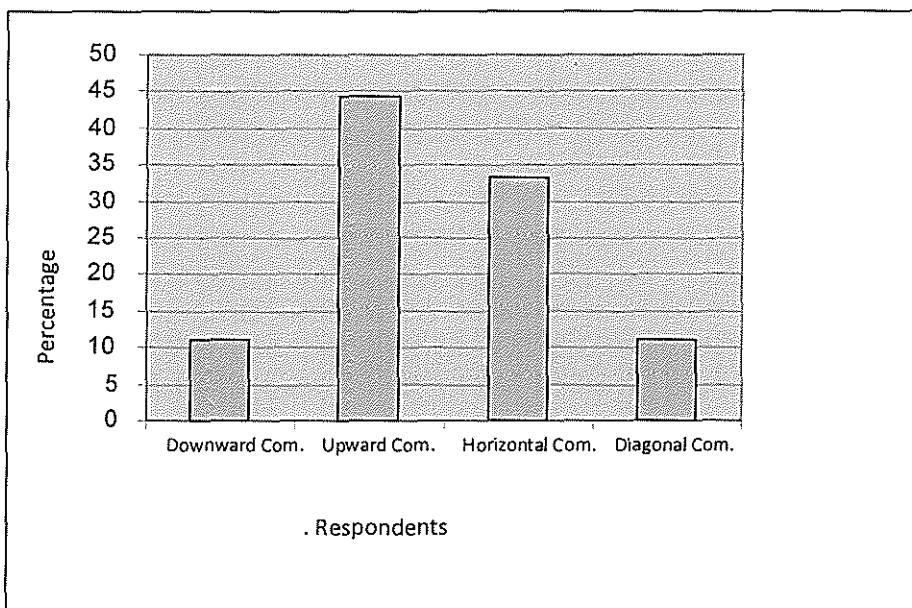


Table 4.2: Measures taken to have effective communication

Measures	Frequency	Percentage
Use of feedback	14	31.1
Active listening	10	22.2
Build trust	6	13.3
Retraining emotions	2	4.4
Simplified language	8	17.7
Maintain verbal and non verbal communication	4	8.8
Avoid trigger defensiveness	1	2.2
Total	45	100

Source: Primary data obtained from the field 2009

According to the finding above, 14 respondents representing 31.3% were of the view that use of feedback is the best way of having effective communication in the organization which gives them freedom of expressing their views, issues, grievance and management react by giving feedback to their performances and thus improve their performance. Subsequently followed by effective listening whereby 10 respondents representing 22.2% claim the use of active listening as a better way of being understood properly. The use of avoiding triggering defensiveness whereby 1 respondent 2.2% said managers should not try to defend themselves in a wrong. They should admit their mistakes and weakness for both mutual understanding in the organization.

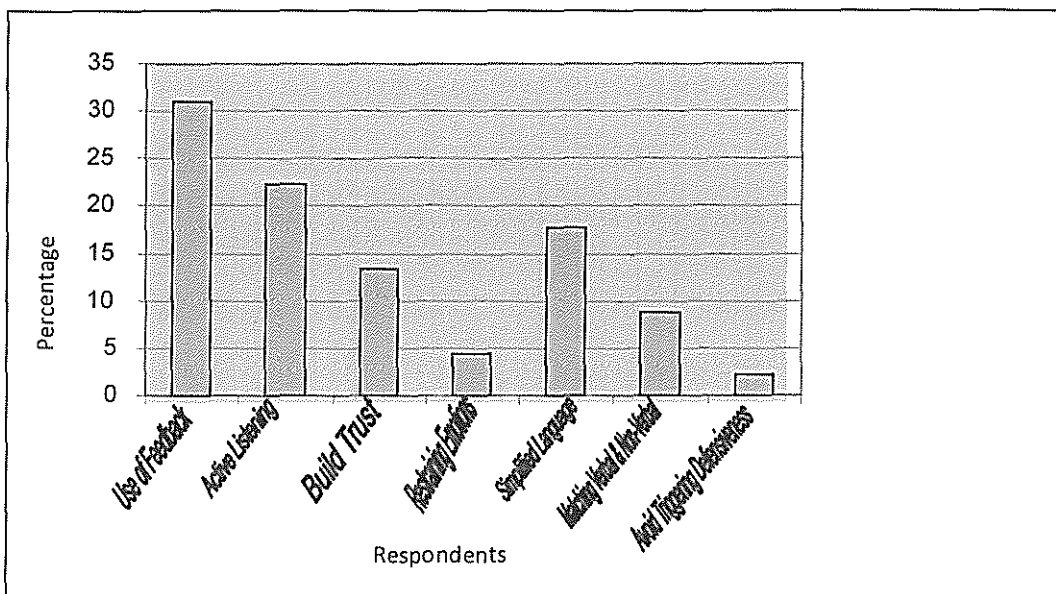
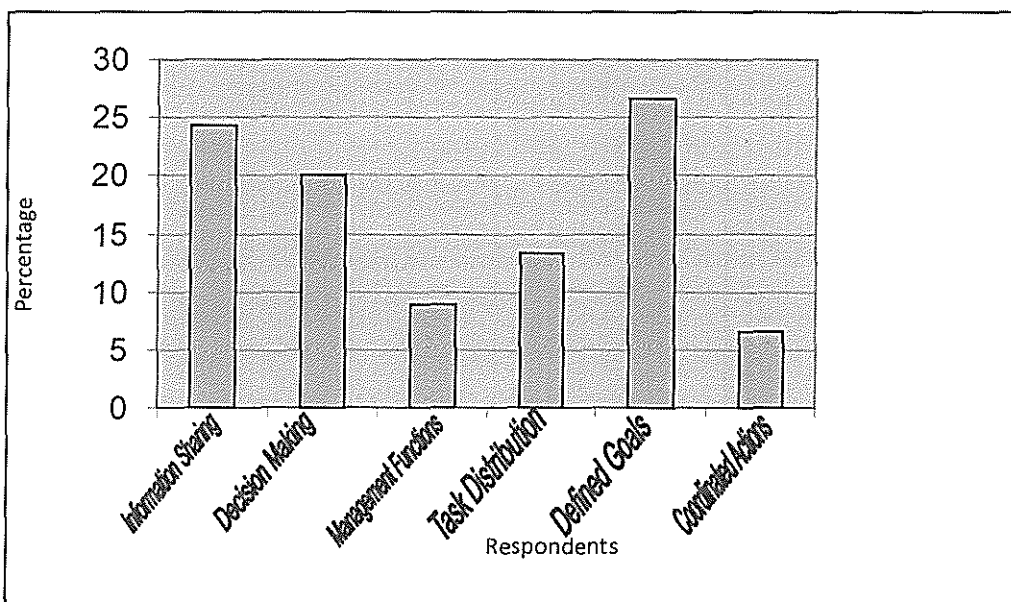


Table 4.3: How communication affect employee performance

Effects	Frequency	Percentage
Information sharing	11	24.4
Decision making	9	20.0
Management functions	4	8.8
Task distribution	6	13.3
Defined goals	12	26.6
Coordinated actions	3	6.6
Total	45	100

Source: Primary data obtained from the field 2009

Basing on the information on the table, 12 respondents representing 26.6% said the greater understanding of the organizational goal which is precisely defined and properly communicated to the organization at whole is the best strategy towards organizational development due to positive employee commitment towards attainment of such goals. And at the same finding 11 respondents representing 24.4% given the view of being motivated to perform when there is good information sharing, that given the opportunities to know of what is supposed to be done, how, when, and general information low in the organization. 3 respondents representing 6.6% given the view of being satisfied by coordination of actions within the organization for example role play, team work and job enlargement.



CHAPTER FIVE

DISCUSSION, CONCLUSION AND RECOMMENDATION

5.0 Introduction

This chapter briefly shows the major findings of the study, conclusion and recommendations for the future researchers and the policy makers to uplift the effect of communication on employee performance.

5.1 Discussion

5.1.1 Forms of communication used in organizations

There are many forms of communication in organizations and these forms vary according to the preferences of the interviewed respondents. But according to the findings, 44.4% of the respondents' preferred upward communication as the best form of communications which gives them freedom of expression to the top management concerning their grievances, disputes and enable them to receive feedback and comply with what is needed to create a good mutual understanding in the daily running of the organization. According to one scholar Gerald Greenberg, he said "a message is sent from the position lower in hierarchy to the higher level in the hierarchy" which help managers know individuals, teams, units how they are performing.

The other form of communication that respondents claimed of its benefits was the horizontal communication (33.3%). This helps them to realize their responsibilities through friends, co-workers in the same level, department. This form promotes a lot of commitments, team work and general good working environment free of frustration, harassment and fear. This was because of not fearing their colleagues in expressing their emotional stress, role ambiguities and confusion. Also other forms of communication like down ward communication are not recommended by respondents due to their effect by those who use them like managers. They dislike the ways management dictates, order or command things without questioning or giving feedback of employees.

Some forms have some significant, the diagonal communication (11.1%) that cuts across the bureaucracy of the organizational structure is also a good form but not been exploited because of the resistance from the management of not giving employees freedom to approach them without appointment or proper procedure.

5.1.2 Measures taken to have effective communication

The finding from South Nyanza Sugar Company Limited showed that there are remedies to curb the problem of poor communication in the company. Basing on the information given by the respondents the greater population said use of feedback (31.1%) is the best measure to curb the problem. Feedback helps both the management and employees to check and monitor their progress in the running of their daily activities. Employees need feedback of their forwarded grievances to the management concerning their welfare, salary and general consideration in matters concerning life style. Most of them, when they receive positive feedback, they are motivated, satisfied on their jobs and perform even better, without being supervised and thus increase productivity and commitment towards the achievement of the organization's goal.

Most of the employees were not so happy when the management is not giving them their ears about their performance, they said even they can improve the performance of their capabilities without their salary increase if and only the management is listening (22.2%) their views and implement them. A good number of respondents also said they are satisfied and motivated if they are being trusted (13.3%) by the management and not doubted of their potentiality and management should avoid supervising them like sheep who are not rational human being lastly. The management should not use simple and understandable language (17.7%) in passing information because not all of them are learned to acquire effective communication. They said like them use Swahili and avoid using trigger thus defensiveness and be open and clear to avoid a lot of impunity in the organization.

5.1.3 How communication affect performance

There are effects that determine the effectiveness of the communication to employees which results to either of positive or negative performance. But according to the findings, the properly defined goals (26.6%) of the organization to employees, which reduces role ambiguity and promote commitment of employees, leads to better performance of employees. Effective communication helped many employees to understand the rules and regulations, policies and procedures of the organization. This exhibits high degree of teamwork and motivated employees towards the attainment of the organizational goals.

A good number of respondents said it is significant to understand the aim, objectives of the organization as whole then work as a team towards its achievement without the long run or

Sharing information was also posed a great significant that gives them chance of being updated of what is going on, what they are supposed to do for example going for training to prepare for future challenging jobs that result from change of technological adaptability of the organization to remain competitive in that market.

The fundamental decision making (20.0%) which is the basic ingredient of the operation was also put as among priorities to be considered because decision made affect everyone in the organization. So the needs to have a good comprehensive consulted free of being biased, segregate or discriminate of paramount to the success of the organization.

There was also a need to have good task distribution (13.3%) and coordination of activities in the organization via proper planned schedules like seminars; workshops. These will help employees to be involved in the process of development of which it act as a way belongingness and valued in the organization as far as integrity and respect is concerned.

5.2 Conclusion

From the study, the following conclusions where noted

According to the researcher findings from South Nyanza Sugar Company Limited (2009) there are forms of communication used in the organization. These forms include; upward, downward, horizontal and diagonal communication. The most preferred form of communication according to the finding is the upward communication. This indicates that if the employees are provided with feedback or having their views, grievances heard by to management, they can be satisfied and motivated to perform nicely without being supervised or monitored, they will be committed to work hard. But the failure of them forwarding their view to management, the lower they perform, thus reduce productivity of the organization.

The researcher showed that the measures taken to curb or improve the problem of communication in the organization. These include; use of feedback, active listening, build trust, retraining emotions simplified language, match verbal and non verbal communication and flow between the management and employees by providing them with relevant feedback about their views to facilitate the implementation of activities. This can only happen when the management is free of giving feedback without subordination of the information to employees and at the same time listened carefully without ignored. Proper trustworthy information that is simplified is of great significant to employee performance of better understanding of what to do.

Finally the study showed that there are effects that determine the level of employee performance. These are information sharing, decision making, management functions, task

distribution, defined goals and coordinated actions. Among these the factors mentioned, the study show that the greatest number of respondents preferred the initiative of properly defined goals of the organization as the greatest factor to their performance improvement. Most of them said it is better to understand what are the aims affecting of the organization and strategies without the clear goal, which bring a lot of goal ambiguities and confusion thus stress and turnover. When employees are well aware of the organizational goals, given proper information and having a good decision making procedure they would be active and motivated and committed to perform as expected. They dislike being frustrated by ambiguous information without making them understand and clear coordinated activities that promote team work to success of the organizational performance, thus competitive advantage.

5.3 Recommendations

Communication is the heartbeat of the organization survival; the management should invest much of the resources in improving communication effectiveness. The level of technological advancement need to be updated by the organization to cope with the outside world. Communication barriers are the stabling blocks towards the success of any organizations. Thus for any organization to flourish it must network with the global competitive world of business and be ready to change otherwise get out competed.

The research carried out has shown that employee's performance has been hindered. Poor communication of which researched and measures provided to curb such problem like use of feedback, active listening, use simplified language. Therefore, in order to enhance the effectiveness of workers in South Nyanza Sugar Company Limited there should be free and fair and effective communication. This will motivate and encourage employees to perform better.

The management should also use the ways of providing and improving employee satisfaction apart from communication only. Other factors like good leadership style, good reward systems, training and development. Thus will make workers active and hard working which reduce a lot of costs and increase productivity, commitment and employee performance improved.

Finally, the research shown that upward communication is the great important factor to be considered in communication while determining the performance of the employees in South Nyanza Sugar Company Limited. The forms of communication should be considered because all of them play a great role to the flow of information to call direction in the organization.

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APPENDIX: 1 The Time Frame of the study

TIME PERIOD	ACTIVITY
October 2008	Topic identification
October –November 2008	Research proposal writing
December 2008 –January 2009	Data collection
February-march 2009	Data analysis
March –may 2009	Preparation of report and presentation

Appendix: 2 Budget for the study

ITEM	UNIT	COST PER UNIT	AMOUNT(ksh)
Stationary			
Photocopy papers	1 rim	400.00	400.00
Pens	3	20.00	60.00
Rubber	1	3.00	3.00
Floppy disks	2	80.00	160.00
Pencils	2	40.00	80.00
Sub total			583.00
Local transport and communication			
Air time	2	250.00	500.00
Local travel	-	2000.00	2000.00
Sub total			2500.00
Data collection tools			
Camera	1	800.00	800.00
Camera film	1	200.00	200.00
camera cells	1	100.00	100.00
Sub total			1100.00
Typing and photocopy			
Questionnaire typing	3pgs	40.00	120.00
Research proposal typing	20 pgs	40.00	800.00
Research report typing	50pgs	40.00	2000.00
Photocopy 200 pages	180pgs	3.00	540.00
Binding proposal	2 copies	50.00	100.00
Binding report	3 copies	70.00	210.00