

SCHOOL OF GRADUATE STUDIES AND RESEARCH

GHANA INSTITUTE OF JOURNALISM

**EXPLORING THE CORRELATION BETWEEN EFFECTIVE INTERNAL
COMMUNICATION AND EMPLOYEE PERFORMANCE IN HIGHER
EDUCATION INSTITUTIONS IN GHANA: A STUDY OF THE UNIVERSITY
OF HEALTH AND ALLIED SCIENCES, HO**

BY

AKWENSIVIE, EMELI McCJAMES

MADC20046

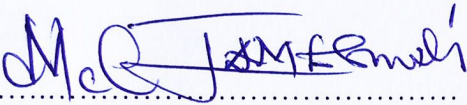
**A DESERTATION SUBMITTED TO THE SCHOOL OF GRADUATE STUDIES
AND RESEARCH, GHANA INSTITUTE OF JOURNALISM IN PARTIAL
FULFILMENT OF THE REQUIEMENTS FOR THE AWARD OF MASTER OF
ARTS (MA) DEGREE IN DEVELOPMENT COMMUNICATION**

NOVEMBER, 2021

CANDIATE'S DECLARATION

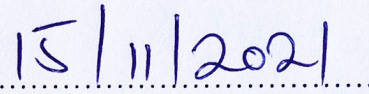
I hereby declare that I completed my dissertation under the supervision of Collins Adu-Bempah Brobbey PhD. Full acknowledgement had been given where other people's references were made. I would like to point out that all omissions and flaws in this work are solely my fault.

As a result, I declare that this dissertation is the result of my own original labor, and that no part of it has ever been submitted for another degree, either at this institution or elsewhere.


.....

EMELI MCCJAMES AKWENSIVE

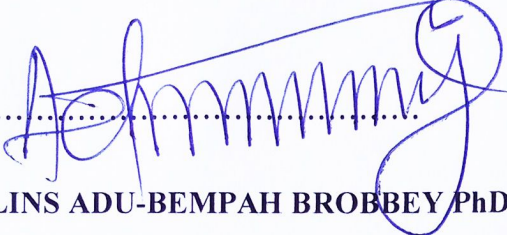
MADC20046 (WEEKEND)


.....

DATE

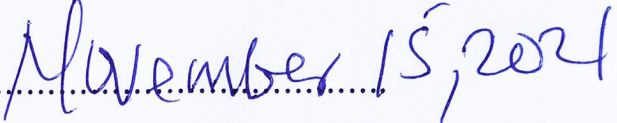
SUPERVISOR'S CERTIFICATION

I hereby certify that the preparation of this dissertation was supervised by me in accordance with the guidelines of supervision of dissertation laid down by School of Graduate Studies and Research, Ghana Institute of Journalism.

.....

.....

COLLINS ADU-BEMPAH BROBBEY PhD

(SUPERVISOR)

.....

.....

DATE

DEDICATION

I dedicate this dissertation to my dear late mother, Joyce Phyllis Akorfa Akor, whose desire and wish has been for us to get to the highest level on the academic ladder, Mr Nicholas Koku Kutor and his Wife for their immeasurable love, support and dedication throughout my life, my wife; Linda Abena Tetteh for her love, care and support and finally to my son; Aniello Enyam Djormi Asorwoe Akwensivie.

ACKNOWLEDGEMENTS

My heartfelt gratitude to the Almighty God for guiding and providing life, as well as divine wisdom and direction, along the journey. Without His mercy and grace, I would not have made it this far.

Secondly, I wish to express my sincere thanks to my supervisor. Dr. Collins Adu-Bempah Brobbey is a Senior lecturer, Dean, School of Graduate Studies and Research (SoGSaR), Campus Director- Ringway Campus, Ghana Institute of Journalism, a Visiting Assistant Professor, United Nations University for Peace, Addis Ababa, Ethiopia, and an Adjunct lecturer at the Institute of African Studies, University of Ghana Legon who painstakingly provided me with an excellent atmosphere to complete my dissertation. God richly bless you for taking time off your busy schedules to assess and address any shortcomings in order for my dissertation to become exceptional. His constructive criticisms and input and selfless attention went a long way to shape this work.

I'll want to express my gratitude to my wonderful wife, Linda Tetteh, for looking after the house when I was away at lectures that ended late and for her constant support in a variety of ways. Next, I also want to express my gratitude for the inspiration provided by my son, Aniello Enyam Djormi Asorwoe Akwensivie and my siblings. They inspire me to strive for greater success in life.

A sincere thanks goes to the staff of University of Health and Allied Sciences, Ho for allowing me to use the institution for my study.

My gratitude also extends to everyone who made it possible for me to complete this course with ease. Mr and Mrs Nicholas Kutor, Mrs Cynthia Sika Amanor, Rebecca Odartey Mills, and all others whose names I could not mention but their support came

in the form of words of encouragement and guidance that helped me grow into the person I am today.

Finally, to all my colleague course mates whose names I could couldn't mention due to the tall list, colleagues in the office, friends and loved ones, and the wonderful family I made during the course; Richard Nana Amoako and Lambert Donkor. I say thank you for being there for me all the time.

TABLE OF CONTENTS

CANDIATE’S DECLARATION	i
SUPERVISOR’S CERTIFICATION	ii
DEDICATION	iii
ACKNOWLEDGEMENTS	iv
List of Tables and Figures	ix
Figure 2.1: Vertical Communication Patterns	ix
Figure 2.2: Horizontal Communication Patterns.....	ix
ACRONYMS	x
ABSTRACT	xi
CHAPTER 1	1
1.0. Introduction	1
1.1. Statement of Problem	3
1.2. Research Questions	6
1.3. Research Objectives	6
1.5 Justification of the Study	7
1.6. Organisation of the study	8
CHAPTER 2	9
LITERATURE REVIEW	9
2.0 Introduction	9
2.1.0. Theoretical Foundation	9
2.1.1 Effective internal communication and channels of communication	9
2.1.2 Internal Communication	11
2.1.3 Communication Patterns within an Organization	11
Figure 2.1: Vertical Communication Patterns.....	12
2.1.4 Communication in the downward direction	12
2.1.5 Communication in the Upward Direction	13

2.1.6 Horizontal / flat communication	15
Figure 2.2: Horizontal Communication Patterns.....	15
2.1.7 Patterns of Formal and Informal Communication	17
2.3 Employee performance or productivity at UHAS	19
2.3.1 Performance Evaluation of Employees	21
2.3.2 Communication's Effect on Employee Performance	22
2.4.1 The most useful channel of communication from UHAS employee point of view	23
2.4.2 The barriers and breakdowns in the communication system of UHAS	25
2.5.1 Performance of Employees	27
2.5.2 The consequences of communication breakdown on employee performance	29
2.5.3 Barriers to effective communication (communication breakdown)	33
2.6. Operational Definition of Terms	35
2.7. Relevance of the Study	36
2.8. Chapter Summary	36
CHAPTER 3	37
METHODOLOGY	37
3.0 Introduction	37
3.1 Research Design	37
3.2 The Study's Population	38
3.3 Sampling Techniques and Sample Size	38
3.4 Unit of Analytical	39
3.5 Sources of Data	39
3.5.1 Primary Information	39
3.5.2 Instrument for Data Collection	40
3.6 Analysis of Data	40
3.7 Pilot Projects	40

3.8 UHAS, Organizational Profile	41
3.9 Limitation of the Study	42
Table 4.1 Demographic characteristics	45
4.2 Summary of descriptive analysis	46
Table 4.3 Descriptive Statistics on employee performance	47
Table 4.4 Descriptive Statistics on channels of communication	48
Table 4.5 channels of communication among with co-workers	48
Table 4.6 to measure the extent of usefulness of the channels of communication in UHAS.....	49
Table 4.7 barriers and breakdowns in communication systems of UHAS	50
4.8 The relationship between effective communication and performance	50
Table 4.8: Correlation Results.....	51
4.8 Discussions of Key Findings	52
CHAPTER 5	55
SUMMARY OF KEY FINDINGS, CONCLUSIONS AND RECOMMENDATIONS	55
5.0 Introduction	55
5.1 Summary of Key Findings	55
5.2 Conclusions	56
5.3 Recommendations	57
BIBLIOGRAPHY	59
APPENDIX	64
SECTION A: Demographic Data	64
SECTION B: Measure of Effective Communication	65
Employees' Performance	65
Barriers and Breakdowns in Communication Systems	67

List of Tables and Figures

Figure 2.1: Vertical Communication Patterns	25
Figure 2.2: Horizontal Communication Patterns.....	29
Figure 2.3: Tools for Communication and their Effectiveness	36

ACRONYMS

HR	Human Resources
EP	Employee performance
UHAS	University of Health and Allied Sciences
PR	Public Relations
TQM	Total Quality Management
TQMPE	Total Quality Management Performance Evaluation

ABSTRACT

In any organization where information is conveyed from one person to another through both verbal and nonverbal means, communication is unavoidable. The University of Health and Allied Sciences (UHAS), like any other organization, uses communication in their everyday activities, both formally and informally, in exchanges between superiors and subordinates, as well as among coworkers. This study argues that there is strong negative correlation between effective communication systems and the performance of the personnel at UHAS and that there is a link between good corporate communication and good employee performance. This study deployed mixed methods, both quantitative (survey questionnaire) and qualitative (in-depth interviews) as well as peer review articles from journals and JOSTER, and using simple random, purposive and convenient sampling techniques to select 200 respondents, it explores the routes of communication which deemed the most useful by employees as well as impediments and failures in UHAS's communication mechanisms. The analysis was done using mean, median, standard deviation, and correlation results. Findings revealed that the most common communication systems are face-to-face, telephone, written memos, email/internet, and grapevines, with written memos being the most useful route of communication. Employees at UHAS also perform admirably. Selective listening, distraction, time pressure, communication overload, and information distortion have all been identified as communication system hurdles and failures. It concludes that various indicators of employee performance are found to be related to various measures of effective organizational communication. It therefore recommends that management should take all necessary steps to rove all the barriers of communication and make use of internet sources of sharing information.

Keywords: Correlation, Effective Internal Communication Channels; Employee performance; Organizational; UHAS; Corporate Communication

CHAPTER 1

GENERAL OVERVIEW AND BACKGROUND TO THE STUDY

1.0.Introduction

All organizations, public and private, rely on some form of communication to convey their messages to their target audience or to inform them of their entity's mission and vision. Employees frequently exaggerate their performance at work when effective communication is at its peak. For example, when information about an organization's policies and procedures is presented in an open and accurate manner; and when the information provided is adequate, factual, and receives positive feedback. (Prayogi et al., 2019).

Numerous firms lack a clear knowledge of the meaning of internal communication and its critical role in fostering mutual understanding between management and employees(Kulachai et al., 2018a). In today's global marketplace, good communication is a critical component in achieving high standards of organisational efficiency (Ince-Garcia, n.d.). Communications have always been a vital component of human existence. Effective managerial communication enables an institution to engage with its people, develop meaningful connections, and shape staff attitudes and behaviours at job place. Managers' communication styles with their staff are evolving. The focus claimed, was on decreasing bureaucracy during the 1950s. Between the late 1950s and the early 1980s, the emphasis shifted to encouraging and engaging individuals in order to maximise their untapped capability. Throughout the late 1980s and early 1990s, as businesses became increasingly transnational and dispersed, they began to view employees as their most valuable asset (Department of Sociology, Landmark University, Nigeria & Femi, 2014). However, the asset metaphor has been pushed to an entirely

different stage. Institutions have begun to view their workers as human capital owners and major stake holders.

(Yudiawan et al., 2017) stipulated that organizations have recognized that in order to thrive in a constantly changing market environment, they must establish unique dynamic qualities that bolster their competitive advantages. As a result, they are concentrating their efforts on maximizing the value of their human resources (HR), specifically on employee performance (EP), as a source of strategic advantage.

Communication is critical in administration, evaluation, emotion sharing, persuading, and the transfer of knowledge. There are two types of communication: formal and casual. The former is used by an organisation to communicate with and inform its members. The latter is a route of communication that develops naturally in response to individual choices. Communication inside the organisation is also critical for increasing employee participation and productivity (Kulachai et al., 2018b). When employees are given the chance to contribute in decision-making, they turn to develop a sense of importance inside the firm. Minimal or restricted employee participation in decision-making, on the other hand, will lead to reduced work satisfaction, organisational commitment and employee involvement.

It worth noting that, Communication is critical in reaching specific goals or objectives. Employee happiness also plays a critical part in an organisation's ability to sustain the high output that the institution or business expects. (Yudiawan et al., 2017). (Nyakundi Atambo & Kemunto Momanyi, 2016) asserted that while management has resorted to using a workplace journal or publication to communicate with employees, major channels of communication remain underutilized. He stated that while internal publications may not be necessary for an organization's survival, encouraging two-way communication increases the thrill of dominating the workforce. (Dasgupta et al., 2014) believed that by

sharing information with employees and involving them in policy development, an organization's performance could be significantly improved. However, this recoups an organization's overall employee satisfaction and productivity.

In some cases, the communication gap between managers and employees causes employees to feel untrustworthy, unrespected, or unvalued in their field of work. According to his research, the most valuable resource within an entity is its employees; therefore, managers must promote two-way communication in order to optimize both the organization's performance and employee productivity (Ali, n.d.). This makes communication critical for all stakeholders, as it encompasses the majority of managerial objectives. Internal communication is necessary ethically to initiate expansion plans; to also consolidate resources in an efficient and cost-effective manner; and to select, nurture, and appraise members of an organization. External communication, on the other hand, is necessary to raise management's awareness of how to conduct business with their stakeholders, which include suppliers, government agencies, and a variety of others. Communication is critical and cannot be overlooked; it is the king of mechanical systems that determines an organization's growth in all aspects during this modern era. The purpose of this study is to ascertain the effects of internal communication on Employee performance in University of Health and Allied Sciences, Ho to ascertain what is true on the grounds by using a public institution as a case study.

1.1. Statement of Problem

According to (Aregay, 2019), employee interaction is a critical and primary endeavour in organizations. Additionally, they asserted that an organization's sustainability is contingent upon effective communication among employees, and that relationships

develop as a result of effective communication. Working environments vary significantly in terms of their culture, economic development, and social development. In this context, some of these organizations have cumbersome reporting lines that are difficult for employees to adhere to; for example, conflicting authorities and obligations, which make some subordinates more accountable than a superior (Atambo & Momanyi, 2016). Intra-communication facilities such as intercoms and memos are frequently ignored by some organizations, depriving subordinates of knowledge of the organization's vision and mission. Taking into account the aforementioned issues, the study seeks to assist organizations by demonstrating how effective internal communication can improve employee performance.

Most firms with ineffective and lengthy internal communication channels as a result of their highly regimented design have seen employees become less productive in their employment, impacting the organisation's overall performance (Yudiawan et al., 2017). Additionally, each organization has its own culture and set of patterns through which it conducts its tasks and activities. Most previous study has concentrated on and offered evidence about the correlation between communication and overall organisational efficiency and performance (Neill, 2015a). The majority of prior studies has demonstrated that internal communication has an effect on overall organizational efficiency, but has made less or no mention of its effect on individual employee performance.

Despite the advancements in information technology accessible to employers, inefficient communication persists in organisations (Al-Tokhais, n.d.-a). Ineffective interaction has a negative impact on leaders, staff, and organisations; this can result in poor efficiency, disrupted interpersonal relationships, substandard delivery, and disgruntled

consumers. To be profitable and maintain a strategic edge, managers at all levels must be effective communicators. The majority of difficulties that institutions face are a consequence of ineffective communication hence, the importance of communication as a management tool cannot be overstated (Nyakundi Atambo & Kemunto Momanyi, 2016).

Interpersonal interactions, especially social relationships, are critical components of organisational life and long-term success. When it comes to communication, words are simply the surface. Without human function, words will never convey the exact meaning intended by the speaker to the listener. Efficient leadership fosters the development of connections. Managerial communication facilitates interactions and shapes workers' attitudes and actions in the organisation (Reis Neto et al., 2018).

Communication is a process that workers rarely escape. Interaction is one technique to ensure that your service is of high quality. Excessive or insufficient communication can reduce staff efficiency nevertheless, communication also assists to improve staff enthusiasm. Because effective communication fosters enthusiasm on both the horizontal and vertical levels.(Neill, 2015b). Communications are critical for a business because it enables workers to collaborate on organizational actions aimed at achieving already established organisational goals. The value of communication, reflects a continual activity that, when managed well by a business, will result in revenue gains and performance. Organisations will increase its efficiency by implementing a constant communication mechanism among staff and an immediate supervisor.

Employee job satisfaction is influenced by organisational interaction and performance. Interaction refers to any strategy used to communicate knowledge from one person's thoughts to another, as well as the conduct displayed to other individuals. Communication is a representation of person's thinking that can be utilised to affect the thoughts of

everyone else. While internal communication provides members with critical details about the company and their work, persons typically want additional information and communication to meet interpersonal requirements that help them experience a sense of belonging. Communication and information play critical roles in team effectiveness because they facilitate the distribution of relevant information to co – workers (Gaither, n.d.)

Without such a strategy or an effective communication channel, employees' expertise and vital information are underutilized, which could be a critical input for formulating an effective communication strategy that reduces or eliminates employee apathy in performing their roles. To what extent do these communication breakdowns impact employee performance and organizational performance overall? Poor communication has a detrimental effect on employees and the organization, which requires empirical evidence from the public sector like University of Health and Allied Sciences. This is why this study will attempt to close that gap in the literature.

1.2. Research Questions

1. Do internal communication and channels of communication correlate with employee productivity?
2. What is the most useful channel of communication from UHAS employee?
3. What are the barriers and breakdowns in the communication system of UHAS?

1.3. Research Objectives

The main objective of the study is to explore the correlation between the effectiveness of internal communication and employee performance at University of Health and Allied Sciences, Ho. Specifically, it sought to:

1. Explore whether effective internal communication and channels of communication correlate with employee performance or productivity at UHAS.
2. Identify the most useful channel of communication from UHAS employee point of view.
3. Identify and discuss the barriers and breakdowns in the communication system of UHAS and the consequences on employee performance.

1.5 Justification of the Study

This study provides valuable information to UHAS management regarding the efficiency, credibility, and economy of their communications policies, practices, and programmes. This study is significant in serving as a source of education to the Managers in UHAS about the importance of effective communication and the ways in which ineffective communication has harmed employee performance. The study will also suggest strategies for improving communication in order to boost employee performance in the Administration of UHAS. Additionally, the study would assist students studying management in comprehending the theoretical foundations of effective and effective communication. It would equip students to succeed when establishing or managing communication either in state institutions or business.

This study would benefit academia by providing empirical data on public institution communication systems and channels. As such, it would serve as a reference point for future research while also filling a research gap. Finally, it will serve as a model for examining the existing communication structures of Ghana's public universities and will benefit the Public Relations (PR) and Human Resource (HR) Departments of such institutions in search of effective communication channels.

1.6. Organisation of the study

This study is organised into five major sections: Chapter 1 provides the study's background, statement of the problem, objectives, an overview of the research questions, the rationale for conducting the research, limitation of the study and the study's setting. Review of previous studies on corporate communication, with a particular emphasis on internal communication and employee performance is in Chapter 2. Chapter 3 gives an account of the methodology used, the research approach, and the empirical investigation. Chapter 4 summarises the data gathered through the administration of the questionnaire; it includes talks, analysis of documents, and observations. Additionally, it summarises the study's significant findings. Lastly, Chapter 5 contains the subject's report, explores them in relation to theory and practise, as well as outlining the study's total contribution and future implications.

CHAPTER 2

LITERATURE REVIEW

2.0 Introduction

This chapter conducts a literature review of the research on the impact of effective communication on organizational performance. It examines issues of effective communication and organizational performance from a variety of perspectives in order to provide the study with a theoretical and empirical foundations. It begins with an overview of organizational communication, followed by sections on communication channels, organizational communication and employee performance. The study further explores organizational communications and lay the foundation for theoretical and empirical studies. It concluded by discusses communication system, barriers of communication and communication breakdowns.

2.1.0. Theoretical Foundation

This study deployed the following theoretical models in attempt to explore the correlation between effective internal communication and employee performance or productivity.

2.1.1 Effective internal communication and channels of communication

Effective communication is a transaction of ideas, directory command or guide into oral or written words, or actions on the path of the communicator in such a way that the receiver gets the same message and reacts in manner envisaged by the communicator (Victor Akam; 2011). According to (Mckinney, Barker, Smith& Davis, 2004) communication is essential to effective team performance and communications for any organization is like UHAS is a blood flow in the human body. Therefore any organization

that understands the importance of communication uses it in their organizational environment. Since, it ensures coordination of factors of production and most importantly material and human elements of organization as an efficient network of change and advancement. According to Snavely (2001) as cited by Robins (2006), communication process is initiated through the following means the sender-encoding-the message-the channel decoding the receiver- noise and feedback. It is estimated that managers spend over 80% of their day communicating with others. Since most of the basic management process- planning, organizing, leading and controlling cannot be performed without effective communication.

Importantly, the relevance of communication keeps advancing as the world becomes a Global village. The need to become visible to the world has made many organizations to embrace new technology that would increase organizational performance. There are also many issues affecting communication ranging from difference in sex, role of silence, inference of government and cross- cultural inference. Many of sure organization is the University, as it explores the e-learning and e- training to empower its staff and student in the use of the internet in communicating policies, lectures, staff development and lot more. This would stand as a mile stone for the university as a whole networked for effective communication and performance. Therefore it becomes important to emphasize on innovation and effective use of communication medium or channel to bring about high performance rate. Hence any breakdown in communication process or chain can have serious adverse effects on organizational performance.

Furthermore knowing fully that poor communication rank as the single most important reason that people do not advance in their career as stated by Lepsinger & Luacia (1997); Nebo et al., (2015) it becomes necessary that Governing Council of UHAS determines the best “channel” in transmitting “messages” to their staff or student for effective and

positive feedback. Thou there are many barriers to communication; filtering, selective perception, information overload, personal bias, language and communication apprehension. Hence management must try to address these barriers for effective result.

2.1.2 Internal Communication

Internal communication occurs in an organization when there is a flow of communication between or among employees regarding their work. Internal communication, according to Sergeeva (n.d.), is defined operationally as the exchange of informal and formal communication between members of the top hierarchy and employees within an organization. In other words, it exists between leaders, managers, and employees – or peer-to-peer, for example, between leader and leader or employee and employee.

Internal communication is primarily concerned with connecting employees, groups, and the organization as a whole in order to facilitate the realization of collective interests and unstructured cooperation (Dasgupta et al., 2014). When effective internal communication is critical to an organization's success, it has an effect on strategic managers' ability to engage employees and accomplish goals. Similarly, when internal communication is effective, it helps employees commit to achieving breakthrough business results by enhancing collaboration, productivity, and performance (Yudiawan et al., 2017).

2.1.3 Communication Patterns within an Organization

Organizational communication is formalized in two dimensions: vertical and horizontal. Vertical communication is a direction that is both downward and upward. Vertical communication, on the other hand, is the transmission of information between organizational levels. Horizontal communication, on the other hand, transmits

information between individuals, divisions, departments, and units within an operational structure. This section discusses the characteristics and functions of various communication flows within an organization.

Figure 2.1: Vertical Communication Patterns



Source: The Business Communication, (2015)

2.1.4 Communication in the downward direction

When messages flow from a higher-level employee to a lower-level employee within an organization, this is referred to as downward communication. This occurs when information is passed down through an organization's official hierarchical structure. In other words, communications begin at the top of the organization and work their way down (Department of Management et al., 2020). Downward communication is used to assign tasks, postulate instructions, and directions. Additionally, it is intended to educate employees about job procedures and policies, to identify issues that require attention at various levels, and to provide feedback on employees' previous performance (Alemu & Markos, n.d.). In order to meet employees' basic needs, it is critical that employees receive accurate and timely information about the organization and their assigned roles, as well as immediate feedback on their performance.

According to Neill (2015a), downward communication can be critical to an organization's success. He continued by stating that it would be beneficial to articulate the rationale for a manager communicating downward to a subordinate. In the majority of cases, management within an organization communicates without taking these factors into account. It is possible that they are too preoccupied to communicate with the employees. Additionally, they may have been viewed as "machines" that carried out commands ((Fassl, n.d.). However, Prayogi et al., (2019), discovered that such explanations increase employees' assurance and support for decisions. Additionally, downward communication has flaws in some organizations. It has long been a source of concern that modern employees enjoy contributing to the communication process rather than simply receiving information about their tasks and receiving feedback from managers. According to Department of Management et al., (2020), the downward style of information sharing is a one-way communication. Only upper management communicates, while lower-level employees merely listen. Because feedback is rarely obtained from the lower levels, their contributions are often overshadowed. They emphasises that, an organization's upward communication is just as important as its downward communication.

2.1.5 Communication in the Upward Direction

In contrast to downward communication, upward communication is defined as the process by which information flows from the lower to the upper levels of an organizational hierarchy. It is clear that this mode of communication has grown in popularity within organizations, while the more formal mode of communication has declined in popularity. It is argued that upward communication keeps managers alert to their subordinates' intended actions and also informs them of their own. It is stated that through upward communication, superiors gain knowledge of their subordinates' attitudes

toward their work, colleagues, and the institution in general. As a result, this aids scouts for high-performing employees and organizations (Weldeghebriel, 2020).

Upward communication is viewed as critical to an organization's success. Absence of upward communication can jeopardize a company's ability to accomplish its goals and objectives. Grassroots information has the power to make or break an organization's survival. Weldeghebriel, (2020), summarize the importance of upward communication as follows: it assists employees in alleviating work-related anxieties and obstacles; it also provides management with necessary information for decision-making. More specifically, upward communication increases employees' awareness of their participation and serves as a barometer of effective downward communication.

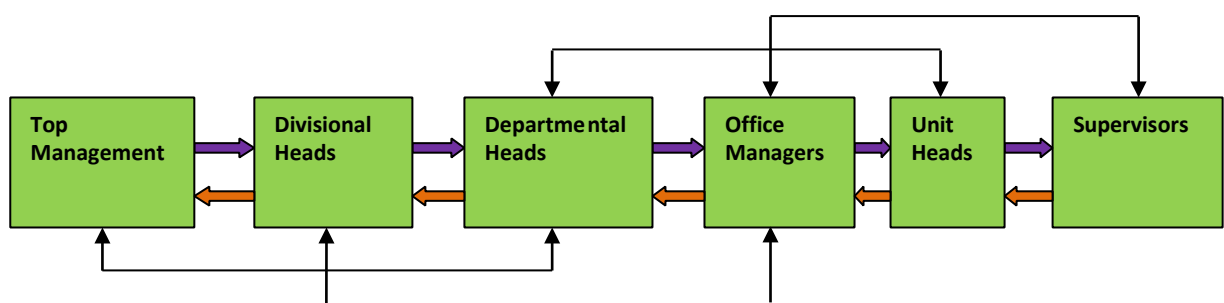
Karanges et al., (2008) also discussed the importance of organizations encouraging upward communication and ensuring their overall excellence in a study. Some employees may be fearful of the officialdom and its possible retaliation within an organization, and thus prefer to keep their thoughts to themselves. Modern organizations have embraced teamwork and reduced their reliance on a high-level hierarchy-based management style. When given the opportunity to comment on issues, there frequently appears to be a spiral of silence among lower level employees. This is consistent with the fear that some subordinates feel as a result of an organization's officialdom processes. The subordinate may believe that the thoughts gathered lack facts and thus be fearful of making any inputs, even when they could help the organization achieve a specific goal. In reality, it is established that any significant change in an organization cannot be successful if the on-the-ground employees are sidelined. Within the university community some employees expressed concern about a perceived lack of communication or engagement on their part.

According to Yudiawan et al., (2017), explains that when senior management is unaware of accurate and complete information, a worse result may occur, making it more difficult for the organization to achieve its objectives. Additionally, managers must embrace all types of information, whether positive or negative, to ensure that their subordinates are not fearful of their reprimands or retaliations. They argued that that managers should make time to listen to their subordinates; assure them of open communication; and also reward upward communication.

2.1.6 Horizontal / flat communication

Horizontal communication occurs within an institution between peers. With the levelling of the hierarchical structure and the introduction of matrix organizations, this mode of communication has become increasingly common (Aregay, 2019). Thus, it is the exchange of information between individuals, divisions, departments, or units at the same organizational level.

Figure 2.2: Horizontal Communication Patterns



Source: Robbins et al., (2010)

According to Robbins et al., (2010) opined that, this type of communication within an organization is a commendable channel for the efficient and effective transmission of information, as well as peer synchronization. According to a study conducted by Al-

Tokhais, (n.d.-b), several critical functions of horizontal or flat communication were revealed. This type of communication can help improve coordination between departments in terms of task completion; it also promotes the effective implementation of upper-level decisions, as lower-level members within the department are allowed to collaborate closely during the formulation of the top-level decision; and conflict resolution is mutually practiced among members. Communication theorists discovered that horizontal communication is more cordial in nature than downward and upward communication. It is typically easier when there are fewer social barriers between members (Florence, n.d.-a).

As with any other mode of communication, horizontal communication presents some difficulties or deficiencies. Periodically, when specific tasks are assigned to group members within or outside of their department, which typically require a demonstration of group loyalty. As a result of this activity, communication within departments tends to stagnate, resulting in and encouraging ineffective communication. Employees find it increasingly difficult to perform their assigned tasks effectively in an organization. In other words, because command is flat or straight, it can be difficult to resolve conflicts among members. Indeed, the impact of such issues can have a detrimental effect on an organization's growth.

The cumulative effect of these issues may exacerbate the critical nature of possible organizational communication. Ishtiaque & Habib, (2016) advocated for a number of strategies that can assist in reducing the barriers and breakdowns associated with effective flat communication. Priority is given to the organization's overall effectiveness and the interconnectedness of its various departments; persistent interaction between members of different groups and departments is encouraged in order to raise awareness of the various

roles of the various groups within the organization; and high and frequent interaction between the various groups within the organization is also recommended.

The organization's objectives and the role each department plays in achieving them, placing a low premium on any win-lose situation in order to avoid unhealthy competition (Ishtiaque & Habib, 2016). The research indicates that setting aside office tasks for team challenges fosters cordial communication, thereby lowering communication barriers between peers within an organization. This argument leads to the current assumption that intra-departmental interaction impairs work-related communication.

2.1.7 Patterns of Formal and Informal Communication

Communication is critical to the success of any business entity in today's world. Stakeholders have become so sophisticated that it has become necessary to address them in a preferred manner in order to communicate effectively.

Organizational communication can be broadly classified into two distinct styles: formal and informal. Formal communication entails conveying messages through an organization's official channels. On the other hand, informal communication refers to communication between employees that occurs outside of the organization's formal communication structure. This may be an unofficial or unrelated message to the organization's formal communication structure (Karanges et al., n.d.). Communication is organized according to the organization's hierarchical structure. Additionally, this communication structure demonstrates where power and authority originate from within an organization's member relationships and accountability relationships. There are well-defined rules and designations regarding who is authorized to communicate on behalf of

the organization with external parties, as well as with internal parties (Atambo & Momanyi, 2016).

When used effectively, informal communication can supplement and enrich formal communication. The information in this system is transmitted via conventional communication channels, but with a heavy emphasis on face-to-face interactions. The majority of communication takes place orally and has the potential to spread widely and rapidly.

The informal channel of communication is frequently referred to as the "grapevine," and it is primarily based on cordial interactions between network members (Kulachai et al., 2018a). This outcome may result in a lack of formal organizational communication that is ineffective. However, an informal communication network that is not subject to official verification is not always a bad thing. Parallel and robust information communication may pose a threat to the formal structure. This is especially true when the network is rife with unsubstantiated rumours. The information contained in that network can be used to develop an organization's effective communication policies (Yudiawan et al., 2017). According to Weldeghebriel, (2020) informal communication networks can serve as a conduit for rumours, which can be beneficial or detrimental depending on their content. Rumours about individuals are detrimental because their primary purpose is to cause them harm.

When it comes to the accomplishments of other groups within the organization, however, it releases creative energy and boosts productivity within those groups. As a result, management may tolerate certain rumours spread via the informal network. Additionally, studies have shown that informal socialization among employees can boost productivity and teamwork within an organization (Rukmana et al., 2018a).

According to various studies conducted by Rukmana et al., (2018b), grapevine or rumour was found to be one of the quickest and most accurate channels. When people repackage the information they receive to fit their narratives and expectations, distortions occur. This could result in exaggerations, distortions, and omissions. As a result, employees regard information obtained through informal channels as second-class. To circumvent the difficulties associated with grapevine communication, empirical research has identified several alternatives that organizations can employ. This includes one-on-one meetings with employees to discuss social activities, organizational meetings, and meetings with middle managers. Invariably, informal communication networks are founded on off-the-record between acquaintances and staff (Ishtiaque & Habib, 2016). Individuals gravitate toward those who share their features and characteristics. Employees share a wealth of useful and valuable information by communicating with others who share their interests. Individuals with similar backgrounds can relate to and empathize with one another.

Prior research has established that effective informal communication has a positive effect on employee productivity (Reis Neto et al., 2018). A strong informal communication network promotes face-to-face meetings during which information is shared on a regular basis. This can include rewards or awards for specific groups, job prospects, or even performance-based incentives, as well as their location within the organization.

2.3 Employee performance or productivity at UHAS

The contribution of employees on the job is the most critical factor in the organization's development and excellence (Reis Neto et al., 2018). Rich et al., (2010) identified two distinct types of employee performance that are critical to organizational effectiveness: task performance and contextual performance. The term "task performance" refers to the

behaviours associated with activities that indirectly support the organization's core technical processes. These behaviors are inextricably linked to the organization's formal reward system. On the other hand, (Karanges et al., n.d.), defines contextual performance as individual efforts that are unrelated to their primary task functions. These behaviours, on the other hand, are critical because they shape the organizational, social, and psychological contexts, acting as a catalyst for task activities and processes.

Employees performing multiple jobs in close coordination is critical to the organization's success. Employees perform a variety of jobs within an organization, depending on the organization's nature. They are primarily responsible for manufacturing, storage, transportation, marketing, purchasing, distribution, business promotion, finance and accounting, human resources, research, and public relations (Prayogi et al., 2019). All of these activities are interdependent in order to accomplish the objectives. These are to be carried out properly by employees in order for them to provide their best performance on the job. This will have a significant impact on the organization's overall production and progress. Numerous factors such as skills, training, motivation, dedication, welfare, management policies, fringe benefits, salary and package structures, promotion, and communication all contribute to motivating people to work honestly and produce their best work (Ishtiaque & Habib, 2016). Management must recognize the critical nature of employee performance and make sincere efforts in that direction.

According to (Hungnes, n.d.), the benefits of increased performance in an organization include the following:

- (a) Increased individual productivity on the job
- (b) Increased employee job satisfaction
- (c) Increased employee involvement in their jobs

- (d) Employees develop a sense of commitment and loyalty
- (e) Employees earn higher salaries and incentives based on production
- (f) Quality and quantity of the total production increase
- (g) Good will of the organization goes high

2.3.1 Performance Evaluation of Employees

Employee performance evaluation, which has been practiced for centuries, aims to determine each individual's contribution to the organization (Sergeeva, n.d.-a). Opponents of performance appraisal in organizations are primarily Total Quality Management (TQM) proponents. They believe that while 85 percent of the factors affecting an employee's performance are attributable to the system and are beyond the employee's control, only 15% of the factors are attributable to the employee. Human resource (HR) practitioners, on the other hand, do not subscribe to the TQM proponents' view. According to human resource practitioners, performance appraisal is a critical component of organizational culture and is required to assess the organization's progress toward goals (Ishtiaque & Habib, 2016). They developed a performance appraisal process called TQMPE (Total Quality Management Performance Evaluation) as a revised version of traditional performance appraisal methods that is compatible with the TQM philosophy. A successful performance evaluation provides the following benefits:

- a) It assists in taking stock of an employee's overall performance;
- b) It enables the employee to identify areas of strength and weakness;
- c) It provides an opportunity to motivate the employee and encourage for superior performance;
- d) It identifies any need for additional training; and

e) It assists in setting goals for future superior performance.

Florence (n.d.-b), offers the following recommendations for mitigating the adverse effects of appraisal systems: Employee participation; performance standards development; goal setting; effective performance appraisal interviews; self-evaluation; management feedback; user-friendly procedure development; design of specific and relevant appraisals; evaluator training; performance appraisal process revision, etc.

The University of Health and Allied Sciences has developed a document to evaluate teaching and non-teaching. This forms include, form for annual appraisal of academic or teaching/ research staff, Form for annual appraisal of senior administrative and professional staff and form for annual performance appraisal of senior and junior staff which were used to monitor performance of staff within the university.

2.3.2 Communication's Effect on Employee Performance

Numerous professionals have expressed conflicting views on the use of communication ability as a predictor of employee success. The critical nature of communication for organizations cannot be overstated in terms of their ability to influence the bottom line, as evidenced by growing evidence linking work productivity to communication (Nyakundi Atambo & Kemunto Momanyi, 2016). Effective communication enables a business to maintain effective coordination among its teams or units, whereas its absence will reflect difficulties in conducting business operations or, more importantly, will result in personal injury.

It has been suggested that individuals involved in communication processes should possess both fundamental skills and abilities; otherwise, information may be missed or misunderstood; additionally, it is dependent on the facilities available within

organizations and the actions of managers to determine the acceptability of information in order to ensure accurate delivery (Aregay, 2019). Additionally, as a critical component, managers have been asked to gather feedback from employees regarding their work motivation (Aregay, 2019). This relates to the current circumstances in which employees are operating, including the appropriate time for delivering such information; as a result, they may perform based on the messages they receive. To achieve this level of performance, managers must take the initiative to develop and provide opportunities for their employees to learn new skills through the communication process.

According to Gaither, (n.d.), management is responsible for aligning support systems in the strategic design so that employees can communicate their needs and frustrations, as this enables an organization to function effectively and make the best use of its greatest resource: its people. Additionally, other studies have examined the relationship between communication openness and employee performance. Also, peer support has received some attention as a source of employee performance (Rukmana et al., 2018b).

2.4.1 The most useful channel of communication from UHAS employee point of view.

The channel or medium used to communicate a message affects how the audience will receive the message. Communication channels can refer to the methods we use to communicate as well as the specific tools we use in the communication process. Communication channels can be categorized into three principal channels: (1) verbal, (2) written, and (3) non-verbal. Each of these communications channels have different strengths and weaknesses, and oftentimes we can use more than one channel at the same

time. In the university community like UHAS, a blind of these channels of communication exist to execute performance.

Verbal communication: Most often when we think of communication, we might imagine two or more people speaking to each other. This is the largest aspect of verbal communication: speaking and listening. The source uses words to code the information and speaks to the receiver, who then decodes the words for understanding and meaning. One example of interference in this channel is choice of words. If the source uses words that are unfamiliar to the receiver, there is a chance they will miscommunicate the message or not communicate at all. The formality of vocabulary choice is another aspect of the verbal channel. In situations with friends or close co-workers, for example, you may choose more casual words, in contrast to words you would choose for a presentation you are making to your supervisors. In the workplace the primary channel of communication is verbal, much of this communication being used to coordinate with others, problem solve, and build collegiality. One element of verbal communication is tone. A different tone can change the perceived meaning of a message.

Non-Verbal Communication: What you say is a vital part of any communication, but what you don't say can be even more important. Research also shows that 55 percent of in-person communication comes from non-verbal cues, such as facial expressions, body stance, and smell. According to one study, only 7 percent of a receiver's comprehension of a message is based on the sender's actual words; 38 percent is based on paralanguage (the tone, pace, and volume of speech), and 55 percent is based on non-verbal cues such as body language (Mehrabian, 1981).

Written communication. In contrast to verbal communications, written professional communications are textual messages. Examples of written communications include

memos, proposals, emails, letters, training manuals, and operating policies. They may be printed on paper, handwritten, or appear on the screen. Normally, a verbal communication takes place in real time. Written communication, by contrast, can be constructed over a longer period of time. Written communication is often asynchronous (occurring at different times). That is, the sender can write a message that the receiver can read at any time, unlike a conversation that transpires in real time.

2.4.2 The barriers and breakdowns in the communication system of UHAS

There are barriers to communication which are of different kinds and possess various kinds of characteristics: (Communication Theory, n.d.).

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

- a) Time – This is the barrier which is concerned with developing quicker and speedy channels of communication. For example, when communicating with somebody, if the process is time consuming such as mailing letters then it is a barrier, any kind of communication whether, it is done in a formal or an informal manner, if it is highly time consuming then it proves to be a barrier and for efficient working, individuals need to develop a faster means of communication such as electronic mail instead of sending letters by post.
- b) Space – It is vital to eliminate the unwanted distance within the communication system, if the condition requires it, for example, it can occur in telephonic communication. If two persons need to discuss an important matter and one of them is in India, whereas other one is in the United States of America, then telephonic

conversation may not prove to be very effective, then they can send each other details through the system of email.

- c) Place – The area, the environment where the communication is taking place should be clear and not over-crowded. Noise pollution can be a barrier to effective communication, this is obvious, where there is noise, there a person cannot efficiently communicate, therefore places and areas with lesser people, proper ventilation is required for effective communication.
- d) Medium – The medium via which the process of communication is taking place should be effective and appropriate. Communication takes place in various forms; it is oral, written, audio, video, formal, informal, the medium used for the purpose of communicating should be accurate, precise and understandable.

Semantic Barriers – When communicating with the other persons, no matter what kind of communication means is utilized, whether it is formal or informal, it is vital to make use of appropriate words, vocabulary and language; all kinds of communication should reflect decency. Language and vocabulary that is used in communication should be understandable to the persons; if a person speaks only English and a word is used in Spanish then he may or may not understand the word, for instance, if a person speaks only English, then it could be a possibility that he might have studied other languages such as Spanish or French. Two or more persons when they are communicating with each other should use a common language, so that everyone can understand it well.

Cultural Barriers – Communication also takes place between people belonging to different nationalities, religions, castes, creeds, races, ethnicities etc. in other words, when two persons are communicating with each other, there may be differences in their cultural backgrounds. It is vital to overcome all the barriers that might occur within the course of communication. It is crucial to make people aware of ones own culture with

whom they are communicating. In the form of communication, it is vital to form an understanding and acceptance of another person's culture.

Psychological Barriers – In the process of communication, it is vital to understand each other's mindset and mental capacity; this applies in every case whether it is a professor giving a lecture or a conversation between the employer and an employee. If someone is communicating with the other individual or a group of individuals with an attitude of disinterest or unwillingness then the process of communication will not be effective. In this case, it would have believed to be that attitude of the communicators is inappropriate for the purpose of making the process of communication effectual. It is therefore considered crucial to overcome the psychological barriers.

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

2.5.1 Performance of Employees

The contribution of employees on the job is the most critical factor in the organization's development and excellence (Reis Neto et al., 2018). Rich et al., (2010) identified two distinct types of employee performance that are critical to organizational effectiveness: task performance and contextual performance. The term "task performance" refers to the

behaviours associated with activities that indirectly support the organization's core technical processes. These behaviors are inextricably linked to the organization's formal reward system. On the other hand, (Karanges et al., n.d.), defines contextual performance as individual efforts that are unrelated to their primary task functions. These behaviours, on the other hand, are critical because they shape the organizational, social, and psychological contexts, acting as a catalyst for task activities and processes.

Employees performing multiple jobs in close coordination is critical to the organization's success. Employees perform a variety of jobs within an organization, depending on the organization's nature. They are primarily responsible for manufacturing, storage, transportation, marketing, purchasing, distribution, business promotion, finance and accounting, human resources, research, and public relations (Prayogi et al., 2019). All of these activities are interdependent in order to accomplish the objectives. These are to be carried out properly by employees in order for them to provide their best performance on the job. This will have a significant impact on the organization's overall production and progress. Numerous factors such as skills, training, motivation, dedication, welfare, management policies, fringe benefits, salary and package structures, promotion, and communication all contribute to motivating people to work honestly and produce their best work (Ishtiaque & Habib, 2016). Management must recognize the critical nature of employee performance and make sincere efforts in that direction.

According to (Hungnes, n.d.), the benefits of increased performance in an organization include the following:

- (a) Increased individual productivity on the job
- (b) Increased employee job satisfaction
- (c) Increased employee involvement in their jobs

- (d) Employees develop a sense of commitment and loyalty
- (e) Employees earn higher salaries and incentives based on production
- (f) Quality and quantity of the total production increase
- (g) Good will of the organization goes high

2.5.2 The consequences of communication breakdown on employee performance.

Husain (2013) identified that the role played by communication during change in the business organizations as essential for successful change management. The employees are the key sources to bring about change in organizations. To encourage employees for desired change, organizations must address the apprehensions and issues related with them. Job insecurity should be decreased and a sense of community should be created so that employees may feel their responsibilities. The need for change and its advantages will motivate the staff to participate in change plan and execute it.

According to Kibe (2014) investigated the effects of communication strategies on organizational performance. A descriptive research design was used in this study. 132 questionnaires were distributed employees. The findings of this research showed the importance of both the theoretical level and practical level. It concluded that for any organizational performance to be effective, an open communication environment should be encouraged. Once members of the organization feel free to share feedback, ideas and even criticism at every level it increases performance.

Bery, Otieno, Waiganjo & Njeru (2015), explored the effect of employee communication on organization performance in Kenya's horticultural sector. This study was carried out in flower farms in Kenya. The population of this study was all flower farms in Kenya which were the 14 flower farms registered in the KFC directory (2013) and based in

Naivasha. A total of 2460 respondents were targeted by the study out of which 1888 responded giving a response rate of 76.7%. Correlation and regression analysis were used to test on the relationship between the variables of the study. The study found that communication facilitates exchange of information and opinion with the organization, that communication helps in improving operational efficiency thus improving organization performance. It concluded that communication is a major determinant of organization performance. The study recommended that organizations should develop effective communication strategies since it will facilitate passing of information both within and outside the organization thus improving performance.

Neves & Eisenberger (2012), reviewed that management communication was positively associated with a temporal change in POS, mediates the relationship between management communications and implications of practice. Specifically, it revealed that management communication affects performance mainly because it signals that the organization cares about the well-being and values the contributions of its employees. This study also adopted the use the perceived organization support in terms of communication as indicators on the effect of communication on organization performance. Rho (2009), assessed the impacts of organizational communication on the perception of red tape by comparing internal communication with external, especially client-oriented, communication in both public and nonprofit organizations. In the view of Inedegbor, Ahmed, Ganiyat, & Rashdidat (2012), practices of effective business communication, were related to the category of business (service versus manufacturing) and its size.

Ogbo, Onekanma & Ukpere (2014), emphasized that flexibility in inventory control management is an important approach to achieving organizational performance. The study also found that there is a relationship between operational feasibility, utility of inventory control management in the customer related issues of the organization and cost effectiveness technique are implemented to enhance the return on investment in the organization.

Nnamani & Ajagu (2014), examined the relationship between the employees and their work environment, to assess the extent of employee performance on productivity and to find out the extent environmental factor has enhance to performance. The survey method and the research tool was questionnaire. The study had a population size of 1,152, out of which a sample size of 297. Two formulated hypotheses were tested using Pearson's correlation coefficients and z-test statistical tools. Study reveal that there was unsafe and unhealthy work place environment, poor motivation, lack of innovation, high cultural interference and allow organizational interpretation process caused low productivity in the company.

Weimann, Hinz, Scott & Pollock (2010), reviewed that communication culture and tools of the distributed teams of a large German manufacturer is nether perfect nor complete due to the communication behaviours and tools used by these real distributed teams working together in different settings on international projects. The findings show that regular face-to-face meetings, email and phone still play a pivotal role in team communications, even though a variety of communication tools is available. The case study concluded that team member satisfaction and team success can only be accomplished if the communication culture in the company takes into account the technologies used and the distributed work setting.

Likewise, Schiller & Mandviwalla (2007), suggests that media vary in the levels of richness they provide. Media might differ in the number of cues they are able to convey, the timeliness of feedback, and the capacity for natural expression. The more of these factors a medium covers the richer it is. Therefore face-to-face can be considered as the richest medium. It permits timely feedback, allows the simultaneous communication of multiple cues like body language, facial expression and tone of voice, and uses high-variety natural language that conveys emotion.

Video conferencing, phone, chat (instant messaging), email, text messaging, addressed written documents (e.g., notes, memos, letters), and unaddressed documents (e.g., bulletins, standard reports) follow face-to-face communication in media richness in a descending order.

Today organizations believe that the major source of competitive advantage is attained from an organization's human resources and to enhance organizational performance by effectively utilizing their human resources. Though, this was not always the case, as human resources were usually perceived as a cost in the past (Gondal & Shahbaz, 2012). Elving (2005), shows the implication of communication in resistance to change. The framework leads to six propositions in which aspects of communication, such as information, feelings of belonging to a community, and feelings of uncertainty, have an influence on resistance to change, which will affect the effectiveness of the change effort. The findings reviewed that a distinction between the informative function of communication and communication as a means to create a community was made. In the suggested model communication has an effect not only on readiness for change, but also on uncertainty.

Shafique, Ahmad, Abbas & Hussain (2015), the research identified the problem of enhancing the organizational performance through customer relationship management

capabilities (Customer interaction management Capability and Customer relationship upgrading Capability) in the presence of competition. The findings show that, Customer relationship management capabilities had positive relationship with organizational performance and Customer interaction management capability had positive relationship with organizational performance

Adegbuyi et al., (2015), the study was able to ascertain from various literature reviewed that business strategies such as (customer orientation, employee autonomy, communication, training and development job satisfaction, corporate social responsibility, motivational factors) have major role to play in organizational performance.

Recognizing the causes of organizational performance is important especially in the perspective of the current global crises because it helps an organization to identify those factors that should be given priority attention in order to improve the organizational performance. Hence, this study recommends that business organizations should adopt appropriate strategies that would enhance adequate organizational performance. Many authors have adequately addressed effective communication and performance on organization. However, they failed to address the effect of communication on attitude of lecturers to students and their work. New technology and innovations are welcomed development to the educational environment. But it is also important to address the negative effect and challenges that comes with “change”

2.5.3 Barriers to effective communication (communication breakdown)

Communication is deemed ineffective when there is insufficient listenership, insufficient clarity in speech, improper timing of information sharing, the use of jargon, the use of

sarcastic statements or careless language, the attachment of emotions to speeches, the use of poor non-verbal communication, and the portrayal of deceptive thoughts in communication. Interactions that are ineffective become a hindrance to organizational success (Ishtiaque & Habib, 2016). Ineffective communication occurs within an organization, and specifically within UHAS, when managers at the directorate, schools institutions and departmental level fail to interact frequently with their workforces. Lack of or omission of the seven aforementioned indicators (clarity, consideration, courtesy, correctness, completion, concreteness, and conciseness) also contributes to communication system breakdowns.

Oftentimes, incorrect perception also impairs communication; that is, employees may interpret the message in a way that the manager did not intend. As previously stated, there may be an issue with the encoding and decoding of the message. Additionally, an overburdened organizational structure can result in communication breakdowns. When an organizational structure and hierarchy are complex, the likelihood of messages being lost or misinterpreted increases. In such an organization, grapevines as an informal channel of communication tend to develop, obstructing effective communication. Communication may be misunderstood in the absence of a healthy open door policy (Bojarskytė, n.d.).

Ineffective communication is also a result of ineffective listening for example, when the receiver is not focused on what the message's sender is saying. According to previous research, emotions such as anger and stress can also contribute to communication breakdown because messages are more easily misinterpreted when a person is angry or frustrated than when he is relaxed. Occasionally, messages are not well-planned (For example, the medium of transmission of message and the time of message delivery are not chosen rightfully). Again, this renders communication ineffective (Sergeeva, n.d.).

Linguistic distinctions are a significant impediment to effective communication. This could be due to the ambiguity of the language. Managers should make every effort to eliminate all causes of communication breakdowns in order to ensure the organization's success.

2.6. Operational Definition of Terms

Internal communication: Internal communication is information exchange within the organization. Messages can be exchanged via personal contact, telephone, e-mail, intranet (the website accessible only by employees) etc. Internal communication as a way of information exchange within the organization can be vertical, horizontal and diagonal. Internal communication helps employees in performing their work, developing a clear sense of organization mission and identifying and promptly dealing with potential problems.

Employee performance: the term "task performance" refers to the behaviours associated with activities that indirectly support the organization's core technical processes. These behaviors are inextricably linked to the organization's formal reward system. On the other hand, (Karanges et al., n.d.), defines contextual performance as individual efforts that are unrelated to their primary task functions. These behaviours, on the other hand, are critical because they shape the organizational, social, and psychological contexts, acting as a catalyst for task activities and processes.

Corporate Communication: Corporate communication is the perception of a company by creating a brand identity and maintaining communication with the general public and to build a strong brand identity, internal and external communication need to be aligned.

Employee: employee will be defined as all group of those who are directly involved in the organizations functioning process.

2.7. Relevance of the Study

The research will provide meaningful information to the management of UHAS about efficiency, credibility, and economy of their communications policies, practices, and programs. The study will enable managers in UHAS to get awareness concerning the correlation between effective communication and in what way ineffective communication has negatively affected employee performance and thus the study suggests strategies towards improving communication to boost up employee performance in Tax Administration. Also, the study would aid students studying management to understand the theoretical background of effectiveness of communication in our organization and UHAS. It would empower students to takeoff well when establishing or managing an enterprise. The study would be beneficial to academia, as it would provide empirical findings on communication systems and channels in public institutions. Finally, it will serve as a model for studying the existing communication structures of public agencies in Ghana and benefit the Public Relations (PR) and Human Resource (HR) Departments of such Institutions looking for effective communications channels.

2.8. Chapter Summary

The chapter has reviewed the subject of exploring the correlation between effective internal communication and employee performance in higher education institutions in Ghana. It has also covered the theoretical framework, general literature review and imperial evidences of literature.

CHAPTER 3

METHODOLOGY

3.0 Introduction

This chapter discusses the study's research design and methodology procedures. The methodological procedures entail data collection, sampling, and data analysis. Additionally, the chapter contains an organizational profile of the University of Health and Allied Sciences.

3.1. Methods

The descriptive survey method was used in this study, which allows for the testing of both implicit and explicit hypotheses. Alhassan et al. (2006) state that descriptive surveys are used to accurately portray the characteristics of specific individuals, situations, or groups. It is used as a needs assessment tool to provide information upon which sound decisions can be made and to lay the groundwork for more constructive educational research programmes. Additionally, it lays the groundwork for more rigorous and precise investigation. A survey collects data from respondents' responses to predetermined questions.

3.2 Research Design

Additionally, a case study design was utilized. Case studies are studies of an individual, a group, an institution, or another type of social unit. In other words, case studies are primarily concerned with the observation of discrete units, such as a student, worker,

group, community, event, or entire culture. The findings were presented using quantitative analysis. This study chose university of Heath and Allied Sciences, Ho.

The qualitative approach was used to ascertain and confirm participants' perceptions of the effectiveness of communication within UHAS, and responses were tallied using the Likert scale. This procedure generates numerical data that can be transformed into numbers for statistical analysis (Saunders et al, 2007). Quantitative data is frequently gathered through the use of questionnaires or surveys. The study will rely on the development of questions and scales for quantifying feelings, satisfaction, and other critical factors numerically. The purpose of this study is to determine the effectiveness of communication within UHAS, Ho. The use of questionnaires aided the study in generalizing findings from the respondents' data.

3.2 The Study's Population

A population is the totality of items from which samples can be drawn for research (Opoku-Amankwa, 2009). The population for this study is all staff at UHAS, Ho

3.3 Sampling Techniques and Sample Size

To test the theoretical predictions of any relationship, a diverse range of different groups is required to encompass as many different types of people as possible (OpokuAmankwa, 2009). The sample is representative of the population, as it was impossible to interview everyone for the study. Each directorate, school or institution of employees were assigned to one of three strata and were chosen for the study using convenient sampling. A simple random sampling technique was used to select a total of 200 employees for the study. The

sample size was 200 out of approximately 800 staff members who selected YES cards, while those who selected NO cards were excluded from the study.

3.4 Unit of Analytical

The study focuses on UHAS, a public sector entity charged with the responsibility to train health professional for the country. The questionnaires were distributed to employees of this state institution, and they responded in their individual capacities as employees of UHAS, as well as their perceptions of the level and effectiveness of communication in this organization performance.

3.5 Sources of Data

Primary and secondary sources of information were used to classify the data gathered. Primary data are those that are collected for the first time and are therefore unique. Secondary data, on the other hand, are those that have already been collected and processed.

3.5.1 Primary Information

Quantitative data were gathered during this process via structured questionnaire where closed-ended questions were administered to the respondents of the study. Some parts of the questionnaire were open-ended, this allows respondent to give their own view on the topic under investigation. A questionnaire with closed ended questions was distributed to a randomly selected sample in order to validate the qualitative themes and to generalize the findings to a larger population, followed by data analysis.

3.5.2 Instrument for Data Collection

This is a framework for data collection for all research projects. This is critical to ensuring that the necessary data is collected accurately and economically. The study's primary data collection method was a structured self-administered questionnaire and an oral interview. The purpose of structuring the questionnaire is to reduce the variability in the meanings of the questions in order to ensure that responses are comparable. With the assistance of research assistants, questionnaires were distributed to UHAS employees at various Schools, Directorates, Institutions and departments that work within University of Health and Allied Sciences, Ho.

3.6 Analysis of Data

Following data collection, it was necessary to organize it into actionable information. The first stage involved coding and categorization of data into various groups in preparation for the generation of statistical tables. Following that, the statistical results for mean, correlation, and regression analysis were presented using chi-square, relative index, T-ratio, F-test, and R-square values.

3.7 Pilot Projects

After completing the questionnaire design, a pilot study using the Ho Technical University (HTU) was conducted to evaluate the questionnaire's efficacy and to review the results to ascertain the relevance and usefulness of the responses before proceeding to the main larger population.

3.8 UHAS, Organizational Profile

The University of Health and Allied Sciences, Ho (UHAS) was established by a Parliamentary Act (Act 828 in December 2011) with the vision of becoming a preeminent research-based and practice-oriented health educational institution committed to community service. Ho is home to the main campus, which houses the central administration, Hohoe has a second campus.

The University began operations in September 2012 and is the first public university in Ghana's Volta Region. It is also the country's only state university dedicated entirely to the training of healthcare professionals. Currently, the University offers eighteen (18) undergraduate programs through six (6) schools and one (2) institute, including the School of Allied Health Sciences, the School of Basic and Biomedical Sciences, the School of Medicine, the School of Nursing and Midwifery, the School of Public Health, the School of Pharmacy, the Institute of Health Research, the School of Sports and Exercise Medicine, the School of Dentistry, and the Institute of Traditional Medicine and Alternative Medicine.

UHAS promotes traditional values that underpin lifelong learning and achievement. Academic success, we believe, flourishes within an ethos of clear expectations. We hope to instill a desire to learn and a love of learning in children that will last into adulthood. We educate our students to be global citizens in a changing world and provide them with the tools necessary to interpret and manage change. We conduct ourselves and our business in the manner of a preeminent health institution committed to research and service to the community.

In many ways, our approach is traditional, providing a proven quality education with an eye toward the future. We are an open, diverse, and successful university committed to

enabling students to achieve high standards within a caring community. We want students to grow socially and academically, to be self-assured, motivated by a strong sense of personal worth, and to demonstrate consideration for others.

3.9 Limitation of the Study

The study's focus on a single tertiary educational institution may be viewed as a limitation because, while the researcher's focus is on tertiary educational institutions, the findings may not be directly applicable to other types of organisations, though the issues addressed in this research are applicable to challenging organisations.

Again, this research focuses exclusively on intra-organizational communication. Internal communication encompasses all modes of communication within an organisation. These may either be formal or informal, scheduled or unscheduled. External communication, that is, communication with non-organizational members, is eliminated from the objectives of this research, even though external communication may affect internal communication, hence altering an employee's job performance.

Additionally, considering the manner in which specific concepts in this research may be used or operationally defined, certain restrictions must be considered. Internal communication is claimed to be a multidimensional term that occurs at multiple levels and in a variety of formats within an organisation. While studying this concept in its completeness would have been beneficial, doing so would have exceeded the scope of this study and would have required much time, effort, and resources that the researcher may not have.

3.10. Ethical Issues

Ethics in research according to Saunders et al., (2007) refers the moral principles and rules that govern the conduct of research. In conducting this study, the researcher was guided by the ethical guidelines outlined by the American Psychological Association (APA). A permission was sought from management of UHAS with a letter of introduction from Ghana Institute of Journalism. Subsequently, participants were fully informed of the study, its purpose and scope as well the significance. Only employees who voluntarily and willingly agreed were given questionnaires. Data collected was strictly used for only academic purposes.

CHAPTER 4

ANALYSIS OF THE CORRELATION BETWEEN EFFECTIVE INTERNAL COMMUNICATION AND EMPLOYEE PERFORMANCE IN HIGHER EDUCATION INSTITUTIONS IN GHANA USING THE UNIVERSITY OF HEALTH AND ALLIED SCIENCES, HO AS A CASE STUDY

4.0. Introduction

The findings are presented in this chapter, which covers the examination of the primary data. The results were analyzed using the study's objectives as a guide and were used to generate descriptive, mean, median, correlation and regression approaches. The findings were also discussed in accordance to the objectives of the study.

4.1.0 Analysis of Key Findings

The chapter presents the key findings and explore whether effective internal communication and channels of communication correlate with employee performance or productivity at UHAS. It also identify the most useful channel of communication from UHAS employee point of view. And identify and discuss the barriers and breakdowns in the communication system of UHAS and the consequences on employee performance.

4.4.1. Demographic Characteristics

Before the data was analysed in accordance to the study objectives, a demographic characteristic of the data was obtained. These characteristics include gender, age, qualification, dilation at work in UHAS, department of operation and staff category.

Table 4.1 Demographic characteristics

Parameter		Frequency	Percentage
Gender	Female	68	34.0
	Male	132	66.0
Age	18-25	8	4.0
	26-39	127	63.5
	40-55	62	31.0
	56 & above	3	1.5
Qualification	Bachelor	128	64
	HND	16	8
	Master	30	15
	PhD	21	10
	SSCE/Diploma	5	3
Yeas of Employment	0 - 3 years	64	32.0
	4 - 6 years	92	46.0
	6 & above	44	22.0
Department of operation	Directorate	48	24.0
	Institute	25	12.5
	Registry	35	17.5
	School	64	32.0
	Works & Physical Development	28	14.0
Staff category	Junior Staff	13	6.5
	Senior Member	53	26.5
	Senior Staff	134	67.0
	Total	200	100.0

Source: Field Survey Data, 2021

The demographic characteristic of the data was obtained. From the results, it is realized that the majority of the respondents were males. Specifically, 66% were males while 34% were females. Most of the respondents (63.9%) were also between the ages of 26 to 29 years, 32% were between 40 to 55 years, 4% between the ages of 18 to 25 years and 1.5% were above 56 years. Quite a number (64%) have bachelor's whiles 15 % of respondent had their masters degrees, 10% of the respondent had PhD, 10 % of the respondent had HND whiles 3 %have either S.S.S.C.E, or Diploma. It can therefore be inferred largely that UHAS has very skilled employees, a situation likely to cause greater work output.

Also, 46% of the employees worked in UHAS between the years of 4 to 6 years. 32% of the respondent within 0-3 years while 22% above 6 years. 32% of the respondent representing the highest score works at schools while 24% works at the directorate. The rest 17.5%, 17.5%, 14%, 12.5% works at directorate, registry, works and physical development and institutes. Most 67% of the respondent were senior staff, followed by senior member 26.5, the rest is 6.5% which represent junior staff.

4.2 Summary of descriptive analysis

This section of the chapter presents descriptive analysis on the constructs i.e. measure of effective communication, communication on employee performance and communication channels in University of Health and Allied Sciences. A 5-point Likert scale with ranges from „strongly disagree “ (1) to „to a strongly agree“ (5) was used to measure both dimensions of effectiveness of communication in University of Health and Allied Sciences. Again, a 7-pointlikert scale ranging from „strongly disagree“ (1) to „strongly agree“ (5) was used to measure performance.

Parameter	Min	Max	Mean	Std. Dev
You think that people in UHAS say what they mean and mean what they say	1	5	3.10	1.056
People in UHAS top management say what they mean and mean what they say	1	5	3.09	1.181
People in UHAS are encouraged to be really open and candid with each other	1	5	3.49	1.607
People in UHAS freely exchange information and opinions	1	5	2.35	1.287
You are kept informed about how well UHAS goals and objectives are being met	1	5	2.24	1.360
Do UHAS top management provides you with the kinds of information you really want and need	1	5	2.47	1.359
Communication from other department is detailed and accurate	1	5	2.98	.871
You receive information from the sources that you prefer (e.g. from your superiors, department meetings, coworkers, newsletters)	1	5	3.04	.861

The information you receive from other department is consistently reliable	1	5	3.01	.770
The directives that come from top management are clear and consistent	1	5	3.03	.740
Your job is not delayed because you get the information you need.	1	5	2.84	.990
Most of the information you receive from your superior is detailed and accurate	1	5	3.25	1.358

N=200

Source: Field data, 2021

Effective communication was measured with 12 items scale adopted and edited from Oto, (2015). The descriptive results represented in Table 4.2 showed that the lowest mean score for the itmes was 2.24 (standard deviation = 1.360) with the highest mean score being 3.49 (standard deviation = 1.607). Given the scale from 1 to 5 and the responses from above, it indicates that there is a level of effective communication in UHAS.

Table 4.3 Descriptive Statistics on employee performance

Parameter	Min	Max	Mean	Std. Dev
I am able to meet my target periodically in UHAS	1	5	3.76	1.035
I am able to sensitize Students on their rights and obligations	1	5	3.70	1.139
I am able to provide best customer care to student and faculty.	1	5	3.64	1.195
I am able to submit my reports/ letters/memos on time	1	5	4.01	1.056
I am able to coordinate well with other departments	1	5	3.54	1.207

N=200

Source: Field data, 2021

To measure the effectiveness of communication on employee's performance a 6 item was adopted to measure the construct. The descriptive results represented in Table 4.32 shows that the lowest mean score for the items was 3.54 (standard deviation = 1.207) with the highest mean score being 4.01 (standard deviation = 1.056). Given the scale from 1 to 5

and the responses from above, means that clear and concede communication helps employees to achieve performance target at work.

Table 4.4 Descriptive Statistics on channels of communication

Parameter	Min	Max	Mean	Std. Dev.
What channels do you frequently use?	1	4	3.01	.902
By what channels do you communicate with direct supervisor?	1	4	2.41	1.148
By what channels do you communicate with co-workers?	1	4	2.05	1.109

N=200

Source: Field data, 2021

Table 4.4 shows the results for communication channels frequently used by the employees. The communication channel was measured using 3 item scale on the Likert scale. Table 4.4 shows that the lowest mean score for the items was 2.05 (standard deviation = 1.109) with the highest mean score being 3.01 (standard deviation = .902). The results show shows that staff use a blend of channels of communication at work.

Table 4.5 channels of communication among with co-workers

Parameter	Frequency	Percentage
Face to face	92	46.0
Telephone	33	16.5
Written (Memo)	49	24.5
e-mails/internet	26	13.0
Total	200	100.0

Source: Field data, 2021

Table 4.5 shows the results of communication channels among colleague co-workers in UHAS. From the table the highest (46%) way of communication among colleagues is face-to-face. The second highest (24.5%) way of communication is through memos.

Telephone (16.5%) and emails (13.00) were the rest of the means at which colleagues communicate at work respectively.

Table 4.6 to measure the extent of usefulness of the channels of communication in UHAS.

Parameter	Frequency	Percentage
Face-to-face	42	21.0
Telephone	24	12.0
Written (Memos)	83	41.5
Emails/internet	37	18.5
Grapevine/ rumor's	14	7.0
Total	200	100.0

Source: Field data, 2021

To measure the extent of usefulness of the following communication channels in UHAS, the results from Table 4.6 shows that 41.5% have seen the usefulness of written letters or memos. 21% of other respondent believed face-to-face communication is effective in UHAS. From the Table 18.5 believed in emails/internet sources of communication as most effective, while the rest telephone and grapevine/rumors represent 12% and 7% respectively.

Table 4.7 barriers and breakdowns in communication systems of UHAS

Parameter	Frequency	Percentage
Selective Listing	32	16.0
Distractions	18	9.0
Time pressure	58	29.0
Communication overload	60	30.0
Information distortion	32	16.0
Total	200	100.0

Source: Field data, 2021

Selective hearing, distractions, time pressure, communication overload and information distortion, were some of the questions asked by the study to seek for barriers to communication at the work place. From the table above, the barriers of communication is distributed almost evenly among respondents. Information overload recorded the highest 30% barriers of communication followed by time pressure 29%. Information distortion and selective listing had equal points 16% while distractions recorded the lowest percentage of 9%.

4.8 The relationship between effective communication and performance

All communication and performance components were reduced to two composite variables for overall communication and performance, respectively, to investigate the link between effective communication and employee performance. Employees' years of experience were employed as a control variable once more.

Table 4.8: Correlation Results

	Performance	Experience	consistency	concreteness	completeness	Overall communication
Performance	1.000					
Experience	.324***	1.000				
Consistency	.314***	.161**	1.000			
Concreteness	.258***	-.057	.532***	1.000		
Completeness	.290***	.039	.562***	.495***	1.000	
Overall Communication	.361***	.055	.549***	.581***	.326***	1.000

** . Correlation is significant at the 0.01 level

(2-tailed).

From table 4.8, the correlation results shows that there exist a positive and significant link between communication and performance. The correlation statistic ($r = .361, p < 0.001$) shows that communication can explain 36.1% of variations in employee performance. This is an indication of a positive relationship between effective communication and performance. The results on experience ($r = 0.324, p < 1\%$) also showed that when the experience of workers increases, their performance will also increase. This therefore shows support for training and systems support for all staff of GRA. On the indicators of effective communication, results show that there is a positive and significant relationship between all the indicators and workers performance. Correlation statistics for consistency ($r = 0.314, p < 1\%$); concreteness ($r = 0.258, p < 1\%$) and completeness ($r = 0.290, p < 1\%$) reveal that increased effectiveness of communication in factors of consistency,

concreteness, and completeness account for 31.4%, 25.8% and 29% respectively in improvement in workers performance

4.8 Discussions of Key Findings

In the previous chapters, i.e. chapters 1, 2 and 3, this study diagnosed the research problem by providing the general overview and background to the study including statement of problem, research objectives and questions, scope of the study, justification of the study as well as the broad narrative of the study. It also examined the existing empirical literatures with the intention of establishing the knowledge gaps. It provided methodological rigor, setting out the research design including methods, population and sample size and sampling techniques.

As already indicated this study explored the correlation between the effectiveness of internal communication and employee performance at University of Health and Allied Sciences, Ho. Specifically, it sought to:

1. Explore whether effective internal communication and channels of communication correlate with employee performance or productivity at UHAS.
2. Identify the most useful channel of communication from UHAS employee point of view.
3. Identify and discuss the barriers and breakdowns in the communication system of UHAS and the consequences on employee performance.

The guiding assumption is to investigate the effects of internal communication on employee performance at University of Health and Allied Sciences, Ho.

In what follows, the key findings are discussed. Meanwhile findings revealed that communication levels are average. Horizontal communication's capacity to increase information flow and devotion to duty, as well as to coordinate assigned duties, solve difficulties, and resolve conflicts. Tubbs and Moss (2008), it necessitates open and candid perspectives being exchanged within and among employees. Reprimands and encouragements from coworkers, albeit being somewhat informal, are more often than not effective in improving worker performance and efficiency. They may, however, have the unintended consequence of "dampening spirits," deterring commitment, and ultimately lowering efficiency, productivity, and output.

As a result, while free and candid expressions of thoughts and opinions are vital, they must primarily function as effective communication channels that eventually boost output rather than "woes" that reduce productivity, efficiency, and output. Horizontal communication must be improved, according to the inference. This will ensure that systems are well-functioning and that the organization's objectives and goals are met. When one or more departments are considerably more efficient and effective than others, the overall output of the organization does not grow. Information flow distortions and omissions between and among departments must either be eliminated or maintained to a minimum. It's also important to minimize unnecessary competitions and showmanship within and within departments. This isn't to say that departments that are performing well shouldn't be applauded while those that aren't should be warned, but it does mean that it should be done for the greater good of the organization.

The interdependence of the many parts that make up the system is promoted by systems theory (Weckowicz, 2000). This is necessitated by the existence of hierarchies such as groups, departments, and units, among others (Miller, 2009). Competition between

groups and departments, on the other hand, may impede the successful functioning of a systems approach to communication (Greenberg and Baron, 2008; and Tubbs and Moss, 2008). Employees should be allowed to freely share knowledge and thoughts in order for systems to function well. This is due to the fact that trust and compatibility generate positive behaviors, ensure seamless communication, and ultimately result in excellent job outcomes.

Information adequacy and correctness are critical components of efficient communication, which leads to increased efficiency, productivity, and output (see Allen, 1992; Rhoades and Eisenberger, 2002; Anchor, 2009). Furthermore, completeness, conciseness, clarity, correctness, and concreteness of the information supplied are all required for effective communication. The findings revealed that communication completeness, concreteness, and consistency have a substantial impact on worker performance. As a result, in downward communications, all needed and desired information must be made available. Knowing what to do and how to do it properly drives people to stick to their responsibilities and increases their performance.

4.5. Conclusion

This chapter presents the research findings in detail as the respondents provided, summarizing and presenting the data in a manner that can be understood. Data was organized and presented in tables in accordance to the study objectives. The summary of key findings has also been presented.

CHAPTER 5

SUMMARY OF KEY FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

5.0 Introduction

The study focused on the University of Health and Allied Sciences, Ho to investigate the impact of effective communication on organizational performance. As a result, the primary findings from the data analysis and the general conclusions of the study are presented in this chapter, followed by recommendations.

5.1 Summary of Key Findings

Using University of Health and Allied Sciences, Ho as a case study, this study investigated the impact of good communication on organizational performance. The research focused on the communication systems accessible in UHAS. It also evaluated staff performance at UHAS. It also established a link between good corporate communication and employee performance. It also determined which routes of communication were deemed the most useful by employees. Finally, impediments and failures in UHAS's communication mechanisms were discovered. It was decided to use primary data. Purposive sampling was used to pick a sample of 200 UHAS employees. In the analysis, tables and correlations were used. Several communication systems are used, according to the findings. Both formal and informal avenues are available. Face-to-face, telephone, written (memos), email/internet are among the communication mediums mentioned by respondents. Grapevines are also useful communication channels.

It was also clear that UHAS personnel perform quite well if the right information is delivered. This is because they are able to accomplish their goals on a regular basis, but fail to educate students on their rights and responsibilities.

Furthermore, the findings suggest that different metrics of employee success are related to distinct measures of effective communication. Employees also regard written memos contact to be the most useful, despite the fact that they use face-to-face, telephone, written (memos), emails/internet, and occasionally grapevines as channels of communication.

Finally, the study highlighted impediments and breakdowns in UHAS's communication systems as selective listening, distraction, time pressure, and communication overload information distortion are among the others. Employees in UHAS cite information communication overload as the most significant barrier and breakdown in communication methods.

5.2 Conclusions

Using UHAS as a case study, this study looked into the impact of effective communication on organizational performance. It assessed the organization's communication systems, measured employee performance, found the most helpful channel of communication from the employee's perspective, and highlighted impediments and failures in the organization's communication systems. Finally, the association between effective corporate communication and employee performance was established.

According to the findings, the most commonly used communication systems are written memos, face-to-face, telephone, email/internet, and grapevines, with written memos communication being the most useful. Employees at UHAS also do a good job for the

most part. Selective learning, time pressure, communication overload, information distortion and reasoning have all been identified as communication system hurdles and failures.

Finally, a number of employee performance indicators have been found to be related to various measures of successful organizational communication. The findings demonstrated the importance of communicating with consistency, concreteness, and completeness on employee performance in UHAS.

5.3 Recommendations

The link discovered between a measure of effective communication and employee performance suggests that efforts to ensure that information provided by management is detailed and intelligible should be increased. Other communication routes, such as the usage of notice boards, can also be investigated. Furthermore, communication via email and the internet must be improved.

Employee performance can be improved even more if communication bottlenecks are eliminated or maintained to a minimum. Both management and staff must handle information distortions produced by omissions and exaggerations, in particular. To reduce or eliminate selective learning, there should be less interruptions during conversations. Furthermore, management must prevent communication saturation, which diminishes communication clarity. Even while open and honest communication is encouraged, it is preferred that it be done with civility and consideration, rather than malice or bias.

Timely delivery of information will also reduce time pressure on employees which more often than not reduce efficiency, effectiveness, productivity, and output. When

information is delivered on time, it gives room for clarity to be sought to ensure concreteness and correctness.

Finally, feedback must be encouraged. Information flow should not only be downward but must be upwards too. This will result in understanding, compatibility, display of positive behaviours, smoothness of communication, produce positive outcomes, elicit positive non-verbal communication, and ensure employees adapt to messages communicated.

BIBLIOGRAPHY

- Alemu, B. G., & Markos, S. (n.d.). *Addis Ababa University School of Commerce*. 79.
- Ali, S. A. (n.d.). *the influence of internal communication channels on employee performance in nonprofit organizations in somalia*. 86.
- Al-Tokhais, A. A. (n.d.-a). *A master's thesis submitted to the Kent State University College of Education, Health, and Human Services in partial fulfillment of the requirements for the degree of Master of Science*. 204.
- Al-Tokhais, A. A. (n.d.-b). *A master's thesis submitted to the Kent State University College of Education, Health, and Human Services in partial fulfillment of the requirements for the degree of Master of Science*. 204.
- Aregay, M. (2019). *THE EFFECTS OF INTERNAL COMMUNICATION ON EMPLOYEES' PERFORMANCE: IN THE CASE OF ETHIOPIAN MINISTRY OF HEALTH*. 88.
- Atambo, D. W. N., & Momanyi, D. K. (2016). *Effects of Internal Communication on Employee Performance: A Case Study of Kenya Power and Lighting Company, South Nyanza Region, Kenya*. 2(5), 13.
- Bojarskytė, L. (n.d.). *Master of Innovation Management*. 137.
- Dasgupta, S. A., Suar, D., & Singh, S. (2014). Managerial communication practices and employees' attitudes and behaviours: A qualitative study. *Corporate Communications*, 19(3), 287–302. <https://doi.org/10.1108/CCIJ-04-2013-0023>
- Department of Management, ISEG – Lisbon School of Economics and Management, Universidade de Lisboa, Lisboa, Portugal, & Krywalski Santiago, J. (2020). The influence of internal communication satisfaction on employees' organisational identification: Effect of perceived organisational support. *Journal of Economics and Management*, 42, 70–98. <https://doi.org/10.22367/jem.2020.42.04>

- Department of Sociology, Landmark University, Nigeria, & Femi, A. F. (2014). The Impact of Communication on Workers' Performance in Selected Organisations in Lagos State, Nigeria. *IOSR Journal of Humanities and Social Science*, 19(8), 75–82. <https://doi.org/10.9790/0837-19827582>
- Fassl, M. (n.d.). *Bachelor Thesis for Obtaining the Degree Bachelor of Science International Management*. 72.
- Florence, O. (n.d.-a). *EFFECT OF COMMUNICATION ON EMPLOYEE PERFORMANCE AT GHANA REVENUE AUTHORITY, KUMASI*. 87.
- Florence, O. (n.d.-b). *EFFECT OF COMMUNICATION ON EMPLOYEE PERFORMANCE AT GHANA REVENUE AUTHORITY, KUMASI*. 87.
- Gaither, C. (n.d.). *The Role of Internal Communication and the Effect on Employee Engagement*. 42.
- Hungnes, M. (n.d.). *AM521413 MSc thesis, discipline oriented master*. 112.
- Ince-Garcia, L. B. (n.d.). *THE EFFECTS OF INTERNAL COMMUNICATION ON EMPLOYEE PRODUCTIVITY AND PERCEPTION IN THE AUTOMOTIVE SERVICES INDUSTRY IN SOUTH AFRICA*. 116.
- Ishtiaque, F., & Habib, L. (2016). *Impact of Internal Communication in Organizational Development*. 3, 6.
- Karanges, E., Beatson, A., Johnston, K., & Lings, I. (n.d.). *Optimizing employee engagement with internal communication: A social exchange perspective*. 26.
- Koc-Michalska, K. (n.d.). *The Impact of Internal Communication on Employee Engagement in Small Family Companies: Case study of a Dutch and a Swiss wood trading companies*. 69.
- Kulachai, W., Narkwatchara, P., Siripool, P., & Vilailert, K. (2018a). *Internal communication, employee participation, job satisfaction, and employee*

performance. 186(Insyma), 124–128. <https://doi.org/10.2991/insyma-18.2018.31>

Kulachai, W., Narkwatchara, P., Siripool, P., & Vilailert, K. (2018b). Internal communication, employee participation, job satisfaction, and employee performance. *Proceedings of the 15th International Symposium on Management (INSYMA 2018)*. 15th International Symposium on Management (INSYMA 2018), Chonburi, Thailand. <https://doi.org/10.2991/insyma-18.2018.31>

Kulachai, W., Narkwatchara, P., Siripool, P., & Vilailert, K. (2018c). Internal communication, employee participation, job satisfaction, and employee performance. *Proceedings of the 15th International Symposium on Management (INSYMA 2018)*. 15th International Symposium on Management (INSYMA 2018), Chonburi, Thailand. <https://doi.org/10.2991/insyma-18.2018.31>

Muasya, M. M. (n.d.). *EFFECTIVE INTERNAL COMMUNICATION AND EMPLOYEE PERFORMANCE- A CASE OF THE ANGLICAN CHURCH OF KENYA MAKUENI DIOCESE*. 138.

Neill, M. S. (2015a). Emerging Issues in Internal Communications: Generational Shifts, Internal Social Media & Engagement. *Public Relations Journal*, 9(4), 20.

Neill, M. S. (2015b). Emerging Issues in Internal Communications: Generational Shifts, Internal Social Media & Engagement. *Public Relations Journal*, 9(4), 20.

Nyakundi Atambo, W., & Kemunto Momanyi, D. (2016). Effects of Internal Communication on Employee Performance: A Case Study of Kenya Power and Lighting Company, South Nyanza Region, Kenya. *Imperial Journal of Interdisciplinary Research (IJIR)*, 2(5), 328–340.

- Prayogi, M. A., Lesmana, M. T., & Siregar, L. H. (2019). *The Influence of Communication and Work Discipline to Employee Performance*. 343(Icas), 423–426. <https://doi.org/10.2991/icas-19.2019.88>
- Reis Neto, M. T., Silva, L. C. F. da, & Ferreira, C. A. A. (2018). Influence of Internal Communication on the Organizations' Performance: Proposition of Model. *Future Studies Research Journal: Trends and Strategies*, 10(2), 214–237. <https://doi.org/10.24023/FutureJournal/2175-5825/2018.v10i2.376>
- Rukmana, H. D., M Pd MM, S., & S E, E. N. (2018a). The Impact of Organization Communication on Employee Performance Through Employee's Work Motivation at Pt. Putri Panda Unit Ii Tulungagung, East Jawa, Indonesia. *KnE Social Sciences*, 3(3), 211. <https://doi.org/10.18502/kss.v3i3.1885>
- Rukmana, H. D., M Pd MM, S., & S E, E. N. (2018b). The Impact of Organization Communication on Employee Performance Through Employee's Work Motivation at Pt. Putri Panda Unit Ii Tulungagung, East Jawa, Indonesia. *KnE Social Sciences*, 3(3), 211. <https://doi.org/10.18502/kss.v3i3.1885>
- Sergeeva, I. (n.d.-a). *INNOVATIVE DEVELOPMENT OF INTERNAL COMMUNICATION AS A TOOL FOR SUCCESS*. 71.
- Sergeeva, I. (n.d.-b). *INNOVATIVE DEVELOPMENT OF INTERNAL COMMUNICATION AS A TOOL FOR SUCCESS*. 71.
- Spelman, M. J. (n.d.). *EXPLORING INTERNAL COMMUNICATION'S IMPACT ON PSYCHOLOGICAL CONTRACT CURRENCIES*. 242.
- Weldeghebriel, Z. F. (2020). *ORGANIZATIONAL COMMUNICATION AND EMPLOYEE PERFORMANCE IN SELECTED LARGE MANUFACTURING BUSINESSES IN ERITREA*. 240.

Yudiawan, M., Setiawan, M., Irawanto, D. W., & Rofiq, A. (2017). the Influences of Leadership Styles, Organizational Communication, and Job Satisfaction Toward Employees' Job Performance in Doing Construction Jobs: A Study on Three Construction Companies in Jakarta. *Russian Journal of Agricultural and Socio-Economic Sciences*, 65(5), 168–180. <https://doi.org/10.18551/rjoas.2017-05.23>

APPENDIX

SCHOOL OF GRADUATE STUDIES AND RESEDARCH,

GHANA INSTITUTE OF JOURNALISM

QUESTIONNAIRE FOR UHAS STAFF

My name is Emeli McCJames Akwensivie a student of Ghana Institute of Journalism. As part of my MA in Development Communication research thesis, I am conducting a survey on the subject “*The correlation between effective internal communication and employee performance at University of Health and Allied Sciences, Ho*” and will kindly request your views to help complete the research. This research is entirely for academic purposes, and all information received would be used for academic purposes only. Your responses will be strictly kept anonymous and will not be shared with any third party, except for academic use.

Instructions:

Please kindly tick [√] your response. Do not write your name on the questionnaire.

SECTION A: Demographic Data

1	Gender	Male []	Female []			
2	Age	18-25 []	26-39 []	40-55 []	56 & above []	
3	Qualification	PhD []	Master's []	Bachelor's []	Diploma []	SSSCE []
4	How long have been employed by UHAS			0 - 3 years []	4 – 6 years []	6 & above []
5	What is your department of operation			Registry []	Schools []	Institutes []
				WPD []	Directorate []	
6	Staff category			Snr. Member []	Snr. staff []	Junior staff []

SECTION B: Measure of Effective Communication

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

No.	Statement	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
7	You think that people in UHAS say what they mean and mean what they say					
8	People in UHAS top management say what they mean and mean what they say					
9	People in UHAS are encouraged to be really open and candid with each other					
10	People in UHAS freely exchange information and opinions					
11	You are kept informed about how well UHAS goals and objectives are being met					
12	Do UHAS top management provides you with the kinds of information you really want and need					
13	Communication from other department is detailed and accurate					
14	You receive information from the sources that you prefer (e.g. from your superiors, department meetings, coworkers, newsletters)					
15	The information you receive from other department is consistently reliable					
16	The directives that come from top management are clear and consistent					
17	Your job is not delayed because you get the information you need.					
18	Most of the information you receive from your superior is detailed and accurate					

Employees' Performance

To what extent do you agree or disagree to the following statements as indicators to your performance in UHAS? Indicate your choice by marking [√] under the options given.

		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
19	I am able to meet my target periodically in UHAS					
20	I am able to sensitize Students on their rights and obligations					
21	I am able to provide best customer care to student and faculty.					
22	I am able to submit my reports/ letters/memos on time					
23	I am able to coordinate well with other departments					

SECTION C:

Communication Channels Face-to-face [1], Telephone [2], Written (Memos) [3], E-mail/ internet [4]

24	What channels do you frequently use?	1	2	3	4
	By what channels do you communicate with direct supervisor?				
	By what channels do you communicate with co-workers?				

How do you measure the extent of usefulness of the following channels in UHAS?

Indicate your choice by marking [√] under the options given.

	Excellent	Very useful	Useful	Somehow useful	Not useful
Face-to-face					
Telephone					
Written (Memos)					
E-mail/Internet					
Grapevine (rumours)					

Barriers and Breakdowns in Communication Systems

25. To what extent do you agree or disagree to the following factors as barriers and breakdowns in communication systems of UHAS? Indicate your choice by marking [√] under the options given.

No.	Statement	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
i.	Selective Listening					
ii.	Distraction					
iii.	Time Pressure					
iv.	Communication Overload					
v.	Information Distortion					
vi.	Rationalization					
vii	Prejudice					

26. What should be done to improve employee performance in UHAS through organizational communication?

.....

.....

.....

Thank you