

**THE EFFECTS OF EFFECTIVE COMMUNICATION ON EMPLOYEE  
PERFORMANCE: A CASE STUDY OF TORORO CEMENT LIMITED TORORO  
DISTRICT**

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**UGANDA CHRISTIAN  
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**DECLARATION**

I **AKETCH BETTY** do declare that, this is my original work that has never been submitted to any University or higher Institution of learning for any academic award.

**SIGNATURE**

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**DATE**

04/09/2024  
.....

## APPROVAL

This Research report was done by **AKETCH BETTY** under my supervisor and is ready for submission to the board of Directors and the senate of Uganda Christian University with my due approval.

SIGNATURE



.....

MR. MUNIALO PAUL

UNIVERSITY SUPERVISOR

DATE



.....

## **DEDICATION**

This piece of work is dedicated to my beloved parents Mr. and Mrs. Onyango Joseph Oburu for their spiritual and financial support throughout my studies; all the family members, for their encouragement.

## ACKNOWLEDGEMENT

I thank the Almighty God the provider of knowledge and wisdom for seeing me throughout my studies and for enabling me undertake my research successfully. I extend my deep appreciation and special thanks to my parents for their love, guidance and all kinds of support. *May the Almighty Bless the works of your hands!*

I wish to express my sincere gratitude to all those who made tremendous contributions to this study; my relatives, family friends, all my friends for their support towards my research. *I'm so grateful and May the Good Lord see you through!*

I am grateful to my University supervisor **Mr. Munialo Paul** for his professional guidance and all my lecturers at Uganda Christian University (UCU) for their academic support throughout my 3 years' course. My sincere thanks also goes to the various Tororo cement limited employees and the management that helped me with all the necessary information regarding my study.

Thanks,

*May God reward you abundantly!*

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## ACRONYMS AND ABBREVIATIONS

UCI.....	Uganda Cement Industry
UDC.....	Uganda Development Corporation
ICT.....	Information Communication Technology
TCL.....	Tororo Cement Limited
FGD.....	Focus Group Discussion
UNIDO.....	United Nations Industrial Development Organization
NDP.....	National Development Plan
UYDEL.....	Uganda Youth Development Link
UN .....	United Nations
UCU .....	Uganda Christian University

## **ABSTRACT**

This study evaluated the Effect of effective Communication on Employee Performance in Tororo Cement Limited. The study objectives included: to analyze the relationship between communication medium on employee performance, to examine awareness between parties influence employee performance with an organization, and assess communication direction influence employee performance. Related literature of different authors on the objectives of the study was also reviewed. Findings revealed that Tororo Cement Limited as an organization involve in relationship between communication medium on employee performance through observation, question based and media methods which help them to discover who the target market is and what those employees think about the product and service before it becomes available to the public. The awareness between parties influence employees' performance within the organization that it has created untrustworthy between employees and staff members, power imbalance within the organization, frequent supervision and other findings as indicated chapter four. While communication direction influence employee performance by creating competition among staff members and employees, workers productivity decreases because of poor salary payments, physical environment and many other influences. The study recommended that in order to improve on the employee performance in Tororo cement limited there should improve on their management through working on or checking various issues and their weaknesses. They should improve on the working conditions of their workers and increase their wages as well so that they become motivated. Resultantly, the employees will be able to acquire good wages, improve on their standard of living and work willingly, effectively, and efficiently, and further accomplish their duties as expected and encourage willingness to respond to any further study.

## CHAPTER ONE

### INTRODUCTION

#### 1.0 Introduction

This chapter includes the following; the background to the study, statement of the problem, purpose of the study, objective of the study, research questions, scope of the study which includes the conceptual scope, geographical scope and time scope and finally the significance of the study.

#### 1.1. Background to the study

Communication (from Latin *commūnicāre*, meaning "to share" is the purposeful activity of information exchange between two or more participants in order to convey or receive the intended meanings through a shared system of signs and semiotic rules. The basic steps of communication are the forming of communicative intent, message composition, message encoding, and transmission of signal, reception of signal, message decoding and finally interpretation of the message by the recipient.

Chen et al (2004): Communication is a course of action in which information is being shared from one person or group to another by using common symbols. Though science and information technology become advance now even yet the human element of communication cannot be ignored, because communication within the organization is preferred for any business. It is necessary for the healthy environment of any establishment. Communication is a pervasive activity through which people become able to know each other and they combine their efforts.

Goris, Vaught, & Pettit (2000): Communication in general takes place inside and between three main subject categories: human beings, living organisms in general and communication-enabled devices (for example sensor networks and control systems).Communication in the category of living organisms (studied in the field of biosemiotics) usually occurs through

visual, auditory, or biochemical means. Human communication is unique for its extensive use of language.

Chaudhury (2003) Companies with limited resources may only choose to engage in a few of these activities while larger organizations may employ a full spectrum of communications. Since it is difficult to develop such a broad range of skills, communications professionals often specialize in one or two of these areas but usually have at least a working knowledge of most of them. By far, the most important qualifications communications professionals can possess are excellent writing ability, good 'people' skills, and the capacity to think critically and strategically.

According to Sparrow and Hiltrop, (2004) employee performance is an integrated system where employees work together in setting goals, assessing and reviewing how these are met in addition to rewarding good performance. The study seeks to understand the relationship between employee performance and the factors that affect it.

Employee performance refers to the efficiency and effectiveness of employees in achieving organizational objectives. According to Kootz et al (2008), employee performance can be evaluated by considering the level of absenteeism, quality, and time of reporting for and leaving for duty.

Lockett (2002) views employee performance as the development of individuals with competence and commitment, working towards the shared meaningful objectives within an organization which supports and encourages their achievements.

Buchner (2007) has identified three theories that under employee performance. The first theory is the one developed by Locke and Latham (2009) which highlights four mechanisms that connect goals to outcomes: attention to priorities, stimulation of effort, challenging people to apply knowledge and skills, and challenging goals themselves. The second one is the control theory developed by Walter (2003) which focuses on feedback as a means of shaping behavior. Feedback is recognized as an important aspect of the employee performance.

There is a wide range of explanations that can define the meaning of communication and employee performance with all respect, the center of all those meanings are focusing on the fact in terms of processing and exchanging the information. Communication is an effective and

important tool of management. as well as employee performance. Communication and employee performance may also be defined as the process of passing information and undertaking from one person to another. Therefore, communication and employee performance is the key in getting things done in an organization because it provides a vehicle enabling employees to make decisions, collaborate, and achieve results as established by the organization (Zbar, 2002).

Tororo Cement Limited is the largest cement manufacturing company in Uganda and it was established in 1952 by the British colonial government to manufacture cement from the abundantly available limestone in the area around the eastern Uganda, town of Tororo. The company, then known as Uganda Cement Industry (UCI) was administered as a parastatal company under the umbrella of the Uganda Development Corporation (UDC). In 1995, the government divested from UCI, which was acquired by the present owners who re-branded the company as Tororo Cement Limited.

## **1.2. Statement of the problem**

this statement of the problem highlights the specific challenges faced by Tororo cement limited in relation to effective communication and employee performance, and provides a clear direction for the research study.

Kaffu and Mutesasira (2003) state that the number of days of a product driven cement industry are numbered as more and more industries are responding to the demands of their clients. Many cement industries use communication to discover who the target market is and what those consumers think about the product and the service before it becomes available to the public. Though communications have extended good products and services to their clients thus Tororo cement has also played a big role in providing job opportunities to people.

Despite, the importance of effective communication in enhancing employee performance, Tororo cement limited continues to experience challenges in communicating its goals, objectives and expectations to its employees leading to:

- Low employee productivity and efficiency
- High employee turnover rates
- Poor employee engagement and motivation.
- Inadequate knowledge sharing and collaboration among employees

- In insufficient use of resources and equipment. This has resulted in increased overall performance and productivity of the organization, thereby affecting its competitive and profitability in the cement industry.

Different researchers have moved a step to find out the effect of communication on employee performance in Tororo cement limited due to the many objectives that have not yet been accomplished.

Therefore, it is upon this background that this research proposal will be focused at effect of effective communication on employee performance in cement industries in Uganda taking Tororo cement limited as the case study, the purpose of this study is to investigate the effects of effective communication on employee performance in Tororo cement limited with a view of identifying strategies of improving communication practices and enhancing employee performance.

### **1.3. Purpose of the study**

The purpose of the study is to examine the effect of communication on employee performance at Tororo Cement Limited.

### **1.4. Specific objectives**

- i. To analyze the relationship between communication medium on employee performance
- ii. To examine awareness between parties, influence employee's performance within an organization
- iii. To assess communication direction influence employee's performance

### **1.5 Research questions**

- i. Is there relationship between communication medium influence employees' performance?
- ii. How does awareness between parties influence employees' performance?
- iii. Does communication direction influence employees' performance?

## **1.6. The scope of the study**

The scope of the study covered the conceptual scope, the geographical scope and time scope respectively.

### **Conceptual scope**

The study is to focus on the employees' performance as the dependent variable and relationship between communication medium, awareness between parties, and the communication direction as the independent variables.

### **Geographical scope**

The study is to be carried out in Tororo Cement Limited which is located in the eastern part of Uganda about 230km from the capital Kampala. It is 10km before the Uganda-Kenya border town of Malaba.

### **Time scope**

The study is to be carried out between the month of August 2024 and September 2024 because it was convenient and long enough for all the corrections and additions by the supervisor for this report.

## **1.7 Justification of the study**

Enhancing organizational effectiveness. Effective communication is essential for improving organization performance. By understanding how communication impacts employee performance at Tororo cement industry, the study can provide insights on how to enhance communication strategies to archive better organizational outcomes.

Addressing productivity challenges. Communication breakdowns can lead to misunderstanding conflicts and inefficiencies in the work place, investigating the effects of communication on employee productivity and suggest ways to improve communication practices within the organization.

Improving employee engagement and motivation. Clear and transparent communication has been shown to increase employee engagement and motivation. By studying the relation between communication and employee performance, the research can help identify ways to boost morale and job satisfaction among employee at Tororo cement industry.

Enhancing leadership effectiveness. Effective communication is a key skill for the leaders to motivate and guide their teams, by understanding how communication influences employee performance, the study can provide valuable insights into the communication strategies that are most effective for leaders within Tororo cement industry.

Contributing to organizational growth; - strong communication practices are essential for fostering a culture of innovation collaboration and continuous improvement; by investigating the effects of communication on employee performance the study can help Tororo cement industry align its communication strategies with its growth objectives and long-term success.

The finding of this therefore will provide valuable insights and recommendations for improving communication practices within the organization to enhance performance and drive success.

### **1.8 Significance of the study**

The study is useful to the researcher through acquiring skills of doing research and also to put theoretical knowledge into practical experience. For example, the researcher learned different methods of collecting and analyzing data.

The research is to help the management of Tororo Cement Limited to discover the effect of effective communication on employee performance. This helped them come up with better communication techniques which resulted into improved employee performance.

The study also is to help expand the existing literature in the library which is beneficial to academicians, consultants and other researchers who which to carry out further research on effective communication.

The research study is to assist the researcher in obtaining the award of a Bachelors degree of social work and social administration at Uganda Christian University.

### **1.9 Summary**

All the above, as explained and written summaries and clearly point out all the vital issues and information of chapter one which introduced the study, gave the background, gave the objectives, research questions, study scope, and study significance.

## CHAPTER TWO

### LITERATURE REVIEW

#### 2.0 Introduction

This chapter reviews the related literature to the study in line with the researcher's objectives. It reviewed literature related to determine how communication medium influence employee performance, awareness between parties influence employee performance within an organization, how communication direction influence employee's performance and its impact on employee performance globally, nationally and locally.

#### **Globally;**

According to Harris & Nelson (2008), effective Communication is one of the most dominant and important activities in organizations. Fundamentally, relationships grow out of communication, and the functioning and survival of organizations is based on effective relationships among individuals and groups.

A study by Mckinsey and company (2018) found that effective communication can increase employee productivity by up to 25%.

Research on Watson Wyatt (2009) discovered that companies with effective communication strategies have a 50% higher total return to shareholders.

A study published in the Journal of business communication (2015) found that effective communication is positively related to employ job satisfaction, engagement and performance.

Chen et al (2004): Communication is a course of action in which information is being shared from one person or group to another by using common symbols. Though science and information technology become advance now even yet the human element of communication cannot be ignored, because communication within the organization is preferred for any business. It is necessary for the healthy environment of any establishment. Communication is a pervasive activity through which people become able to know each other and they combine their efforts.

Edelman (2006): defines Communication as the stream of information, material, knowledge and insight between different people and various departments of any organization. It influences each and every action of the organization. Infact, it is a chain of perceptions which moves the organizations towards their goals. Organizations cannot meet their goals and challenges until they communicate well. Good communication leads to good results, and toward more satisfied, motivated and dedicated employees. And boost their morale as well. Communication is possibly the most imperative thing for the continued existence of any business. The purpose to have good communication in any organization is to have employee involvement in the organization. There should be good communication between management and their officials, because internal communication plays a fundamental role in the performance of any organization.

A study by University of East London shows that the concept of communication is immeasurable in modern management, and it seeks to meet clear understanding between manager and all the employees. It explains that employee communication is; infact exchange and clear provision of information, commands and directions between management and employees. And it makes the organization to work properly and employees to be well aware about their responsibilities and duties. (University of East London, 2009)

Communication (from Latin *commūnicāre*, meaning "to share" is the purposeful activity of information exchange between two or more participants in order to convey or receive the intended meanings through a shared system of signs and semiotic rules. The basic steps of communication are the forming of communicative intent, message composition, message encoding, and transmission of signal, reception of signal, message decoding and finally interpretation of the message by the recipient. (Newstrom, 2007)

Communication in general takes place inside and between three main subject categories: human beings, living organisms in general and communication-enabled devices (for example sensor networks and control systems). Communication in the category of living organisms (studied in the field of biosemiotics) usually occurs through visual, auditory, or biochemical means. Human communication is unique for its extensive use of language (Matteson, 2002).

Communication is considered to be an important ingredient in the work setting of the organization. Organizational communication is a way to develop a strong culture within the

organization to achieve the set goals and objectives. In this regard Scholfelder (1998) defines organizational communication as an approach in which everyone should participate to create an effective culture within the corporation. This leads to sharing of knowledge, opinions and ideas which results as innovation, effective decision making and also increases the productivity of the organization. He found in his study that managers spend 70-80% of their daily time in communicating with others and if their communication skills could increase by 10 % this will lead to 7 % increase in the productivity.

### **2.1 Communication medium and employee performance.**

According to Kennan & Hazleton (2006) Communication medium refers to the central process through which employees share information, create relationships, make meaning and “construct” organizational culture and values among employees or members of an organization. But still communication medium can influence employee performance.

Taylor, M. (2004), said that communicating job responsibilities for example talking with an employee about his specific job responsibilities clarifies any confusion either of you may have. You may be expecting something completely different from what your employee believes his job duties are. When an employee does not understand his job responsibilities completely, he may become frustrated. He will not be able to perform his job well without a clear understanding of exactly what that job entails. Meeting with the employee on a regular basis to answer questions and provide detailed direction helps improve the employee's outlook on his job and his performance of that job therefore creating relationship between communications medium and employ performance.

Edelman. (2008), noted that providing performance feedback helps clarify the level of the employee's performance compared with the expected level. When you communicate clearly with your employees about areas that need improvement, they are better able to work on the specifics. For example, rather than simply saying, "You need to do a better job," pinpoint the tasks or responsibilities that need work. "Your work is thorough, but you should check your spelling on your written reports because we have discovered a number of errors there" is helpful communication that encourages the employee to improve his performance therefore god relationship through communication medium.

Communication medium in the organization it provides a bridge of understanding to people. In this way they can better understand each other. And this bridge of understanding helps them to cross the river of misinterpretation. Communication medium is not what the sender says; it is to what degree the receiver understands the message. Organizations cannot survive without communication medium. When there is no communication, workers were not clear with their everyday jobs, management cannot get the information, group leaders and executives cannot lead and direct their employees. (Newstrom, 2007)

Burton, S. K. (2006), explained that, Improving Morale for example rumors tend to spread when there is a lack of true communication in the workplace. Such talk also tends to be negative, affecting employee morale. When management communicates honestly and frequently with employees, the potential for rumors diminishes and morale increases. Improved morale also boosts performance levels and job satisfaction. Even when news is negative, employees will appreciate being given information. It helps them feel more involved in the organization which shows a good relationship between the organization and the employee.

Grunig, J. (Ed.). (2002). Said that, developing a Positive Working Relationship, Maintaining open channels of communication improves the relationship between supervisor and employee, consequently improving employee performance and job satisfaction. You can accomplish this by talking to employees, sending them occasional email messages, meeting individually or as a group or providing information via an internal website, keeping them informed of company activities or relevant industry news. Encourage your employees to communicate openly with you as well. Two-way communication makes for a positive relationship, in turn improving employee satisfaction and performance, benefiting your business as a whole.

Emotional bonding between charismatic managers and their staff members occurs quickly. Employees naturally follow a leader they believe is emotionally invested in them and the business. According to the Houston University, Victoria University, (2004) charismatic leaders and their followers have strong emotional connections. Charismatic leaders easily express their empathy and concern for the individuals they work with. These managers convince employees in group settings as well as in one-on-one meetings that they are important to her personally, whether that's true or not. Workers perform better for leaders with whom they form a personal connection thus providing good relationship between the organization and the employees.

Larkin, TJ, & Larkin, S. (2004), noted that spiritual experience whereby even though the relationship between managers and employees is a business one, a charismatic leader can wield an almost spiritual power over subordinates. "Psychology Today" calls the charismatic leader's ability to inspire followers a primary attribute of this management style. Those who work for this type of manager often report their relationship as one of "serving" a visionary leader. Faith in such a leader has a positive impact on employee performance, but employees can lose faith in the entire organization if a charismatic leader lets them down.

Through communication medium we can better understand each other's feelings, opinion, beliefs and principles. Communication medium makes it possible for the organizations to perform their daily management functions e.g. organizing, planning, controlling and leading. Co-ordination is an essential element to carry out the business actions. When there is no effective internal communication, co-ordination of work also becomes impossible. And organizations have to suffer a lot in this situation. Co-operation also becomes impossible because people will not discuss their ideas and feelings with others. This will lead to low productivity and low performance in the organization. Innovation also stumps in this way. (Balondi, 2006)

Communication medium helps the organizational members to make both personal and organizational goals. And also help them to co-ordinate on the internal activities of the organization. To the extent the less effective communication of any organization is, the less effective its performance will be. E.g. the new employee orientation program is the first and most essential step for any organization towards efficient communication. New employees feel a great sense of confidence with orientation program.. In this respect the job of a manager cannot be ignored, because problems occur when directions are not clear. Every manager should be a good communicator. Because he is one who communicates the message to one or a group. (Ivancevich & Matteson, 2002).

Communication medium increases the efficiency and productivity of any business. And also make the employees more satisfied. Researches illustrate that effectual and well-organized communication positively relates to the job satisfaction, performance and positive attitudes of employees. Today employees want to know what is happening in their surroundings, what their co-workers are doing and how they are participating in the organization, and how the daily functions of the organization are carried out? Today the manager requires more effective and

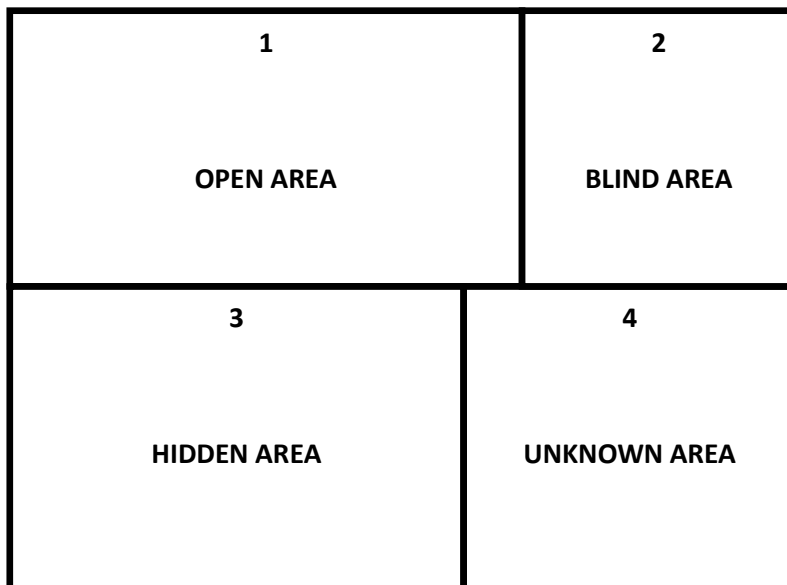
logical communication in all the directions i.e. upward, downward; lateral etc. According to Balondi (2003), companies that are very good at communication medium are effective listeners to their employees, and also they plan effectively. He explains that effective internal communication keeps the employees on track and it increase the financial performance of the companies.

**2.2 Awareness between parties influences employee performance within an organization.**

**Johari window discussing the context of employee performance**

The Johari Window model is a simple and useful tool for illustrating and improving self-awareness, and mutual understanding between individuals within a group. The Johari Window model can also be used to assess and improve a group's relationship with other groups. The Johari Window model was devised by American psychologists Joseph Luft and Harry Ingham in 1955, while researching group dynamics at the University of California Los Angeles. The model was first published in the Proceedings of the Western Training Laboratory in Group Development by UCLA Extension Office in 1955, and was later expanded by Joseph Luft. Today the Johari Window model is especially relevant due to modern emphasis on, and influence of, 'soft' skills, behavior, empathy, cooperation, inter-group development and interpersonal development.

**Johari window model - explanation of the four regions**



### **Johari quadrant 1 'open area'**

The aim in any group should always be to develop the 'open area' for every person, because when we work in this area with others we are at our most effective and productive and the group is at its most productive too. The open free area, or 'the arena', can be seen as the space where good communications and cooperation occur, free from distractions, mistrust, confusion, conflict and misunderstanding whereby; - According to Golembiewski & McConkie, (2004), Awareness may build untrustworthy indirectly by not improving communication among parties. Awareness cannot facilitate communication between parties by allowing one to easily see when the other is available for a visit or phone call; the result of increased communication should be a more untrusting climate, since communication does not build trust. For example, a team leader may find it more inconvenient to give co-workers help or complimentary feedback if they cannot easily see, via the awareness, so awareness influencing employee performance within the organization.

Beck (2000) pointed out that awareness between parties is one of the counterproductive behaviors usually consists of in role and extra role activities that are aimed at harming the employee performance (for example delayed salaries, strikes etc.). He further argued that people choose to engage in particular behavior at different times and no single theory can adequately explain human motivation since it is always the result of a complex set of factors which influence employee performance.

### **Johari quadrant 2 'blind area'**

Johari region 2 is what is **known** about a person by others in the group, but is **unknown** by the person him/herself. By seeking or soliciting feedback from others, the aim should be to reduce this area and thereby to increase the open area (see the Johari Window diagram above), i.e., to increase self-awareness Power imbalance can change what people perceive to be the intentions of those advocating an awareness system. For example, Harper (2005) found that the two competing groups of employees possessed radically different views of activity badges. Harper argued that the social setting provided widely different systems of meaning behind the badges. One group saw the badges as a helpful tool. The other group suspiciously saw the badges as a tool that would give management power to invade employee privacy. From this example: a) perceptions of the intent behind the badges were what mattered; and b) the power

of management made one group worry enough to attribute negative intentions to management with respect to the activity badges thus influencing employee performance within an organization. The critical link here according to Purcell and Hutchison (2007) was how awareness between parties influences employee attitudes and performance in ways which are not beneficial to the organization. They further argued that research using survey of employees, or other methods, focusing on their perceptions of human resources practices should establish the correlation of their commitment to effective performance to the employee.

### **Johari quadrant 3 'hidden area'**

Johari region 3 is what is **known** to ourselves but kept hidden from, and therefore **unknown**, to others. This hidden or avoided self represents information, feelings, etc., anything that a person knows about him/self, but which is not revealed or is kept hidden from others and according to Mc Conkie, & Strickland (2008) found that supervisors who watch their employees more frequently feel that the employees' good behavior was caused by the supervisor's monitoring. This brings in awareness between parties and decreases the supervisor's trust in the employee, leading to awareness need for additional monitoring. Thus, begins a self-perpetuating cycle, or downward control-distrust spiral, as low trust leads to more monitoring and more monitoring leads to lower trust similar effects may occur among peers therefore awareness influencing employees' performance within the organization.

### **Johari quadrant 4 'unknown area'**

Johari region 4 contains information, feelings, latent abilities, aptitudes, experiences etc., that are **unknown** to the person him/herself and **unknown** to others in the group. These unknown issues take a variety of forms: they can be feelings, behaviors, attitudes, capabilities, aptitudes, which can be quite close to the surface, and which can be positive and useful, or they can be deeper aspects of a person's personality, influencing his/her behavior to various degrees. Large unknown areas would typically be expected in younger people, and people who lack experience or self-belief. Lee et al., 2007; Webster, 2009; Zhao & Stasko, (2009), If the awareness system was used for spying on employees' performance, then assuming such use was detected or suspected, the control-distrust - spiral was began, decreasing interpersonal and institution-based trust levels. How quickly this occurred depended on how solid the trust climate currently was, how long before the negative use was detected, and how egregious the violation of trust

was. If awareness was controlling but not malevolent, such as for monitoring behavior for input to reward systems, awareness use has an indeterminate effect on the trust climate. If awareness was perceived as controlling, the control-distrust spiral may be initiated. If awareness was not perceived as being control-oriented, the trust climate was harmed thus influencing employee performance within an organization.

### **2.3 Assess communication direction influence on employee's performance.**

According to Chen et al (2004), communication direction referred to the stream of information, material, knowledge and insight between different people and various departments of any organization. In fact, it was a chain of perceptions which moves the organizations or employees towards their goals. Organizations or employees cannot meet their goals and challenges until they communicate well. It influenced each and every action of the organization and employee performance.

Goris, Vaught, & Pettit (2000) noted that communication direction can be achieved only when there is a balance relationship between employees' needs for growth and job performance. They found that a high level of downward communication direction in the organizations makes employees feel dependent on their bosses. And when there is too much upward communication direction, employees sometimes assume that their superiors don't know how to perform their tasks and duties.

Smith, D. (2011) stated that physical environment as an aspect of the work environment has directly affected the human sense and changed interpersonal interactions thus performance. This was so because the characteristics of a room or a place of meeting for a group have consequences regarding performance and satisfaction level of an employee. The workplace environment was the most critical factor in keeping an employee's performance not satisfied in today's business world; Thus, an influence.

Employee performance was influenced by motivation in communication direction. Armstrong (2009) points out that motivation is concerned with the strength of communication direction as a behavior in an organization and the factors that influence employee performance in an organization.

A study by Harshman (2009) concluded that the structure of the organizations is changing day by day as the environment is changing. The changing social and economic atmosphere in any country brings change in the work settings of any organization. Organizational communication direction was the critical function, and it affected the content and structure of the employee performance. These changes led to change in formal and informal patterns of communication in the organizations.

Bussin & Sager, (2003), they argued that excess of everything is dangerous in the same way excess of communication direction on the employee performance creates competition and other troubles for workers. Negative reactions can be the result of too many good things or too little things. In lateral communication direction, employees compare themselves with their co-workers and this thing negatively affects employee performance in an organization.

According to Hellweg & Phillips (2002), the worker productivity increases when there is communication direction within the organization. Besides many other things, communication direction within the organization helps the employees to perform their tasks well, to have information about the duties they have to perform, and about the goals of the organization. They argued that existence of communication direction within the organization lead to the effective decision making towards employee performance.

Chen et al. (2006) pointed out that research is lacking in examining employee satisfaction with communication process. There is therefore the need to explore the relationship between organizational communication and workers performance since communication integrates different units and functions in the organization. Communication is the human activity that links people together and create relationship (Duncan & Moriaty, 1998). This means that individuals relate with each other by means of communication. It is the glue that binds people together in an organization.

At this point is also seen the respective contribution of communication, because the organizational culture is expressed through Communication. Also, the communication appears as a key component in the properly direction of executing the strategy, in terms of its impact on the increasingly involvement of the organization's employees in the process of executing the strategy, as well as achieving the goals of employees that go toward the organization's goals. Larkin, TJ, & Larkin, S. (2004):

Smith .D. (2011) communication direction is a constant issue for Tororo cement limited. The paper takes into consideration a very important factor of Management as is Organizational Culture., An important Role in determining the Organization, its complementary related with its Strategy and Execution, which both, in terms of a better performance, would lead to a higher level of Effectiveness of the Organization. Here it is worth mentioning the position and active interconnection that the Communication has with Organizational Culture and Organization Strategy, and its impact on them. An improvement in Techniques and Methods of Communication will certainly result in improvement in the Effectiveness of the Organization.

### **Nationally (Uganda)**

I study by the Uganda management institute (2017) informed that effective communication is a key factor in employee performance and organization success in Ugandan companies.

According to research by Makerere Business School (2019), discovered that effective communication is positively related to employee motivation and performance in Ugandan organizations.

### **Locally (Tororo cement limited)**

According to the study conducted by Tororo cement limited (2019) found that effective communication is essential for employee performance and productivity in the company.

Human Resource Department of Tororo cement limited (2020) discovered that effective communication is positively related to employ job satisfaction ant engagement.

### **Theories and models**

The communication satisfaction questionnaire (CSQ) model by downs and Hazen (1977) measures employee satisfaction with organizational communication.

The effective communication model by Adler and Elmhorst (2005) emphasizes the importance of clarity consistency and feed back in an organizational communication.

### **2.4 Limitation**

Limited research on the specific impact on effective communication on employ performance in the cement industry is a gap.

limited studies on the road of effective communications on improving employee productivity and job satisfaction in Tororo cement limited is yet another gap which needs to be addressed.

### **2.54 Summary**

Generally, this chapter summarized the review of related literature in line with the objectives of the study: and they included literatures related to the relationship between communication medium and employee performance, awareness between parties on employee performance

within an organization and to assess communication direction influence on employees' performance. It highlights the significance of effective communication in enhancing employee performance globally, nationally and locally. It also identifies gaps in the Literature providing a foundation for the current study to explore the impact of effective communication on employee's performance in Tororo cement limited.

## **CHAPTER THREE**

### **RESEARCH METHODOLOGY**

#### **3.0 Introduction**

This chapter presents in detail the manner or the operational frame work in which the study was executed. It highlights the research design, the geographical area of study, sampling design, sample size, Data sources, Data collection methods, Data collection tools, Data processing, Analysis and presentation that the researcher used.

#### **3.1 Research Design**

The researcher used a case study design. A case study provided an in-depth study of the problem with limited time scale (Amin, 2005). This study was used both quantitative and qualitative approaches. Qualitative research refers to a research method of collecting descriptive (non-numerical) data. Qualitative data was collected by use of interviews. Additionally, quantitative refers to research method of collecting numerical data and this was collected by the use of questionnaires to collect data on a wide range of variables at a given point in time for the purpose of describing and explaining the phenomenon. Both primary and secondary data were collected through interviews and questionnaires.

#### **3.2 Area of the study.**

The study was mainly carried out in Tororo Cement limited which is located in the eastern part of Uganda about 230km from the capital Kampala. It is 10km before the Uganda-Kenya border town of Malaba. This was because this area enabled the researcher to get enough data and information about the effect of effective communication on employee performance and was easily accessed.

#### **3.3 Population of the study.**

Population simply refers to the number of people living in an area. The research was carried out in Tororo Cement Limited, Tororo district with the target population of respondents. And this target population included the top management 10 (staff), and the employees (30) of Tororo Cement Limited, totaling to 40 respondents who were interviewed according to the objectives.

### 3.4 Sample Size

According to Koul (1998), a sample is a representative portion of a population. It simply means a selected group to represent the population in the study. The researcher therefore carried out the study on a sample population of 40 respondents where questionnaires were distributed to this group of people and interview guides was also be used to get information from the respondents.

**Table 1: Showing sampling size of the respondents**

<b>Respondents</b>	<b>Number of respondents</b>
Staff	10
Employees	30
<b>Total</b>	<b>40</b>

### 3.5 Data type and sources.

Primary data was collected using self-administered questionnaires, face-to-face interviews and participants' observations. Secondary data was derived from official documents from the company, internet, books and journals.

### 3.7. Data collection tools.

#### 3.7.1. Questionnaires

The quantitative measure was given out by Questionnaires divided into sections that represent the effect of effective communication on employee performance in Tororo Cement Limited. A questionnaire was used to collect quantitative data, from the respondents. It was used because it is easy to administer and also saved time and cost friendly. Questionnaires were all conducted in English and the researcher would take the notes or information which was provided by the respondents. Each section took between 15 to 20 minutes.

### **3.7.2. Interview guide.**

Interviewing guide was used because there was interaction between the researcher and respondent. Here the researcher employed a face to face interview with the respondents by use of interview guide. Face to face interview was advantageous because the researcher gained full attention from the respondents and helped her to observe the non-verbal communications.

### **3.8. Data Analysis and presentation.**

After data collection from the field, the researcher processed the data by editing, coding and classification. This involved the researcher employing both in field editing and post field editing to cross check with none responses, removing irrelevancies and including the relevant information omitted during data collection. Then the Researcher presented all the findings in a descriptive report by explaining responses. Analysis was approached basing on the layout of the objectives and research hypotheses.

#### **3.8.1 Data Analysis**

This involved identifying of content ideas and pulls them together. It also involved counting the frequencies of certain values. The levels of analysis yield frequency tables and descriptive statistics to indicate the background characteristics of the respondents and the analysis was done using tables, pie charts and graphs. The researcher therefore determined the effect of effective communication on employees' performance.

#### **3.8.2 Data presentation**

This refers to presenting data in the most appropriate and simplified way using frequency tables, graphs, descriptive pie charts and Qualitative data presented by descriptive summaries that enabled analysis of relationships thus competences and accuracy.

### **3.8 Limitations of the study**

The researcher anticipated the following limitations;

The researcher met some uncooperative respondents particularly among some employees who never answered some key questions and this stood to be an obstacle of the study. This was dealt with by the use of an introductory letter issued by the Head of Department which helped to win the respondent hearts to participate.

Another problem on the researcher's side was the busy time schedule of lectures, course work, test, internship and all other factors that led to delays. Here the researcher effectively and efficiently utilized the little time at her disposal on the research work.

Also, the respondents delay in filling the questionnaires hence wastage of time. This hindered the progression of the research report hence finishing beyond time. This was overcome by persuading the respondent to fill the questionnaires as fast as they could.

### **3.9 Validity and Reliability of Research Instruments**

#### **a. Validity**

In ensuring the validity of the instruments, the questionnaires and interviews guide were designed according to the objectives of the study as the variables come into play. To ensure validity of instruments, the experts in the field of research was consulted to analyze and critique the questionnaires on content, Language and applicability. Then, Content Validity Index (CVI) was then computed and made ready for digestion.

#### **b. Reliability**

Reliability was ensured through internal consistency in which case questions in the questionnaire that measure the same concept was grouped together. In this approach, a score obtained in one item which was correlated with scores from other items in the instrument. Cranach's Alpha coefficient was then computed to determine how items correlated among themselves.

### **3.10 Ethical issues**

- i. The researcher went with an introductory letter from the university introducing him to the respondents and ascertaining that the information that was sought was strictly for academic work.
- ii. The researcher also assured the respondent that information provided was to be kept with confidentiality in order to avoid bias of respondent when answering the questions.
- iii. Respondents were selected for their willingness to participate without compulsion and no risk to the respondents was identified at any stage during the research.

### **3.11 Summary**

In this chapter of the report, the research methodology highlighted the different methods of data collection, the main sources of data, various research instruments used, focus area of study, the sample and targeted population under the study, procedures of data collection, how data are presented, processed and analyzed, limitations of the study, validity and reliability of the research instruments and the confidentiality of this research.

## **CHAPTER FOUR**

### **PRESENTATION AND DISCUSSION OF FINDINGS**

#### **4.0 Introduction**

This chapter gives the descriptive and inferential analysis of the study findings. Results were analyzed by the use of tables, Percentages and frequency. Data analysis and interpretation was basically done to match the objectives of the study and the data was collected through the employees and the staff members of Tororo cement limited.

#### **4.1 Background information**

Relevant information about the respondents who participated in the study related to their level of education attained, gender, age bracket, marital status and years of services. These could help to explain the extent to which respondents were knowledgeable in field practices and the influence they had in participating in employee performance. Therefore, the information involving these variables was obtained and the findings were summarized as below:

In order to find the level of Education attained, age bra bracket, marital status years of service and the gender, each respondent was asked to indicate in the questionnaires. This was for the case of post-secondary education qualification attained. The responses of the respondents were summarized as shown in Table 1 below.

**Table 4.1: Gender, age bracket, education level and marital status distribution of the respondents;**

	<b>Variables</b>	<b>Category</b>	<b>Frequency</b>	<b>Percentage (%)</b>
a	Gender	Male	25	62.5
		Female	15	37.5
		<b>Total</b>	<b>40</b>	<b>100</b>
b	Age bracket	25-30years	5	12.5
		35-40 years	20	50.0
		45+ years	15	37.5
		<b>Total</b>	<b>40</b>	<b>100</b>
c	Marital status	Married	15	37.5
		Single	10	25.0
		Divorced	5	12.5
		Widowed	10	25.0
		<b>Total</b>	<b>40</b>	<b>100</b>
d	Education level	Uneducated	4	10.0
		Secondary	10	25.0
		Primary	6	15.0
		University	20	50.0
		<b>Total</b>	<b>40</b>	<b>100</b>
e	Year of service	Less than year	5	12.5
		1-5yrs	10	25.0
		6-10yrs	10	25.0
		11yrs +	15	37.5
		<b>Total</b>	<b>40</b>	<b>100</b>

*Source: Primary Data*

Table 4.1 above shows that (25) 62.5% were male, (15) 37.5% were female. This means that the largest percentage of respondents were male in the organization.

The same table above shows that 25-30 years were in 12.5% (5), age bracket of 35-40years were 50.0% (20), 45 +years were 37.5 % (15). This implies that the biggest percentage of respondents is mature therefore they have enough experience of work in the organization.

The table above shows that, 37.5% (15) were married, 25.0% (10) were single, 12.5% (5) were divorced and 25.5% (10) were widowed. This means that the majority of the respondents are married since couples easily access the services in an organization.

Table above shows that 50.0% (20) were of university, 25.0% (10) were secondary level, 15.0% (6) were primary level and 10.0% (4) were uneducated. This implies that most of the respondents have attained some level of education to increase in the knowledge and productivity of the organization.

The same table above shows years of services in the company where 11yrs + were 37.5% (15), 1-5yrs and 6-10yrs were of the same years which was 25.0% (10) and less than a year of service were 12.5% (5). This means that the biggest number of respondents who has worked for a long time is 11yrs + which is good to the company and its development.

#### 4.2 The distribution of respondents by their title

The respondents were also requested to fill in the questionnaires their title to show the positions they held in their respective activities and the result were summarized as given in Table 4.2

<b>Variables</b>	<b>Category</b>	<b>Frequency</b>	<b>Percentage (%)</b>
<b>Staff Members</b>	Human Resource Manager (HRM)	5	50.0
	Managing Director (MD)	5	50.0
	<b>Total</b>	<b>10</b>	<b>100</b>
<b>Employees</b>	Cashier	10	33.3
	Warehouse officers	20	66.6
	<b>Total</b>	<b>30</b>	<b>100</b>

Table 4.2 shows that, a cross section of knowledgeable respondents about employee performance (staff members; whereby human resources managers are equal to managing directors 50.0%, employees for example cashiers were 33.3% and warehouse officers were 66.6%) in the area involved in the study. This implies that the conclusions based on the data

that they provided were credible since they were generated from key categories of stakeholders who handle employee performance in the organization.

### 4.3 Presentations of findings:

This section presents data from all the instruments used starting with survey data followed by interview data respectively. Data were presented question by question starting with research question one.

#### 4.3.1 Communication medium and employee performance in Tororo cement limited.

In order to find out respondents' suggestions on the contribution on communication medium and employee performance questionnaires were administered to the staff members and employees, specifically to those who can write and read.

Interviews were also conducted with those who cannot write and read. The responses of these respondents were as given in table 4.3.1;

**Table 4.3.1: Communication medium and employee performance in Tororo cement limited.**

Responses	Staff members	Employees	Total	%
Communication in job responsibilities	1	5	6	15.0
Improve on working morale	1	3	4	10.0
Develops a working relationship between staff members and employees	5	10	15	37.5
Emotional bonding between staff and employees	2	8	10	25.0
Spiritual working experience among workers and staff	1	4	5	12.5
<b>Total</b>	<b>10</b>	<b>30</b>	<b>40</b>	<b>100</b>

*Source: Primary Data*

Table 4.3.1 indicates that 15.0% (6) of the respondents are developed through communication medium and employee performance through communication in job responsibilities, 10.0% (4) say that they have improved on working morale, 37.5% (15) developed a working relationship between staff members and employees, 25.0% (10) developed emotional bonding between staff and employees and 12.5% (5) spiritual working experience among workers and staff members. This implies that the majority of the respondents are mostly developed in working relationship between staff members and employees which develops new attitudes and working experience to the development of the organization.

In conclusion according to the data analysis the researcher interviewed a worker from packaging department of Tororo cement limited who commented that relationship between communication medium and employee performance develops a working relationship between staff members and employees, he said “you can accomplish this by talking to employees, meeting individually as a group or providing information via internet or website this will keep them informed of the company activities or relevant industry news in terms of improving employee performance and benefiting our company as a whole.”

However, the researcher went ahead to generate more information about the Awareness of employee performance has an effect on the performance of the organization as represented on the table 4.3.2

#### **4.3 Awareness of employee performance has an effect on the performance of the organization (Tororo cement limited).**

The research question inquired into the extent to which awareness of employee performance has an effect on the performance of the organization in this area of study because it was necessary to investigate the extent to which this awareness of employee performance has an effect on the performance of the organization. The results from questionnaires are presented in two Tables, where one Table shows the views of employees who are affected as key informants while the other while the other Table shows the views of employees who are affected and their responses.

Questionnaires were administered to both employee and staff members of Tororo cement limited who are affected by awareness. The results from questionnaires are presented in Table

4.3.2; this was done to put the data into manageable proportions for easy presentation. Interviews were conducted with the farmers who cannot read and write. The findings are summarized as in Table 4.3.2.

**Table one: employees and staff member’s response who are affected as key informants**

**Number of respondents = 40**

Response	Yes		No		Not sure	
	Frequent	Percentage (%)	Frequent	Percentage (%)	Frequent	Percentage (%)
Employees	30	75.0	00.0	00.0	00.0	00.0
Staff members	10	25.0	00.0	00.0	00.0	00.0
<b>Total</b>	<b>40</b>	<b>100</b>	<b>00.0</b>	<b>00.0</b>	<b>00.0</b>	<b>00.0</b>

**Table 4.3.2: Awareness of employee performance has an effect on the performance of the organization (Tororo cement limited).**

Responses	Staff members	Employees	Total	%
Counterproductive behaviors	2	5	7	17.5
Power imbalance	3	3	6	15.0
Frequent supervision	-	5	5	12.5
Critical linkage	-	2	2	5.0
Untrustworthy between employees and staff	5	15	20	50.0
<b>Total</b>	<b>10</b>	<b>30</b>	<b>40</b>	<b>100</b>

**Source: Primary Data**

Table 4.3.2 indicates that untrustworthy between employees and staff members were 50.0% (20) respondents, counterproductive behaviors were 17.5% (7), Power imbalance were 15.0% (6), frequent supervision were 12.5% (5) and critical linkage were 50.0% (20) respondents. This means that the majority of the respondents are mostly affected by untrustworthy between employees and staff members whereby if much awareness is put on employees which means

they lose trust in the organization and will results into poor performance among staff members and employee in the organization.

In conclusion, according to the research findings, an employee of Information Communication Technology (ICT) department of Tororo cement limited said that “awareness may build untrustworthy indirectly by not improving communication among staff members and employee for example a staff member may find it more inconvenient to give employees help or complimentary feedback if they cannot easily see via awareness” and you may find that awareness is influencing employ performance within the organization.

To generate more information on communication direction influence employee performance, other respondents were served with questionnaires and interviews were conducted to find out the communication direction influence as summarized in the Table 4.3.2.

#### **4.3.3 Communication direction influence employee performance in Tororo cement limited.**

The research question inquired into the extent to which communication direction influence employee performance in this area of study. In this question, communication direction influence employee performance was of interest because it was necessary to investigate the extent to which communication direction influence employee performance.

Questionnaires were administered to both employee and staff members of Tororo cement limited. The results from questionnaires are presented in two Tables, where one Table shows the views of communication direction influence employee performance as key informants while the other Table shows the views of communication direction influence employee performance. This was done to put the data into manageable proportions for easy presentation. Interviews were conducted with the respondents who cannot read and write. The findings are summarized as in Table 4.3.3 below.

<b>Response</b>	<b>Yes</b>		<b>No</b>		<b>Not sure</b>	
	<b>Frequent</b>	<b>Percentage (%)</b>	<b>Frequent</b>	<b>Percentage (%)</b>	<b>Frequent</b>	<b>Percentage (%)</b>
Employees	30	75.0	00.0	00.0	00.0	00.0
Staff members	10	25.0	00.0	00.0	00.0	00.0
<b>Total</b>	<b>40</b>	<b>100</b>	<b>00.0</b>	<b>00.0</b>	<b>00.0</b>	<b>00.0</b>

**Table 4.3.3: Communication direction influence employee performance**

<b>Responses</b>	<b>Staff members</b>	<b>Employees</b>	<b>Total</b>	<b>%</b>
Creates competition among staff members and employee	5	5	10	25.0
Workers productivity decreases	2	10	12	30.0
Physical environment	3	5	8	20.0
Makes employee feel dependent on their bosses	-	10	10	25.0
<b>Total</b>	<b>10</b>	<b>30</b>	<b>40</b>	<b>100</b>

*Source: Primary Data*

Table 4.3.3 indicates that workers productivity decreases were 30.0% (12), competition among staff members and employees and employee dependency were 25.0% (10), lastly physical environment were 20.0% (8). This reveals that communication direction influences the workers' productivity which results to decrease of the organizations' productivity thus an influence.

In conclusion, findings also revealed that the casual workers have been affected by the workers productivity decrease within the company here; they said that when there is communication direction with the organization, besides many things, they argue that existence of communication direction leads to the effective decision making towards employee performance and the organization which influences the performance of employee in Tororo cement limited.

#### **4.5 Summary**

In chapter four, the researcher collected data from the areas of study by means of direct and indirect survey and inquiry methods such as interviews, focus group discussions (FGDs), questionnaires and observation which was employed at the site visited and during all discussions. The researcher took notes and keen interests at every point of interactions with the employee and (staff members) top management.

The data were presented using mathematical tables clearly showing the percentage distributions of the respondents with the study variables necessary for data analysis. For example, table (1) presented indicates that 63.1% of the respondents were male, 37.5% female, and others respectively as primary data (source of information).

From data presentation, concrete analyses were made as major research findings. For example, both the employees and staff members have benefited from this industry especially in terms of employment opportunities, capacity building, income earnings, and increased household incomes alongside better standards of living.

#### **4.4 Challenges faced by Tororo cement limited when evaluating communication on employee performance.**

The findings indicated by one of the workers from staff members “that among the factors of production, the human resource constitutes the biggest challenge because unlike other inputs, employee management demands skillful handling of thoughts, feelings and emotions to secure highest productivity”. Organizational communication plays an important role in this challenge. Inability of a heads or Managers of any organization to coordinate a perfect and smooth flow of communication interaction among employee and outside business environment may likely create and facilitate low productivity with high degree of workers boring and disarray. However, people understand and interpret messages differently. In communication, there are many unwanted interferences that can distort a message and remain always a potential threat to effective communication, because it can interfere with the accuracy of a message being communicated (Koontz 2001).

Similarly, organizations (Tororo cement) have been faced with an array of problems that seem to be an impediment to the growth of any organization such as, mismanagement of funds and resources, poor leadership skills, low level of real income, and poor infrastructural facilities to mention but a few “said by one of the managers”. It is in this context that this study examines the impact of communication on employee performance, their productivity and their general commitment to work, using selected organization in Lagos state as an empirical study.

Effective communication between employees“ and managers is crucial in that employees will need to know what is expected of them, managers will need to provide a clear job description

for every employee which would make employees have immediate access to the necessary tools to complete each assignment given to them. Communication covers all activities that the management does to enhance workers performance. Despite the above numerous advantages of effective communication business all over the world today is very challenging. To stay profitable in the highly challenging and competitive global market economy, all factors of production, i.e. men, machine, method, market, money and materials, should be wisely managed.

Communication in the organization it provides a bridge of understanding to people. In this way they can better understand each other. And this bridge of understanding helps them to cross the river of misinterpretation. Communication is not what the sender says; it is to what degree the receiver understands the message. Organizations cannot survive without communication. When there is no communication, workers were not clear with their everyday jobs, management cannot get the information, group leaders and executives cannot lead and direct their employees. (Newstrom, 2007)

## **CHAPTER FIVE**

### **CONCLUSION AND RECOMMENDATIONS**

#### **5.0 Introduction**

This chapter gives the conclusion in relation to the study; it also suggests recommendations to the study population, policy makers and other stakeholders on ways to curb the adverse effect of communication on employee performance. The chapter further identifies areas for further research / study which are related to the topic of study on issues related to effect of communication on employee performance.

#### **5.1 Conclusion of the study**

The research which was carried out in Tororo cement limited involved 40 respondents of whom 25 were males while the 15 were females. Questionnaires with both open ended and close ended questions were administered to the respondents who filled them in a proper manner and they were checked for completeness and consistence. Interview guides were also distributed to the staff members and employees of Tororo cement limited. The process also involved face to face interview with respondents both as individuals and as a group (focus group discussion): All the above enabled the researcher to generate the required data which was organized, entered and analyzed using computer software; statistical package for social scientists (SPSS) and later interpreted.

The study examined the effect of communication on employee performance. The research points out that positively the employees have benefitted through employment opportunities that have made them meet their basic needs, they have been exposed to technologies that save their time, and some of them have also benefitted from company health insurance packages.

However, communication on employee performance have negative side in that most employees have been able to occupy lower level positions in the company due to lack of skills in application of modern machines attributed to low levels of education and therefore has resulted into low salary pay for the employees.

As a result of effect of communication on employee performance, employees are affected physically, psychologically, and some are subjected to poor working conditions, long working

hours with low wages which have affected their productivity and attitude towards work. Change in technology, introduction of new machines, exploitation of labor and injuries as result of accidents among many others are some of the problems employees face as a result of this company which in turn affects the employee and their development because the majority have ended up retrenched and remained unemployed.

Basing on the research findings, the researcher concluded that employee performance in Tororo cement limited is not because of social factors only but also issues emerging from Tororo cement because some employees have to stay home nursing wounds as a result of injuries from accidents, while others remain victims of poor working conditions, unfair and unequal treatment, low wages, and exploitation among others.

According to the findings, effect of communication on employee performance can be minimized through making information dissemination a vital issue in improving the work relationship between and among employers, stakeholders and the youth, strengthening managements, having proportionate improvements in Tororo cement limited, employing more people in the work force than the elderly, revising industrial and labor policies, building staff capacity in the application of modern technologies, government support and many others to combat the problems that arise from effective communication on employee performance.

## **5.2 Recommendations**

Tororo cement limited should improve on their management through working on or checking various issues and their weaknesses. They should improve on the working conditions of their workers and increase their wages as well so that they become motivated. Resultantly, the employees will be able to acquire good wages, improve on their standard of living and work willingly, effectively, and efficiently, and further accomplish their duties as expected.

The company should provide the employee with protective gear while at work in order to minimize and guard against emergencies and accidents. Items like helmets, gloves, boots and many more should be distributed to these employees especially the casual workers who load, offload, and operate machines so as to protect them from accidents that occur from machines and others which lead to loss of body parts like arms, legs, eyes and at times loss of workers' lives

The employees should be trained in line with the changing trends of industrialization so as to improve on their skills and enable them acquire appropriate technology. This is because the employees consist the largest portion of Uganda's population; they are energetic, creative, ambitious, innovative, and productive and committed people who are adaptive to change. Training facilities should also be put in place to help the training sessions. These therefore will help these youth acquire appropriate technology to suit the ever-changing industrial trends.

There should be promotion of healthy competitions in the company so as to avoid work overload of these employees in these industries. Furthermore, there will be improved working conditions for the employee and eventual production of quality products. All these will eliminate unhealthy competitions and the industries will have profit margin.

Entrepreneurship skills should be imparted in the employee. It is true that skills help the employee to become more innovative and have side jobs as they work in the company. This will help them raise additional incomes as they wait for their salaries.

Insurance packages such as health insurance should be provided to all workers in Tororo cement limited so as to help in terms of treatment in case of accidents and other injuries that arise during work; for example, accidents that occur during operation of machines, loading and offloading of heavy items. This therefore will help such workers save and support their families since their medical bills will be catered for.

There should be capacity building of staff especially in the management and application of modern technologies. As a result, the staff / workers will become more aware of their responsibilities, what they can do best, and what they cannot do perfectly. Besides this, staff will be able to gain more skills to suit modern machines operations and technology, as well as good management skills.

Effective research should be carried out by the company to check out their achievements and what they have failed to achieve or meet. Also, to realize the effectiveness of their activities and how they have impacted on the employee performance; further research should be made in various departments and sectors of the company like stores, administration, and also among the beneficiaries especially the employees to find out their views.

Revision of the company and Labour policies should be done by concerned bodies. This will help them realize and come up with different strategies to improve on the activities of Tororo

cement limited, their workers and others. The staff members can join workers union and associations that can help them air out their views. This will help work on issues like exploitation of workers, poor and under payments, poor working conditions and others.

There is need to sensitize and create awareness to the employees and community about the importance of the company (Tororo cement limited) because most employees prefer white collar jobs. This will help to avoid the exploitation of the employees by their employers since they will be aware of their duties and obligations

Stakeholders and employers of different companies should organize business trips or exchange visits to other commercial industries in order to expose them to new technology. Currently a number of industries are adopting modern technology and therefore such visits will help these employees learn from others and gain some skills for operation and this will help them get basic knowledge and also discuss how they carry out their work and borrow ideas from others.

There is also need for Tororo cement limited to involve government in their understandings. They should always seek government advice before they go ahead with certain activities. This will help them from experiencing issues like those that hinder or affect activities of the company and therefore they will be able to carry on with their activities successfully.

The government should support domestic agro based industries especially at their initial stages and put up or impose good investment terms on investors and other industries. They should implement favorable industrial policies which are attractive to investors. This will result in to fair payments to the workers since these industries will not be putting too much money on taxation.

### **5.3 Areas for further research**

The researcher also identified areas that should be studied to supplement on the research undertaken, these areas include;

1. Influence of technological advancement on skills enhancement among people in Uganda.
2. Effects of communication on agribusiness development in Uganda.
3. Impact of globalization on agriculture and small agro processing industries in Uganda.
4. Effects of communication direction on staff members and employees in Tororo cement limited- Tororo district

5. Influence of mechanization on production and output in Tororo district.

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**APPENDICES**

**QUESTIONNAIRES**

**TOPIC: EFFECT OF COMMUNICATION ON EMPLOYEE PERFORMANCE.  
A CASE STUDY: TORORO CEMENT LIMITED**

**Dear Respondents,**

I am **Aketch Betty** a third-year student of Uganda Christian University pursuing Bachelors' Degree in Social Work and Social Administration, am carrying out a study on the **Effect of Communication on Employee Performance**. A case study of **Tororo Cement Limited effect of Effective communication** would like to assure you that the information provided is purely academic and will be treated with extreme care and high confidentiality.

***Instructions***

- a) Don't write your name on this paper.***
- b) Fill in your views in the spaces provided.***
- c) Tick what is appropriate***

1. Gender

Female  Male

2. Age bracket 25-30  35- 40  45+

3. Marital status.

Single  Married  Divorced  Widowed

4. What is your highest Level of education?

Uneducated  Primary  Secondary  University

Others (specify).....

5. For how long have you been employed in Tororo Cement Limited?

Less than a year  1-5years  6- 10years  11 +

6. In what position are you in Tororo Cement Limited?

Staff member

Employee

7. Are employees developed through the relationship between communication medium and employee performance in Tororo cement limited

Yes

No

Not sure

8. If Yes How?

<b>Response</b>	<b>Tick</b>
Communicating job responsibilities	
Improve on working morale	
Develops a working relationship	
Emotional bonding between staff and employees	
Spiritual working experience among workers and staff	

Others specify

i. ....

ii. ....

9. Do you agree that awareness of employee performance has an effect on the performance of the organization (Tororo cement limited)?

Yes

No

Not sure

10. If yes how?

Effect	Tick
Power imbalance	
Frequent supervision	
Counterproductive behavior	
Critical linkage	
Control –distrust	

Others specify

iii. ....

iv. ....

11. Does communication direction influence employee performance in Tororo cement limited?

Yes

No

Not sure

12. If yes specify

i. ....

ii. ....

iii. ....

13. What challenges are faced by Tororo cement limited when evaluating communication on employee performance?

i. ....

ii. ....

iii. ....

14. In your own view, what steps can be taken by Tororo cement limited to maximize communication on employee performance

i. ....

ii. ....

### LISTS OF KEY INFORMANTS

<b>S/NO</b>	<b>STAFF MEMBERS</b>	<b>EMPLOYEES</b>
1	Human Resource Manager (HRM)	Store/Warehouse Manager
2	Managing Director (MD)	Cashier

# MAP OF UGANDA SHOWING TORORO DISTRICT



## KEY

 **ARROW SHOWING TORORO DISTRICT**

PLACEMENT LETTER



UGANDA CHRISTIAN UNIVERSITY

A Centre of Excellence in the Heart of Africa  
MBALE UNIVERSITY COLLEGE.

Office of the Academic Registrar

To HUMAN RESOURCE  
TORORO CEMENT LIMITED



Dear Sir/Madam,

Re: Academic Research

Christian greetings!

*Received and accepted her.*

We are honored to introduce to you Mr., Mrs./Miss MWESCH BETTI  
Of Registration Number 122/MUC/BSK/020 pursuing a Masters'  
Degree/Postgraduate Diploma / Bachelor's Degree

He/ she is required to carry out academic research on the topic  
SOCIAL WORK AND SOCIAL ADMINISTRATION  
THE EFFECT OF EFFECTIVE COMMUNICATION ON  
EMPLOYEE'S PERFORMANCE

and thereafter produce a well bound hard cover research report (MAROON) in color for undergraduate and three (BLACK) copies for Postgraduate students as a university requirement for the award of a degree/diploma in the academic discipline that he / she is pursuing.

We shall be grateful for the help you may offer to him or her accordingly.  
Thank you.

Yours faithfully,

*[Signature]*  
Mr. Akampurira Timothy  
Academic Registrar



A Complete Education for a Complete Person

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