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## The Effects of Communication on an Organizational Performance

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### ABSTRACT

Communication is a very crucial and significant element in an organization, and it is necessary for creating collaboration within the work environment that has effects on organizational performance and decision making. This study on effects of communication on an organizational performance is thus essential. The objectives of this study were to firstly identify the factors affecting effective communication and secondly are to devise a communication model that addresses these factors to improve on organizational performance. Quantitative and qualitative approaches were used to describe and analyze data collected for the study from 95 respondents. A questionnaire was used to identify factors affecting effective communication. Descriptive analysis and Pearson's correlation were used to analyze the results.

The study found out that use of effective communication brings about effective organizational performance. Thus the study recommended that (i) the system of allowing every employee to get involved in communication process may make them feel they belong to the organization and are valued. (ii) Organizations should introduce a feedback mechanism in order to measure the success of effective communication system. (iii) Each person should take responsibility to assert when they don't understand or suggest when and how someone could communicate effectively.

### INTRODUCTION

#### 1.1 Background of the Study

This research was undertaken in order to assess the effects of communication on an organizational performance. This chapter presents the background to the study, problem statement, objectives of the study, research questions, and scope of the study and significance of the study.

Effective communication is a two-way communication between internal and external bodies in an organization. Effective communication is the way of communication where it involves the sending of information which will correctly received and understood by the two parties, the encoder and decoder. Globally, lip or pen services are paid for the concept of two-way communication (Frank Jefkins, 2002).

Members of staff are the primary stakeholders for any organization and effective communication facilitates their day-to-day activities in organization. The real objective of real employee is communication which must be created through understanding and supports among employees to enable them cooperate more effectively. A work place that is in effective communication with its employee's respects its management and takes pride in its management and believes that it is being treated like a family which is the key factor in organizational success (Ivacevich, 2000).

According to Agee K. Warren, the better informed employees are the less likely to spread biased and possibly miss information. The importance of effective communication is not only building and maintaining a good relationship between employers and their employees, but also in giving a sense of belonging and ownership to the organization, which ensures improved development for customers both local and international leading to delivery of the organization's goals.

#### 1.2 Statement of the Problem

Effective communication helps to drive organizational change and success. It ensures improved delivery of services to customers. The problem that lies in organizations today is that organizations are often not accepting the responsibility to communicate. It is discovered that the main barriers to accepting this responsibility are the middle managers. The managers are unable to communicate to the employees to know all information to perform better. Some management deny employees freedom to participate in decision-making process, consultative meeting and the ways of channel of communication are blocked. Therefore, the researcher intends to find out how different organizations deal with miscommunication between the employers and the employees.

### 1.3 Objectives of the Study

#### 1.3.1 General Objectives

The purpose of the study is to generate new knowledge on how communication can affect organizational performance.

#### 1.3.2 Specific Objectives

- To examine the impact of communication on organizational performance.
- To establish factors that affect communication in organizations.
- To ascertain the relationship between communication and organizational performance.

### 1.4 Research Questions

- 1.4.1 What is the impact of communication on organizational performance?
- 1.4.2 What are the factors that affect effective communication in organizations?
- 1.4.3 Is there any relationship between communication and organization performance?

### 1.5 Scope Of The Study

#### 1.5.1 Geographical Scope

The research was carried out in three government secondary schools namely, **Msoro Day, St. Luke's, and Kasamanda Day Secondary Schools** of Msoro Chiefdom, in Mambwe District of Eastern Province of Zambia.

##### 1.5.1.1 Content Scope

The study is focused on assisting the impact of communication on organizational performance as the dependent variable since the two are interdependent.

#### 1.5.2 Time Scope

The study covered the operations of the schools from 2015 to date as this is the period when communication and performance worked hand in hand to bring a difference in the schools.

### Significance of the Study

The significance of the study is in the following ways:

- i) Msoro Day, St. Luke's, Kasamanda Day and other Secondary Schools.

From the study's findings, Msoro Day, St. Luke's and Kasamanda Day Secondary Schools highlighted on the importance of an organization having an effective communication strategy which should take full account of its vision and values.

- ii) Government

The research can help the government to know the tactics that can be applied to increase performance in government organizations (secondary schools) through ensuring effective communication methods.

- iii) Academia

The findings may also help the future academicians who wish to research on the area of study for reference.

### 1.6 Definition of Key Concepts

**Communication:** Means of sending and receiving information or the exchange of information by speaking, writing or using some other medium.

**Effect:** A change which is a result or consequence of an action or other causes.

**Organization:** An organized group of people with one vision.

**Performance:** Actual results measured against the intended goals.

**Impact:** This basically is the measure of the tangible and intangible effects of one thing or entity's action or influence upon another.

**Effective Communication:** This is the sending of the right information which will be correctly received and understood by parties, the sender and receiver.

**Organizational Performance:** Organizational performance consists of the actual results of an organization as measured against its intended objectives or goals.

Organizations perform various activities to accomplish their objectives. It is these repeatable activities that utilize processes for the organization to be successful that must be qualified to ascertain the level of performance and for management to make informed decisions on where, if needed, within the processes to initiate actions to improve performance.

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## 2.Literature Review

### 2.0 Introduction

In this chapter, a review of literature on the effects of communication on organizational performance is made and done in line with the specific objectives of the study in order to identify the knowledgeable gaps. It is imperative to note that the greatest part of the existing literature is the work of the scholar's opinions, suggestions from those who wrote about the topic of the study, or those who addressed similar issues as those of the variables that are available in the study.

## 2.1 Actual Review of the Literature

### 2.1.1 Communication

**Communication** is the heart of business; the most important of all entrepreneurial skills. An organization's ability to transmit information helps both clients and employees feel they can communicate with and ultimately trust the company. Communication is more important today than in previous years partly because the business and market conditions are more complex. The development of a strategic communication and its implementation can provide a number of benefits to organizations, such as keeping employees motivated and engaged, and sharing clear, consistent messages with employees in a timely manner that in turn help with organizational productivity (Charles, 1998).

Communication is a learning skill which is more effective when it is spontaneous rather than a formulated speech that is read. It takes time to develop these skills and to become an effective communicator; there are considerable number of ways that an organization can communicate effectively. The range of methods used varies markedly dependent on the task at hand, the costs of communication, and finally the issues of timing (Denis L. Wilcox).

### 2.1.2 Performance

**Performance** consists of the actual output or results of an organization as measured against its intended outputs. The more effort and practice you put in, the more instinctive and spontaneous your performance will become (Robert Owen, 2014).

For an organization to be successful, a well informed staff is required so that its aims and objectives are met. This is not only time, not because the staff has to be fully aware of institutional objectives in order to achieve them, but also to become an informed staff is likely to be more motivated in order to perform effectively. Motivation can be through increased salary and wages, giving bonus payments and providing some necessities like food, shelter and transport means.

## 2.2 Main Review

### 2.2.1 The Impact of Communication on Organizational Performance

Brandy, Veronica (2012) asserts that effective communication can improve relationships at home, work and social situations by deepening one's connections to others and improving team work, decision making and problem solving. It enables one to communicate even negative or difficult messages without creating conflict or destroying trust. Effective communication combines a set of skills including non verbal communication, alternative listening, the ability to manage these in the moment and the capacity to recognize and understand one's emotions and those of the person communicating with.

For an organization to be successful, a well informed staff is required so that its aims and objectives are met. He puts much emphasis on internal communication where this kind of communication would outline progress on a long time basis for the organization which explains change so that employees know what role to adjust and maintain the change which provides functional information that enables staff do their jobs, convey policy decisions and policies so that the staff understand the reasons for institutional actions and manages crisis so that every staff is clear on their respective roles (Roger Haywood, 1991).

A good and well planned approach to effective communication means that the organizational parties (sending and receiving party) will be equipped with the key factors about the organization such as current performances, business plans and strategies, important changes in work place practices, development in new equipment and technology. The benefits include greater morale, increased productivity, better informed staff, increased trust and awareness ([www.york.ac.uk](http://www.york.ac.uk) and [www.exemplas.com](http://www.exemplas.com)).

Effective communication plays a vital role in management of business success, and at the workplace providing employees not only with clear understanding of their job but also knowledge of what they should do and accept (Manushi Trivedi, 2010).

## 2.3 Theoretical Review

### 2.3.1 Factors Affecting Effective Communication

Non verbal communication is one of the factors affecting effective communication. All communication is spoken; self-growth states that about 90 per cent of communications are non verbal, meaning that people's bodies don't always say the same thing as their mouths do. It is important to be aware of how close you stand to people when speaking. Getting too close or too far away can make people feel uncomfortable. It is important to avoid distractive gestures like tapping foot, shaking leg or looking around when speaking or listening to others. It is important to make gestures that match up with words to communicate effectively (Vinillasky, 2013).

## 2.4 Conceptual Review

### 2.4.1 Relationship between Communication and Organizational Performance

When an announcement needs to be communicated, the concerned dependents write out the new prints and one member of the organizational department takes it from office to office to make sure every employee reads it and signs it after. Signing is proof that an employee has been informed. This is effective because it ensures that employees receive information individually and ask how it is made available.

Dominick R. Joseph (1996) noted that effective communication from the management to the employees encourages them to work more satisfactory and if it is a service company being well informed will enhance customer relations. Also the better informed employees are the less likely to spread anonymous and possibly damage information. Some of the methods include annual reports and accounts, advertisements shown to employees before being taken to the press, all employees know of top management appointment and company's policies thus through downward communication. Internet communication as an effective communication, this is especially very instrumental in including information required by mobile staff.

Effective communication between employees with their management encourages them to have the ability to belong, join in, contribute and be

more than receiver. They may have thought that only means of communication with management was through trade unions and only when they had something to complain about, which is not the case when communication is effective. Effective communication gives a sense of belonging and ownership to the organization which ensures improved delivery to the customers. Effective communication to employees gives them less idea to spread misinformation. This therefore saves the organization from costs of dealing with damaged information. A work force that is in constant communication with employees respect, has pride in the management and believes that being treated fairly will bring the morale to work, effective communication among employees creates understanding and support for management which enables them co-operate more effectively.

### 3. Research Methodology

#### 3.0 Introduction

Under this section, the process of the research study was presented. It included; the research design where the study was carried out, population of study, research instruments, research methods, how the data was analyzed and the limitation met.

#### 3.1 Research Design

The study used a cross-sectional design which assessed respondents' views towards the impact of communication on organizational performance. This type of research design utilizes different groups of people at different levels in a school set up such as, the management, teachers, prefects and common learners. This was designed to look at the relationships at different levels of an organization at specific point in time.

#### 3.2 Population of the Study

The research was carried out at three government secondary schools in Msoro Chiefdom, of Mambwe District of Eastern Province of Zambia. This covered the employees from managerial position, juniors (subject teachers) and learners with knowledge about the impact of communication on the school's performance.

**Table 1. Category and population of Respondents used in the study.**

S/N	SECONDARY SCHOOL	POSITION (CATEGORY)	POPULATION
1	MSORO DAY	Managerial (Head teacher, Deputy Head Teacher, Heads of Department)	10
		Subject teachers	9
		Prefects (learners)	12
2	ST. LUKE'S BOARDING	Managerial (Head teacher, Deputy Head Teacher, Heads of Department)	12
		Subject teachers	14
		Prefects (learners)	10
3	KASAMANDA DAY	Managerial (Head teacher, Deputy Head Teacher, Heads of Department)	8
		Subject teachers	10
		Prefects (learners)	10
TOTAL	3		95

FIELD DATA, 2022

#### 3.3 Sampling Procedure

The respondents were randomly selected and categorized. They were comprised of both sexes but of different marital status and age groups. The study used 49 respondents who were from the three different secondary schools in Msoro Chiefdom. The study used simple random sampling and purposive sampling procedures. Purposive sampling was used to select different activities in the area of investigation in order to get first hand information from the key informants. Simple random sampling was used because respondents had equal chances of being selected.

#### 3.4 Sample size

The sample size was determined using Slovenes formula;

$$n = \frac{N}{1 + N(e)^2}$$

**key**

$n$  = sample size

$N$  = population

$E$  = the level of accuracy

Therefore;

$N = 1702$

$e = 0.1$

$$n = \frac{1702}{1 + 1702 \times 0.01}$$

$$n = \frac{1702}{18.02}$$

$n = 94.5$

$n = \underline{\underline{95 \text{ respondents.}}}$

### 3.5 Sampling Area

The sampling area was the three public secondary schools in Msoro chiefdom in eastern province of Zambia. Msoro Day, St. Luke's and Kasamanda Day Secondary Schools.

### 3.6 Methods of Data Collection

#### 3.6.1 Primary Source

This involved the use of first hand information that was obtained from the field using interviews and questionnaires. The type of data included the social demographic characteristics of the respondents' age and gender, perceptions of the effects of communication on organizational performance.

#### 3.5.2 Secondary Source

This is about the already existing literature about the effects of communication on organizational performance. This information was collected from reports, circulars, magazines, newspapers and internet.

### 3.8 Tools for Data Collection

Data was collected using self-administered questionnaires, interview guides and observation. As Sekaran states that, interviewing, administering questionnaires and observation of phenomena are the three main data collection methods in research.

#### 3.8.1 Self-administered Questionnaire

According to Mugenda (1999:71), questionnaires are to obtain important information about the population and ensure a wide coverage of the population in a short time. Therefore, semi structured questionnaire containing both structured and open ended questions were used to obtain information from the respondent. Questions were formulated to answer specific objectives of the study.

### 3.9 Interview Guide

An Interview is an oral administration of a questionnaire or an interview schedule and involves either face-to-face or telephone interviews. Interviews allow probing and provide an in-depth data which may not be possible to obtain using questionnaires Mugenda and Mugenda, (1999:225). The interview guide contains questions that the researcher asked when interviewing respondents to generate data required answering specific objectives. The purpose of the interview was to get first hand information from the respondents. Interviews with the target respondents were conducted with all the categories of respondents shown in the study population. A separate interview was used for officials to assess in-depth information. This involved first making an appointment with the target respondents after which an interview meeting between the researcher and respondents was held.

#### 3.9.1 Data Gathering Procedures

The researcher was given an introductory letter from Kampala International University and presented it to Public Relations Association of Uganda which he used to get approval to conduct the study from respective areas where the research was to be conducted.

This authority also wrote an introductory letter to the lower authority and the lower authority granted permission and then appointment was made to meet the selected respondents.

The researcher was to choose qualified respondents from the selected region and made the final selection using purposive sampling to arrive at the minimum sample size.

The respondents were briefed on the study and were requested to sign the Informed Consent Form. The respondents were requested to answer completely and not to leave any part of the questionnaires unanswered.

On retrieval, all returned questionnaires were checked to see if they were all answered.

### 3.10 Data Quality control

In order to ensure that the data collected was fit to be used in the research study, it needed to be validated and checked if it was reliable.

#### 3.10.1 Validity and Reliability of the Instrument

Validity and reliability of the research instruments concerns the extent to which the research instrument yielded the same results. The construct and criterion validity of the accounting information system and decision making questionnaire was empirically proved by experts which means it was standardized. The researcher used SPSS to ensure the validity of the data collected.

Content validity index (CVI) ensured by subjecting the researcher devised questionnaires on freedom of speech and peace promotion by the content experts.

Reliability of the respondent's through the instruments of the questionnaire was established. The reliability of the research instruments concerned with the degree to which the research instrument gave the same result. The reliability used test and pretest approach in the determination of accuracy of the research-devised instruments. In this test-retest technique, the questionnaires were self administered throughout the research to ensure that respondents fill the same questionnaire and the instrument provides the required information.

This was a discussion written form whereby the responses of the participants were put on paper provided by the researcher: the questionnaires were in two forms, namely.

Open ended questionnaire in which the responses by the participants were put according to their understanding, the close-ended questionnaires in which responses were provided by the researcher and the participants were to choose one of them accordingly for example strongly agree or strongly disagree.

The researcher left out questionnaires to mainly the literate group. These included the secretariat. Public relations practitioners, sales agents and other authorized persons. These had guiding questionnaires which the researcher gave to individual respondents to fill. The researcher gave two days to respondents to study and fill the questionnaires. He requested the respondents to ask for clarification whereby they had not understood.

#### 3.11 Procedures for data collection

After the approval of the proposal by the responsible authority at the college, the researcher got an introductory letter to progress to the field for data collection. The researcher presented the letter to the concerned officials at which Public Relations Association of Uganda later introduced him to different officials who assisted him to make sampling frames with the help of other relevant respondents. The researcher made appointments with respondents on when to meet them. The interviews were conducted in the offices. The structured interviews were of about 30 minutes. The in-depth interviews were for about an hour.

#### 3.12 Data analysis

Data analysis, included editing the findings, coding and tabulation in the computer statistical package called excel for analysis. Main ideas in qualitative data were clearly recorded. The data filled in the questionnaires was copied and analyzed by tallying it and tabling it in frequency tables identifying how often certain responses occurred and later evolution was done. This yielded the primary data which is raw in nature. The recorded data was later edited and interpreted which ensured uniformity, legibility and consistence. Also interview results were coded in frequency table which was calculated in terms of percentages and presented in this study.

#### 3.13 Limitations to the Study

In the process of carrying out the investigation, a number of limitations were met. These limitations obstructed the speed at which the study was carried out. These include:

- Some targeted respondents were not willing to set aside time to respond to the investigator's questions which ended up frustrating the researcher's efforts to collect substantial data. The researcher also faced a problem of some rude and hostile respondents.
- Organizational misinformation where by the researcher would be given wrong figures or information so as to hide the inner picture of the organization.
- The study required a lot of time to be dedicated to collecting substantial data from one respondent to another making observations, continuous review of literature, data analysis and report writing.
- Lack of enough funds to successfully carry out the study. The money needed for processing the work in form of typing, printing, photocopying and binding was quite a lot.

#### 3.13 Proposed solutions to the limitations

With the limitations met, some solutions are hereby proposed to allow smooth speed at which the study will be carried out. These include:

- As it has always been said that patience pains but pays, it will require the researcher some patience and commitment not forgetting motivation for the respondents and letting them know the purpose of the research.

- The problem of lack of funds to successfully carry out the study was dealt with by the help of some willing family and friends who contributed.
- The researcher has to dedicate a lot of time and during the research period, he has to ignore other things and concentrate on the research so as to achieve the targeted responses.
- Other sources such as books, documentaries and the internet can be consulted so as to make comparisons with the data got from the respondents and this will help in compiling a perfect research report.
- For the case of misinformation, the researcher should always dig deeper into the organization for right information and analyze the figures well before making conclusions.

### 3.14 Ethical considerations

It was important during the process of research for the researcher to make respondents to understand that participation was voluntary and that participants were free to refuse to answer any question and to withdraw from participation any time they are chosen.

Another important consideration, involved getting the informed consent of those who were willing to be met during the research process which involved interviews and observations on issues that were delicate to some respondents. The researcher undertook it to bear this in mind seriously.

Accuracy and honesty during the research process was very important for academic research to proceed. A researcher treated the research project with utmost care, in that there was no intention to cheat and generate research results, since it jeopardized the conception of the research.

Personal confidentiality and privacy was very important since the report was public. Individuals were to be used to provide information, and it was important for their privacy to be regarded.

## 4. PRESENTATION, ANALYSIS AND INTERPRETATION OF RESULTS

### 4.0 INTRODUCTION

This chapter attempts to present, analyze and interpret the data collected in relation to the studied sects. The empirical findings of the study are presented, analyzed and interpreted consistent with the research objectives in chapter one as indicated below:

- The impact of communication on the organizational performance.
- The factors that affect communication in public schools.
- The relationship between communication and organizational performance in Public Schools in Msoro Chiefdom.

### 4.1 Nature of the Respondents

This section presents socio-economic demographic characteristics of respondents that include; age differences, sex distribution and religious affiliations. This information was obtained from administrative, general staff and pupils of Msoro Day, St. Luke's and Kasamanda Day Secondary Schools as shown in the table below.

#### 4.1.1 Gender Composition

According to the research findings, 95 respondents constituting 59% were females while 41% respondents were males.

**Table 2: frequency distribution of sex among the respondents**

GENDER	FREQUENCY	PERCENTAGE
MALE	39	41
FEMALE	56	59
TOTAL	95	100

#### Field Data, 2022

During the study it was found out that females took a greater percentage in the survey as they represented 59%, whereas males represented 41%. This is because most of the teachers as well as learners interviewed were females.

#### 4.1.2 Age Distribution of Respondents

The study covered respondents from different age groups. With regard to age, the majority of the respondents were in the age range of 28-45 (66%), with slight difference to those in age range of 16-18 (34%). Over 20% of the respondents were in the age range of 38 and above and the least of the respondents 34% were in age range of 16-18.

**Table 3: Respondents' age Difference**

AGE RANGE	FREQUENCY	PERCENTAGE
16-18	32	34
28-32	14	15
33-35	28	29
36 and above	21	22
TOTAL	95	100

Source: Field data, 2022

According to the study findings, respondents covered came from all the age groups except below 16 years. People below 16 years were not interviewed because the research mainly targeted teachers and few learners' representatives from grade twelve.

#### 4.1.3 Marital Status of the Respondents

The marital status of the respondents was also identified during the study. Findings are indicated in table 4 below:

**Table 4: Marital status of the respondents**

Marital Status	Frequency	Percentage
Married	74	78
Singles	21	22
Separated	06	06
Living with partners	04	04
Total	95	100

**Source: Field data, 2022**

From the findings, the biggest percentage of respondents was found to be married as shown by 78% where as 22% of the respondents were single, 04% of them were living with partners but were not officially married and 06% of the respondents were separated from their spouses. It was however found that the marital status of respondents did not affect their knowledge. All the respondents were equally aware of the impacts of effective communication on the organizational performance.

#### 4.1.4 Level of Education

Study findings show that the majority of the respondents were Bachelors Degree holders as it was revealed by 60%, then 07% respondents had master's degrees, 20% Diplomas in different fields where as 13% of the respondents had not gone for tertiary education. These characteristics were very important in the study because they gave a background where one would build to critically assess the study problem.

**Table 5: showing respondents' education**

S.N	Educational Level	Frequency	Percentage
1.	Master's Degree	07	07
2.	Bachelor's Degree	57	60
3.	Diploma	19	20
4.	Secondary Learners	12	13
5.	Total	95	100

**Source: Field data, 2022**

The study also covered respondents from all educational levels, it was established that all levels of education had strong influence on one's knowledge about effective communication and its impact to the performance of the organization. Respondents with low level of education were also less knowledgeable on the effects of communication on organizational performance. On the other hand, respondents with higher level of education especially those with Master's Degrees, Bachelor's Degrees and Diplomas were highly knowledgeable on the effects of communication on organizational performance. Some of these respondents were technical people with expertise on the topic. Development activists have noted that levels of education have a major impact on the development process.

#### 4.1.5 Religious affiliations

In the field study, different religious affiliations were given. Findings are indicated in table 6 below:

**Table 6: Showing religion of respondents**

S.N	Religious Affiliation	Frequency	Percentage
1.	Catholic	30	32
2.	Reformed Church in Zambia	15	16
3.	Anglican	20	21
4.	Pentecostal Assemblies of God	12	13
5.	United Church of Zambia	10	10
6.	Jehovah's Witness	03	03
7.	No Religion	05	05
8.	Total	95	100

**Source: Field data, 2022**

A big number of respondents were Catholic (32%) followed by Anglican (21%), Reformed (16%), Pentecostal Assemblies (13%), United Church (10%), No religion (05%) and this showed that some religions know much about effects of communication on an organizational performance than others.

#### 4.1.6 Respondents' years in service.

From the study it was found out that the biggest percentage of respondents had worked in Zambian Government for the period of between 1-5 years as represented by 50% whereas 10% shows respondents had worked for Zambian Government for the period of between 6-10 years, 33% represents those who have not worked, and 07% represents respondents who had worked for the period of 11 years and above. This implies that some respondents have been civil servants for a longer period of time, thus possessing a lot of experience in the service.

**Table 7: showing respondents' years in service**

S.N	Period of Service	Frequency	Percentage
1.	Not worked	31	33
2.	1-5	48	50
3.	6-10	10	10
4.	11 and above	06	07
5.	<b>Total</b>	<b>95</b>	<b>100</b>

According to the study findings, respondents covered had spent several years working in the government. The study therefore covered respondents who were knowledgeable about effects of communication as they were considered pioneers of the organization due to the many years spent in service and it was found out that all the respondents were aware of the effects of communication, impact, and challenges, thus possessing a lot of experience.

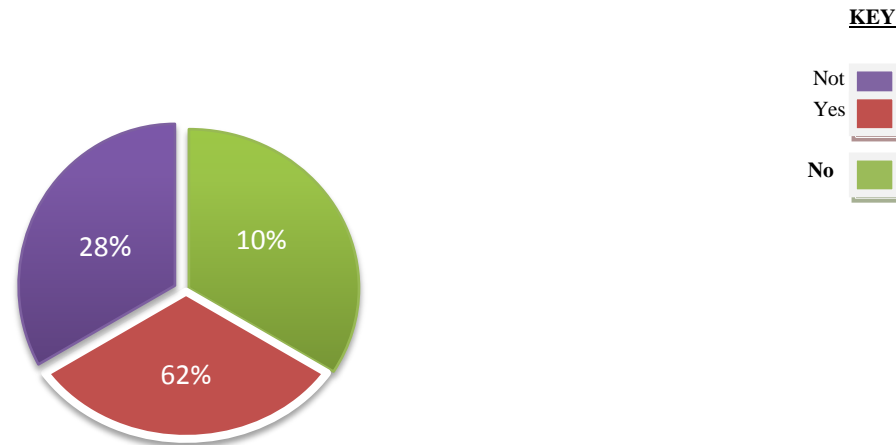
#### 4.2 The impact of communication on an organizational performance

Various questions were set in relation to this sub heading and these questions were addressed across section of 95 respondents who contributed primary data. Their responses have been compiled into frequencies and percentage and then presented in figures. To get valid and reliable data to this sub heading, key informants were asked by the researcher with the aim of finding out possible impacts of communication in on organizational performance.

##### 4.2.1 Awareness of the effects of communication on organizational performance

The first question was aimed at finding out if communication has any effect on organizational performance. Responses to this research question are indicated in figure 1 below:

**Figure 1: showing the awareness of the effects of communication on an organizational performance.**



Source: Field data, 2022

**Figure 2: showing the opinion rate on the impact of communication on an organizational performance**

From the figure above, it was found out that the biggest percentage of respondents was aware of the effects of communication on an organizational performance as showed by 62% followed by 28% of the respondents who were not sure about the effects of communication on an organizational performance and surprisingly 10% did not have any idea about the entire aspect of the effects of communication on an organizational performance as portrayed in the figure above.

##### 4.2.2 Opinion rate on the impact of communication on an organizational performance

The researcher also tried as much as possible to find out opinion rate on the impact of communication on an organizational performance. Responses to this research question are indicated in figure 2 below:



Source: Field data, 2022

**KEY**

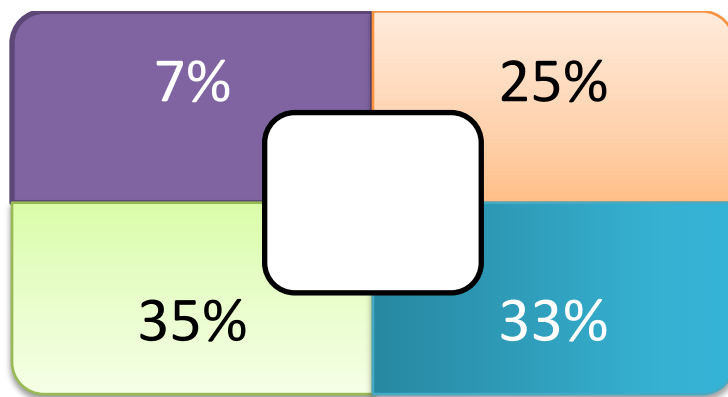


According to figure 2 above, the biggest percentage of the respondents by 45% said effective communication has an impact in an organizational performance, whereas 35% of the respondents in the similar way said that effective communication has a big impact and surprisingly to note was 20% of the respondents said that effective communication has no impact on an organizational performance.

#### 4.2.3 The impacts of communication on an organizational performance

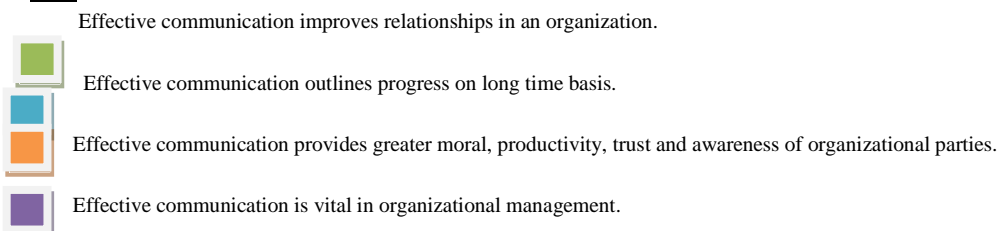
Another question was posed to the respondents to specify the impacts of communication on an organizational performance and various impacts were given as indicated in the figure below:

Figure 3: showing the impacts of communication on an organizational performance.



Source: Field data, 2022

**KEY**



Numerous responses were put forward when respondents were asked about the impact of communication on an organizational performance and were as follows: 35% of the respondents said effective communication improves relationships in the organization, 33% said that effective communication outlines progress of the organization on long time basis, 25% of the respondents revealed that effective communication provides greater morale, productivity, trust and awareness of organizational parties and also to note was the 7% respondents who said that effective communication is vital in organizational management.

#### 4.3 Factors that affect effective communication in the Public Schools.

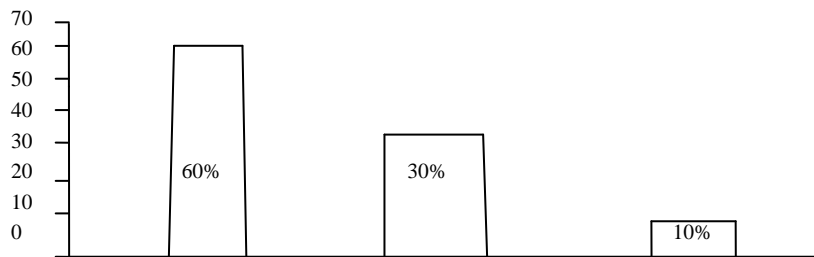
Various questions were sent in relation to this sub heading and these questions were addressed to a cross section of 95 respondents who contributed to primary data. Their responses have been compiled into frequencies and percentages and then presented in figures. To get valid and reliable data to this sub heading, respondents were asked by the researcher with a view of finding out the factors that affect effective communication in public schools of Zambia.

##### 4.3.1 Awareness of the Factors Affecting Communication in Organizations

From the field study, a question was posed to the respondents to specify the awareness of the factors affecting effective communication on organizational performance.

Various ideas were given as indicated below:

**Figure 4: Showing awareness of the factors affecting effective communication in regard to organizational performance.**

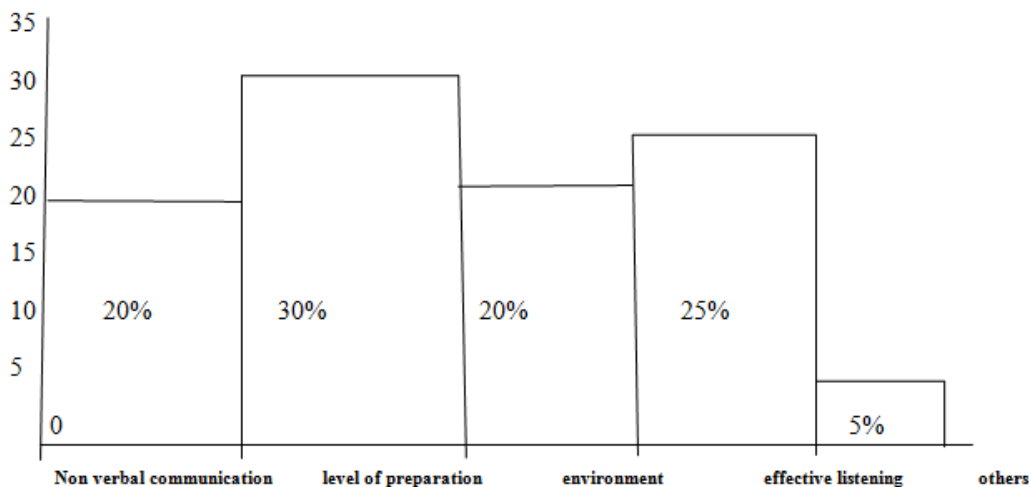


Source: Field data, 2022

The biggest percentage of respondents represented by 60% alleged that they were aware of the factors affecting effective communication on organizational performance whereas 20% of the respondents revealed that they did not have any knowledge about the factors affecting effective communication on organizational performance and lastly 10% of respondents were found not sure about the statement as portrayed in figure above.

##### 4.3.2 Factors affecting the effective communication in organizations

Another question was posed to the key informants and it wanted them to specify the factors affecting the effective communication in organizations. Various factors were given as it is indicated in the figure below:



**Figure 5: Showing factors affecting effective communication on organizational performance**  
Field data, 2022

As assessment of factors affecting effective communication on the organizational performance was as follows; 30% of the respondents said that the level of preparation greatly affects effective communication during the organizational performance, this was followed by 25% of the respondents who revealed that effective listening affects effective communication, 20% said that non verbal communication affect effective communication, and the other 20% said that environment affect effective communication. 5% of the respondents gave other views of the factors that affect effective communication.

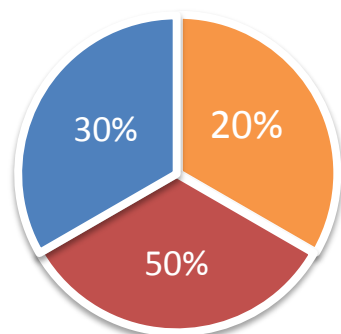
#### 4.4 The relationship between effective communication and organizational performance

Reference to the above sub heading, various questions were set in relation to this sub heading and these questions were addressed to a cross section of 95 respondents who contributed primary data to this sub heading. Respondents were asked by the researcher with the aim of finding out the possible relationship between effective communication and organizational performance.

##### 4.4.1 The awareness of the relationship between effective communication and organizational performance

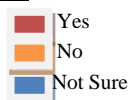
Respondents gave responses in relation to the awareness of the relationship between effective communication and organizational performance. Findings are indicated in the Figure below:

**Figure 6: Showing the awareness of the organizational performance of the relationship between effective communication and organizational performance**



Source: Field data, 2022

#### KEY



During the field study, it was found out that 50% of the respondents said there was a relationship between effective communication and organizational performance, 20% of the respondents said there was no relationship between effective communication and organizational performance and lastly 30% of the respondents revealed that they were not sure about the statement as stipulated in figure 6 above.

##### 4.4.2 The relationship between effective communication and organizational performance

Another question was posed to the key informants and it intended them to specify the relationship between effective communication and organizational performance. The relationship was given as it is indicated in the figure below:

**Table 8: Showing the relationship between effective communication and organizational performance.**

Responses	No. of respondents	Percentage
Effective communication is the basis of the organization to meet its aims and objectives	40	42
Both need each other	30	31
Team work, decision making and problem solving in an organization is improved by effective communication.	10	11
Employees get knowledge on what to do and what they expect through effective communication	15	16
<b>Total</b>	<b>95</b>	<b>100</b>

Source: Field data, 2022

According to the field questionnaires from the field, 42% of respondents said that Effective communication is the basis of the Organization to meet its aims and objectives whereas 31% of respondents said that both effective communication and organizational performance need each other while 11% of respondents said that team work, decision making and problem solving in the organization is improved by effective communication

and lastly 16% of respondents said that Organizational employees get knowledge on what to do and what they expect through effective communication.

### 3. DISCUSSION, CONCLUSION AND RECOMMENDATIONS

#### 5.0 Introduction

This chapter presents discussions, conclusions and recommendations from the research study. These follow the sequence of research questions as developed the research objectives. An attempt is further made to highlight recommendations which the researcher deemed to benefit both the government and non-governmental organizations. The researcher presents a detailed discussion of the results drawing conclusions and makes recommendations from the study.

#### 5.1 Discussion of the findings

The subsequent discussion in this chapter is based on the results presented in chapter four of this report as given by the respondents. The main aim of this study was indicated in chapter one as to find out the relationship between communication and organizational performance.

#### 5.2 Bio data

From the social economic demographic characteristics respondent that is sex, Age, education level and occupation, majority of them (60%) were females and 40% males, ages 16 and above were considered. All the respondents had at least passed via primary and secondary level of education. These characteristics were very important in the study because it gives a background where one can build to critically assess the phenomenon and suggest possible remedies/solutions.

#### 5.2.1 The impact of communication on an organizational performance

In reference to research question one, various impacts of communication on an organizational performance were mentioned as improving relationships in the organization, outlining progress on long time basis. Providing greater morale, Productivity and awareness of organizational parties is vital in organizational management.

In line with Brandy, veronica (2012) asserts that effective communication can improve relationships at home, work and social situations deepening connections to others and improving team work, decision making and problem solving. It enables you to communicate even negative or difficult messages without creating conflict or destroying trust. Effective communication combines a set of skills including non verbal communication, alternative listening, the ability to manage these in the moment and the capacity to recognize and understand your own emotions and those of the person you are communicating with.

This is also supported by Roger Haywood in all public relations (1991) for an organization to be successful, a well informed staff is required so that its aims and objectives are met. He put much emphasis on internal communication where this kind of communication would outline progress on a long time basis for the organization explains change so that employees know what the role in adjusting to and maintaining the change provides functional information which enables staff do the jobs. Conveys policy decision so that staff is informed about institutional objectives explains the purpose of decisions and policies so that the staff understand the reasons for institutional actions and manages crisis so that all staff is clear on their respective roles.

5.2.2 The factors that affect effective communication in organizational performance include; non verbal communication, the level of preparation, the environment and effective listening. The above findings concur with Vinillasky (2013) that non verbal communication was among communication are non verbal, meaning that people's bodies don't always say the same thing their mouth's say, be aware of how close you stand to people while speaking. Getting too close or too far away can make people feel uncomfortable. Avoid distracting gestures like tapping your foot, shaking your leg or looking around when speaking or listening. Make sure your body matches up with your words to communicate effectively. The level of preparation for any communication dictates how effectively you will get your message across even for things as simple as text messages on casual conversations, think about what you want to say and how you want to say it before and if you have time to prepare for a future presentation or business meeting make notes and ready yourself to answer questions and take advice knowing your audience.

Even if a speaker has good ideas he won't effectively communicate his message to an audience he doesn't cater to use appropriate language and body language depending on whom you are talking to, if your speaking to experts in your field you don't have to explain basics however if you're talking to high school structures you can't take specific knowledge for granted, adopt to your audience so you both get the most out of the exchange.

Agee Waren (1979) added that environment greatly affects effective communication if you have a meeting in a boardroom or a busy restaurant, the environment can cause noise. Noise can interrupt your communication in any case giving an example of rain and wind that may cause noise. Berney E.L (1952) showed how effective listening can be one of the factors affecting effective communication. To communicate effectively, you have to speak prissily and persuasively but you also have to listen, maintain eye contact and listen to everything the other person says to you in order to respond directly to her or him rather than deeply saying what you were going to say in anyway. When people listen and learn from each other they communicate more effectively and honestly.

#### 5.2.3 The relationship between effective communication and organizational performance

Reference to the above sub heading, various relationships between effective communication and Organizational performance were mentioned. These include; effective communication being the basis of the organization to meet its aims and objectives, they both need each other, team work, decision making, and problem solving in the organization is improved by effective communication. This is in line with Bernes' (1952), intercom strengthens organizational activities. This is where telephones are connected to serve all the offices within the organization. Any employee who wants to communicate to another just calls to their office instead of having to walking to the offices. This is commonly used when an employee wants to communicate to a particular employee and not all the employees in general like with effective memos. It is used everyday both for official conversations and informal ones. Members of the organizational management can also use them when they want to communicate to an individual employee.

Whereas Dominick R Joseph (1996) noted that effective communication from the management to the employees encourages them to work more satisfactory and if it is a service company being well informed will enhance customer relations. Also the better informed employees are the less

likely they are to spread anonymous and possibly damaging miss-information. Some of the methods include annual reports and accounts, advertisements shown to employees before being taken to the press, all employees know of top management appointment and company policies thus through downward communication. Internet communication as an effective communication is especially very instrumental including information required by mobile staff. He also keeps employees and those they serve equipped with the key factors about the organization such as current performance, plans and strategies. The benefits of this include greater morale, better informal staff, increased trust and awareness. Markhan Victor (1972), added that effective communication between employees with their management encourages them to have the ability to belong, to join in, to contribute and to be more than receiver. They may have thought that only means of communication with management was through trade unions and only when they had something to complain about which is not the case when communication is effective. Effective communication gives a sense of belonging and ownership to the organization which ensures improved delivery to the customers. Effective communication to employees gives them less idea to spread anonymous and possibly damaging rumors or misinformation, this therefore saves the organization the costs of dealing with damaging information. A work force that is in constant communication with employee's respects has pride in the management and believes in being treated fairly and will have the morale to work, effective communication among employees creates understanding and support for management among employees which enables them co-operate more effectively.

### 5.3 Conclusions

From the findings of the study it can be considered that Effective communication plays a key role in supporting the success of the organization. The value of effective communication is in enabling staff to understand the organization's goals and how- they are involved in delivering them. It is also important in enabling staff to put forward their views and ideas to the organization. Well- informed and involved staffs feel more valued by the organization and provide better value for service to customers but however it should also be noted that not all staff is involved in the decision making because naturally humans like hierarchies of power therefore decisions are taken at atop level by managers in most organizations.

#### 5.3.1 Bio - data

From the social- economic demographic characteristics respondent that is sex, age, education level and occupation, majority of them (60%) were females and 40% males, ages 16 and above were considered, all the respondents had at least passed via primary and secondary levels. These characteristics were very important in the study because it gives a background where one can build to critically assess the phenomenon and suggest possible remedies/solutions.

#### 5.3.2 The impact of effective communication on the organizational performance

Reference to research question one, various impacts of effective communication on the organizational performance, a conclusion made shows that 35% of the respondents said effective communication improves relationships in the organization whereas 30% said that effective communication outlines progress of the organization on long time basis, 25% of the respondents revealed that effective communication provides greater morale, productivity, trust and awareness of organizational parties and also to note was the 7% respondents who said that effective communication is vital in organizational management thus lastly 3% of the respondents represented others.

#### 5.3.3 The factors that affect effective communication in organizational performance

A conclusion shows that 30% of the respondents said that the level of preparation greatly affects effective communication during the organizational performance; this was followed by 25% of the respondents who revealed that non verbal communication also affects effective communication on the organizational performance. 15% of respondents said environment negatively affects effective communication on the organizational performance, last but not least 20% of respondents said effective listening affects effective communication and lastly 10% of respondents represented other factors affecting effective communication on the organizational performance.

#### 5.3.4 The relationship between effective communication and organizational performance

Conclusion made shows that 35% of respondents said that Effective communication is the basis of the organization to meet its aims and objectives whereas 20% of respondents said that both effective communication and organizational performance need each other while 15% of respondents said that team work, decision making, and problem solving in the organization is improved, by effective communication and lastly 30% of respondents said that Organization employee get knowledge on what they should do and what they should expect through effective communication.

### 5.4 Recommendations

From the findings of the study, the following recommendations should be given consideration by the organizations. These include:

1. The development of a more effective communication system at the foundation heavily depends on the efforts of the management. In this, I propose possible ways in which the organization can improve the communication system to a more effective one.
2. The system of allowing every employee to get involved in communication process is productive. It makes employees feel that they belong to the organization and are valued. The employees are therefore given to work harder ensuring the success of the organization. The organization should therefore keep it up.
3. The organization should introduce a feedback mechanism because it is the only way to measure the success of effective communication system. Without a feedback mechanism, employees feel they are being communicated at and it only breeds discontent.
4. A policy should be devised where all written communication goes through the public relations department so that it is made understandable by all the employees. Technical information is of no use to those who do not understand it before employees cannot respond to it.
5. A key ingredient to develop effective communications in any organization is each person taking responsibility to assert when they don't understand a communication, or to suggest when and how someone could communicate more effectively.
6. Further Research Areas Because of the limitations in time and finance, the study was only focused on the impact of effective communication on the organizational performance in the three secondary schools in Msoro chiefdom

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## APPENDICES

### APPENDIX 1: QUESTIONNAIRE

Self-Administered Questionnaire for key informants

Dear respondent,

I am Maxwell Mwale, a student at DMI St. Eugene University conducting a research study on the impact of communication on organizational performance as a requirement for the award of Master's Degree in Business Administration in Human Resource, I kindly request you to spare some time and fill this questionnaire. The information given will be used for academic purposes only and will be treated with utmost confidentiality. Your cooperation will be highly appreciated.

Thank You.

INSTRUCTIONS: **Tick and explain where necessary.**

#### SECTION A: BACKGROUND INFORMATION

1. What is your name? .....
2. What is your occupation? .....
3. In which department are you? .....

#### Gender

- a) Male .....
- b) Female .....

#### 2. Age bracket

- a) 16-19 .....
- b) 20-27 .....
- b) 28-35 .....
- c) 36-48 .....

#### Marital Status

- a) Single .....
- b) Married .....
- c) Separated .....
- d) Divorcee .....
- e) Widow/Widower .....

#### Level of Education

- Primary .....
- Secondary .....
- Certificate .....
- Diploma .....
- Bachelor's Degree .....
- Master's Degree .....

### APPENDIX 11: BUDGET

ITEM	QUANTITY	UNITY COST (ZMK)	TOTAL (ZMK)
Paper	2 reams	150.00	300.00
Pens	5	5.00	25.00
Clip file	2	20.00	40.00
Note book	1	30.00	30.00
Transport	4 trips	50.00	200.00
Printing	3 bunches	250.00	750.00
Binding	3 bunches	20.00	60.00
Miscellaneous			200.00
<b>Grand Total</b>			<b>1,605.00</b>

**APPENDIX III: ACTIVITY PLAN**

<b>SERIAL NO.</b>	<b>MONTH</b>	<b>ACTIVITY</b>
01	May, 2022	Topic identification
02	May, 2022	Preparation of proposal
03	June, 2022	Proposal writing
04	June, 2022	Data collection
05	July, 2022	Data analysis
06	August, 2022	Preparation of report
07	September, 2022	Report presentation