ASSESMENT OF EFFECTIVE COMMUNICATION IN IMPROVING ORGANIZATIONL PERFORMANCE

(THE CASE OF ZEBIDER BREWERY)

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Declaration and confirmation

Declaration

I undersigned student, hereby declare that, this senior research paper is my original work, which has not been presented for the degree in other university and all the sources of materials used for this study have been fully acknowledged.

Name: Lidiya Nega

Signature: _____

Date: _____

Confirmation

This research paper work is conducted under my supervision and fulfils all requirements research standard of the program. I hereby approve the submission of this senior research project for examination.

Name: _____

Signature: _____

Date: _____

Approval

This research has been submitted for examination with my approval as a university advisor.

Approved by Bored of Examiner

Advisor signature

_____ _____

Examiner signature

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Examiner signature

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Acknowledgement

First of all I would like to thank my almighty God who helped in every activities of my life. Second gratitude goes to my advisor Mr. Tegebu for his valuable and continuous suggestion constructive Comment. Thirdly I would like to express my heartfelt gratitude for our family to support by morally and financially.

Lastly, I would like to think for the freinds who provide to my all the necessary materials whenever I need it.

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ABSTRACT

This study was to assess effective Communication in improving Organizational Performance,zebider brewery factory. The problem that to the study was to assess the information thatincreases performance of organization. The researcher used descriptive method of research design. The researcher used primary and secondary source of data. The population of this study would be employees of zebider brewery factory.The total population of zebider brewery factory was 230. The sample size of 70 would be determined using Taro Yamane formula. The data would be analysed by using descriptive method of analysis is important for transforming of the raw data in to forms that makes easy to understand and interpret. The findings of the study pointed out that there is need for holding regular meeting to solve the different problems facing the workers and to facilitate face to face communication among the staff themselves and between the staff and the management. Encourage team work so that the employees can work towards improving their relationship with each other and with the management. Once relations are improved, it will be possible to work as a team and improve organizational performance.

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CHAPTER ONE

1. INTRODUCTION

1.1 BACKGROUND OF THE STUDY

Communication is a means of bringing about change. It is the mainstream of any organization growth. There is need form interaction and understanding of management-employee relations this will bring about increased performance of all parties involved in the communication processor chain. According to Banihashemi (2011), communication as a medium, a means to performance ends, or as constitutive, as the end in itself.Communication is a process of transmitting information from one person to another. According to Stephen (2011), communication is a critical factor in directing and mobilizing the workforce towards the accomplishment of the organizational goals or objectives.

By creating understanding it enhances co-operation and promote effective performance. According to Williams (2007) smart managers understand that the end effective, straight forward communication between managers and employees is essential for success. According to (Mckinney,Barker, Smith& Davis,2004)communication is essential to effective team performance and communications for any organization is like blood flow in the human body. Therefore any organization that understands the importance of communication uses it in their organizational environment. Since, it ensures coordination of factors of production and most importantly material and human elements of organization as an efficient network of change and advancement.

According to Snavely (2001) as cited by Robins(2006), communication process is initialled through the following means the sender-encoding-the message-the channeldecoding-the receiver-noise and feedback. It is estimated that managers spend over 80% of their day communicating with others. Since most of the basic management process- planning, organizing, leading and controlling – cannot be performed without effective communication.

1.2. STATEMENT OF THE PROBLEM

Communication is the backbone of good organizational performance because it plays a very important role in the attainment of its goals and objectives. An efficient communication system and information flow in an organization is a prerequisite to making them relevant and relate well with the society. Many industrial disputes originate due to failure in communication. Hence it is important to stress that in communication, emotions, environment, psychological and technical characteristics of the medium is relevance to enhance the organizational performance. In the view of Okoye (2004), psychologically transmission goes beyond reception of information but understanding and feedback.Most organizational conflict has been traced to breakage in communication as supported by (Lee, 2003; Scott, 2004).

According to Chudi –Oji (2013), In spite of the laudable roles of effective communication in improving organizational performances, it is regrettable that some faculties pay lip service to the maintenance of communication systems. Change is a gradual and continuous process, giving room for inputs and adjustments. The new innovations, e-classroom, ICT awareness and appraisal methods are good in itself but the medium and level of communication is problematic.

Unfortunately, there may be lack of a coordinated and efficient communication policy at Zebider brewery factory. Zebider brewery factory clients may be complaining of serious delays in the processing of their claims. Since communication plays a vital role in harmonizing an organization so as to enhance organizational performance, there is need to evaluate the organizational communication structure, channels of communication, communication policy and communication system at Zebider brewery factory to find out how relevant and effective they are in this era of Information Technology, so as to establish the effectiveness of communication in Zebider brewery factory and its effects on the organizational performance.

Kagwiria| k u r ia (2008) conducted the study on the assessment of effective communication on performance of employees by using the frame works of organizations performance, communication process, channels of communication. But this study is to assess the communication in improving the organizations performance, communication process, types of communication, barriers faced by employees during communication and the implications of effects of communication on organizational efficiency and performance. No studies were

conducted yet at Zebider brewery factory on the subject matter. At the end of the study the researcher recommended possible changes necessary in the communication process for increased good organizational performance at Zebider brewery factory.

1.3. RESEARCH QUESTIONS

The research tried to answer the following questions:

1. How is communication carried out in Zebider brewery factory?
2. Which communicationtechiniques dominantly improve performance of Zebider brewery?
3. What can be done to improve communication between employees and management?
4. What are thecommunication challenges faced by the employees of Zebider brewery factory?

1.4. OBJECTIVES OF THE STUDY

1.4.1. General objective

The general objective of the study was to assess effective communication in improvingperformance of Zebider brewery factory.

1.4.2. Specific objectives

Specifically the study would be tried to achieve the following objectives.

- To assess the way of communication carried out in Zebider brewery factory.
- To assess the communication techiniquesof Zebider brewery factory .
- To assess employees and management communication improvement
- To assess the communication challenges faced by the employees in Zebider brewery factory.

1.5. Scope of the study

Geographically, the study would be conducted inZebider brewery factory. And theoretically the study would be limited to the frame works of communication, improvement of performance; methodologically the researcher used descriptive type of research design.

1.6. Significance of the study

The student researcher; the student researcher is beneficiary on getting knowledge about the study and experience on conducting such assessment and get satisfaction when the study wills the solution to the problem.

The organization; the organization is beneficial in that the manager of the organization see the identified problem and recommend solutions and take corrective actions accordingly this study.

Other researcher: other researcher can take this study as reference for conducting other similar assessments.

Other similar organization: This study can also use for other organizations which are similar by taking this study and they can team selves with identified problem and if the problem is originated on them can take their corrective measure.

1.7. Organization of the study

The paper would be organized in five chapters. The first chapter contains the introduction part, This include background of the study, statement of the problem, objective of the study, Significance of the study, Scope of the study, the second chapter was deals with related review literature, the third chapter was deals with research methodology, the chapter 4 was deals about data analysis and las chapter was about conculision and recommendation.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

In explaining the meaning of communication; it is good to look at the subject matter of communication in details. Meaningful communication informs and educates employees at all levels and motivates them to support the strategy (Barrett, 2002). Communication is viewed by (Haiemann, 2011) as the imparting of ideas and making oneself understood by others. It is also the process by which information is passed between individuals and/or organizations by means of previously agreed symbols. Communication is the process by which one party (a sender) transmits information (i.e. message). It is a continuous process between the two parties involved and it occurs in many levels, such as intra-individual communication level (Keith, 2014). Information is transmitted in two ways:- e.g. from a sensory organ to the brain and secondly, interpersonal level is a situation in which the transmission of information is just between two individuals.

Communication can also occur within or between an individual or group. Effective communication is a process by which sender of message, received feedback from receiver in intended (Peter, 2015). Effective communication starts from the sender to its decoding by the receiver. It is said to be ineffective communication when receiver of the message did not decode the intended of the sender. It is through feedback that information achieves its desired results.Berrels A. (2010), communication takes place when the person to whom it is intended, subsequently, the receiver understand the meaning intended and reacts accordingly. Effective communication is a transaction of ideas, directory command or guide into oral or written words, or actions on the path of the communicator in such a way that the receiver gets the same message and reacts in manner envisaged by the communicator (Victor Akam; 2011).

It is believe by a lot of experts that communication could consciously or unconsciously take place by writing, reading, taking, listening or moving and any part of the body. All these things

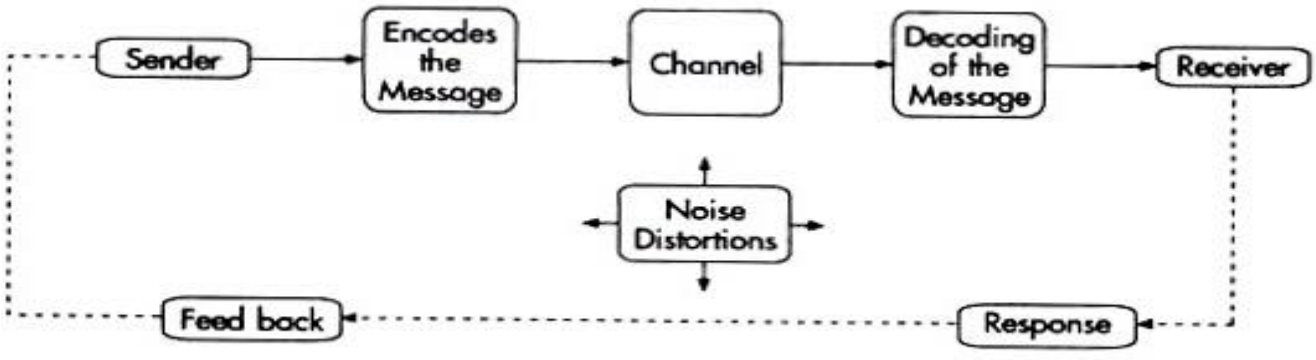
mean something to some person, or group. It has to be stressed that communication in an organization can take place in any of these means.

Communication is a process of effecting change to a system. As long as organization reforms and globalization is evident, new communication techniques should be developed to stand the change. Thereforeit becomes important for positive attitudes to change to lead to vital successful change programs (Kotter, 1996), as resistance to change is one of the biggest barriers to overcome. Likewise,communication requires a degree of 'cognitive organizational reorientation' comprehension and appreciation of the proposed change. Elving&Hansma (2008) carried out an interview research between management and employees during organizational change. The most important conclusion drawn was that the success of the dissemination and adaptation of organizationalchange significantly depend upon communicative and informative skills of managers at all levels. Although leaders appear to be aware of fast change within organization (Bolden & Gosling, 2006), communicating that change is difficult. Bennebroek-Gravenhorst et al. (2006) found that along with the role of management on the contribution of the workforce to the impending change, distribution of information and actual communication regarding the need for the change and the objectives of the modification in business organization are also critical.

2.2Communication Process

The communication process consists of seven steps (Shannon &Weaver, 1949): message, encoding, transmitting, receiving, decoding, understanding and feedback. Communication is not an easy task, but attempt have been made to simplify it through

Figure 2.1 Communication process



2.3 Communication in the organization

According to Banihashemi, (2011) all aspects and points to effective communication in the organization, it gain in conclusion that channels of communication is one of the most effective way in a relationship, and qualified managers have to pass over all stages of communication. Communication is a basic element in organizational structure and functioning. It is the key mechanism for achieving integration and coordination of the activities of specialized units at different levels in the organization. Organizational communication can be horizontal, upward, and downward:

diversity in organizational structure. The need for lateral or horizontal communication was first stressed by Fayol (1949), when he suggested a 'gang plank' between similar hierarchical positions. Downward communication provides information from higher levels to lower levels. Being superior-subordinate communication, it follows the chain of command through the line of authority. Downward communication can be of four types (Katz & Kahn, 1966):Namely

1. Communication designed to provide job rationale to produce understanding of the task and its relation to other organizational tasks;
2. Communication about organizational procedures and practices;
3. Feedback to the subordinate about his or her performance; and
4. Communication to foster inculcation of organizational goals. Upward communication serves as a control system for the organization

2.4 Organization performance a source of organizational effectiveness

Performance when compared to goals and objectives. Within private or public sector differs. In a private sector the three primary performance outcomes are financial performance, market performance and shareholder value performance. However, the public sector is concerned with service delivery, public opinion/satisfaction and distributive development of the economy. In fact, a Performance Management system aims at improving the results of people's efforts by linking these to the organization's goals and objectives. Importantly employees' performance can be improved by ensuring appropriate recognition and reward for their efforts, and by improving communication, learning and working conditions. It is also a common practice in public sector performance management literature to talk about the three Es: Economy, Efficiency, and

Effectiveness (Javier 2002; Gondal&Shahbaz, 2012). According to Beirut, (2003) Performance is referred to as being about doing the work, as well as being about the results achieved. It can be defined as the outcomes of work because they provide the strongest linkage to the strategic goals of an organization, customer satisfaction and economic contributions. Jain, Apple & Ellis (2015) defines Performance is an act or process of carrying out actions and activities to accomplish an intended outcome. We live in a performance-based culture whether in our personal or professional lives. To achieve improvement in any given performance however, one must first know what defines a quality performance. It is therefore important to understand the factors that play a relevant role in any performance. Performance measurement is the process of collecting, analyzing, and/or reporting information on the performance of an individual, group, organization, system, or component (Upadhya, Munir, & Blount, 2014). It can involve a review of processes, strategies, approaches, and parameters to track performance against intended targets.O'Boyle& Hassan, (2014) measured performance on bases of capabilities in carrying out obligations by personnel in an organisation. Bayle & Robinson (2007) suggest there are three principles that performance depends upon: the system of governance; the quality of the organisation's network (affiliations, supporting bodies); and the positioning of the organisation within its particular sport. The study refers to these principles as 'The Strategic Performance Mix'. At the operational level, Bayle & Robinson (2007) study suggests there are three further performance issues that facilitate overall organisational performance: forms and levels of professionalisation; the presence of a participatory organisational culture; and adopting a partnership approach. Performance means quality, condition, or function. According to Shafique, Ahmad, Abbas&Hussain(2015) Organizational performance was not only the outcome it was continuous process of different activities.

Capabilities were the effort to do activities, which were the processes that lead to the organizational performance. In comparing public sector organizations, with their peers in the private sector are different. It means maximization of Profit is not desired and the ability of such organizations to lower revenues, and overall, there are no agreed indicators to performance measurement. For this reason some scholars know performance measuring impossible in public sector. Hence some scholars have also begun to focus on the performance of these entities with a number of studies in recent years affording attention to various performance issues within these

organisations such as governance (Ferkins, Shilbury, & McDonald, 2009; Hoye& Doherty, 2011; Shilbury, Ferkins, &Smythe, 2013; Yeh& Taylor, 2008) their performance through effective policy- making and analysis of some key performance indicators. Moreso, Sink (1991) viewed performance measuring as a complex task, difficult, challenging, and important. Performance level is a function of the efficiency and effectiveness of enterprise operations, Therefore, measurement of performance is the process of quantifying the efficiency and effectiveness of an organization.

2.5 Implications of communication on organizational performance

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

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

Nnamani&Ajagu (2014)examined the relationship between the employees and their work environment, to assess the extent of employee performance on productivity and to find out the extent environmental factor has enhance to performance.

Weimann, Hinz, Scott & Pollock (2010) reviewed that communication culture and tools of the distributed teams of a large German manufacturer is nether perfect nor complete due to the communication behaviours and tools used by these real distributed teams working together in different settings on international projects. The findings show that regular face-to-face meetings, email and phone still play a pivotal role in team communications, even though a variety of communication tools is available. The case study concluded that team member satisfaction and team success can only be accomplished if the communication culture in the company takes into account the technologies used and the distributed work setting. Likewise, Schiller &Mandviwalla (2007) suggests that media vary in the levels of richness they provide. Media might differ in the number of cues they are able to convey, the timeliness of feedback, and the capacity for natural expression. The more of these factors a medium covers the richer it is. Therefore face-to-face can be considered as the richest medium. It permits timely feedback, allows the simultaneous communication of multiple cues like body language, facial expression and tone of voice, and uses high-variety natural language that conveys emotion. Video conferencing, phone, chat (instant messaging), email, text messaging, addressed written documents (e.g., notes, memos, letters), and unaddressed documents (e.g., bulletins, standard reports) follow face-to-face communication in media richness in a descending order. Today organizations believe that the major source of competitive advantage is attained from an organization's human resources and to enhance organizational performance by effectively utilizing their human resources. Though, this was not always the case, as human resources were usually perceived as a cost in the past (Gondal&Shahbaz, 2012). Elving (2005) shows the implication of communication in resistance to change. The framework leads to six propositions in which aspects of communication, such as information, feelings of belonging to a community, and feelings of uncertainty, have an influence on resistance to change, which will affect the effectiveness of the change effort. The findings reviewed that a distinction between the informative function of communication and communication as a means to create a community was made. In the suggested model communication has an effect not only on readiness for change, but also on uncertainty.

2.6 Importance of communication

We use communication every day in nearly every environment, including in the workplace. Whether you give a slight head nod in agreement or present information to a large group, communication is absolutely necessary when building relationships, sharing ideas, delegating responsibilities, managing a team and much more. Learning and developing good communication skills can help you succeed in your career, make you a competitive job candidate and build your network. While it takes time and practice, communication and interpersonal skills are certainly able to be both increased and refined.

2.7 Types of Communication

There are several different ways we share information with one another. For example, you might use verbal communication when sharing a presentation with a group. You might use written communication when applying for a job or sending an email. There are four main categories or communication styles including verbal, nonverbal, written and visual:

1. Verbal

Verbal communication is the use of language to transfer information through speaking or sign language. It is one of the most common types, often used during presentations, video conferences and phone calls, meetings and one-on-one conversations. Verbal communication is important because it is efficient. It can be helpful to support verbal communication with both nonverbal and written communication. Here are a few steps you can take to develop your

Verbal communication skills:

Use a strong, confident speaking voice. Be confident when speaking so that your ideas are clear and easy for others to understand. Use active listening. The other side of using verbal communication is intently listening to and hearing others. Active listening skills are key when conducting a meeting, presentation or even when participating in a one-on-one conversation. Doing so will help you grow as a communicator. Avoid filler words. It can be tempting, especially during a presentation, to use filler words such as “um,” “like,” “so” or “yeah.” While it might feel natural after completing an sentence or pausing to collect your thoughts, it can also be distracting for your audience. Try presenting to a trusted friend or colleague who can call

attention to the times you use filler words. Try to replace them by taking a breath when you are tempted to use them.

2. Nonverbal

Nonverbal communication is the use of body language, gestures and facial expressions to convey information to others. It can be used both intentionally and unintentionally. For example, you might smile unintentionally when you hear a pleasing or enjoyable idea or piece of information.

Nonverbal communication skills:

Notice how your emotions feel physically. Throughout the day, as you experience a range of emotions (anything from energized, bored, happy or frustrated), try to identify where you feel that emotion within your body. For example, if you're feeling anxious, you might notice that your stomach feels tight. Developing self-awareness around how your emotions affect your body can give you greater mastery over your external presentation. Be intentional about your nonverbal communications.

3. Written

Written communication is the act of writing, typing orprinting symbols like letters and numbers to conveyinformation. It is helpful because it provides a recordof information for reference. Writing is commonly usedto share information through books, pamphlets, blogs,letters, memos and more. Emails and chats are acommon form of written communication in theworkplace.Here are a few steps you can take to develop yourwritten communication skills:Strive for simplicity

4. Visual

Visual communication is the act of using photographs,art, drawings, sketches, charts and graphs to conveyinformation. Visuals are often used as an aid duringpresentations to provide helpful context alongsidewritten and/or verbal communication. Because peoplehave different learning styles, visual communicationmight be more helpful for some to consume ideas andinformation.Here are a few steps you can take to develop yourvisual communication skills:Ask others before including visuals. If you areconsidering sharing a visual aid in yourpresentation or email, consider asking others forfeedback. Adding visuals can sometimes

makeconcepts confusing or muddled. Getting a third-party perspective can help you decide whether thevisual adds value to your communications.Consider your audience.

2.8 BARRIERS OF COMMUNICATION

Communication plays a major role in developing a relationship. It can also affect the relationship among family members or management in any institute. More specifically, communication influences the effectiveness of instruction, performance evaluation, and the handling of discipline problems. Communication should be straightforward. What can make it complex, difficult, and frustrating are thebarriers. Some barriers of communication are the following.

Physiological Barrier

Physiological barriers to communication are related with the limitations of the human body and the human mind (memory, attention, and perception). Physiological barriers may result from individuals' personal discomfort, caused by ill-health, poor eye sight, or hearing difficulties.

Poor Listening Skills

Listening to others is considered a difficult task. A typical speaker says about 125 words per minute.The typical listener can receive 400–600 words per minute. Thus, about three-fourth of listening time is free time. The free time often sidetracks the listener. The solution is to be an active rather than passive listener. A listener's premature frown, shaking of the head, or bored look can easily convince the other person/speaker that there is no reason to elaborate or try again to communicate his/her excellent idea.

Information Overload

Nurses are surrounded with a pool of information. It is essential to control the flow of the information,else the information is likely to be misinterpreted or forgotten or overlooked. As a result,communication may get distorted.

Inattention

At times, we just do not listen but only hear. For example, your boss is immersed in his/her veryimportant paper work surrounded by so many files on the table and you are explaining him/her aboutan urgent office problem. In this situation, due to the inattention, the boss will not listen to you(he/she will only hear you); hence, he/she may not get what you are saying and it may lead todisappointment.

Emotions

The emotional state of a person at a particular point of time affects his/her communication with othersas it has an impact on the body language (nonverbal communication). If the receiver feels that thesender is angry (emotional state), he/she can easily infer that the information being obtained will bevery terrible. Emotional state causes some physiological changes in our body that may affect thepronunciation, pressure of the speech, and tone of the voice of the sender as well as the perception,thinking process, and information interpretation of the receiver during verbal communication.

Poor Retention

Human memory cannot function beyond a limit. One cannot always retain all the facts/informationabout what is being told to him/her especially if he/she is not interested or not attentive. This leads tocommunication breakdown.

Physical and Environmental Distractions

Physical distractions are the physical things that get in the way of communication. Examples of suchthings include the telephone, an uncomfortable meeting place, and noise. These physical distractionsare common in the hospital setting. If the telephone rings, the usual human tendency will be toanswer it even if the caller is interrupting a very important or even delicate conversation. Distractionssuch as background noise, poor lighting, uncomfortable sitting, unhygienic room, or an environmentthat is too hot or cold can affect people's morale and concentration, which in turn interfere witheffective communication.

Psychological Barrier

Psychological factors such as misperception, filtering, distrust, unhappy emotions, and people's stateof mind can jeopardize the process of communication. We all tend to feel happier and more receptiveto information when the sun shines. Similarly, if someone has personal problems such as worries andstress about a chronic illness, it may impinge his/her communication with others.

Social Barriers

Social barriers to communication include the social psychological phenomenon of conformity, aprocess in which the norms, values, and behaviours of an individual begin to follow those of the widergroup. Social factors such as age, gender, socioeconomic status, and marital status may act as abarrier to communication in certain situations.

Cultural Barriers

Culture shapes the way we think and behave. It can be seen as both shaping and being shaped by ourestablished patterns of communication. Cultural barrier to communication often arises whenindividuals in one social group have developed different norms, values, or behaviors to individualsassociated with another group. Cultural difference leads to difference in interest, knowledge, value,and tradition. Therefore, people of different cultures will experience these culture factors as a barrierto communicate with each other.

Linguistic Barriers

Individual linguistic ability may sometimes become a barrier to communication. The use of difficult orinappropriate words in communication can prevent the people from understanding the message.Poorly explained or misunderstood messages can also result in confusion. The linguistic differencesbetween the people can also lead to communication breakdown. The same word may mean differently to different individuals. For example, consider a word "face."

- He is facing a problem
- What is the face value of this share bond?
- Your face is oval shape

"Face" means differently in different sentences. Communication breakdown occurs if there is wrongperception of the meaning of the message by the receiver.Past ExperienceIf someone has awful experiences in the past related to some particular situation, then he/she will tryto avoid communication in that situation. For example, a staff nurse who, while providing detailedinformation regarding the patient care at the time of routine clinical round to her boss, is alwaysfacing negative body language and discouraging words from her boss will ultimately limit hercommunication to the boss at that time.

Organizational Barriers

Unclear planning, structure, information overload, timing, technology, and status difference are theorganizational factors that may act as barriers to communication.

Technological Failure

Message not delivered due to technical failure (e.g., receiver was not in mobile network area and thesender has not activated delivery report in message setting).

Time Pressures

Often, in organization the targets have to be achieved within a specified time period, the failure ofwhich may have adverse consequences for the employee. In a haste to meet deadlines, usually

anemployee tries to shorten the formal channels of communication that can lead to confusion andmisunderstanding among the various levels of supervisors, hence leading distorted communication.Therefore, sufficient time should be given for effective communication.

Complexity in Organizational Structure

Greater the hierarchy in an organization (i.e., the more the number of managerial levels), more arethe chances of communication getting destroyed. Only the people at the top level can see the overallpicture while the people at low level just have knowledge about their own area and a littleknowledge about other areas of the organization.

2.8.1 Barriers Related with the Message

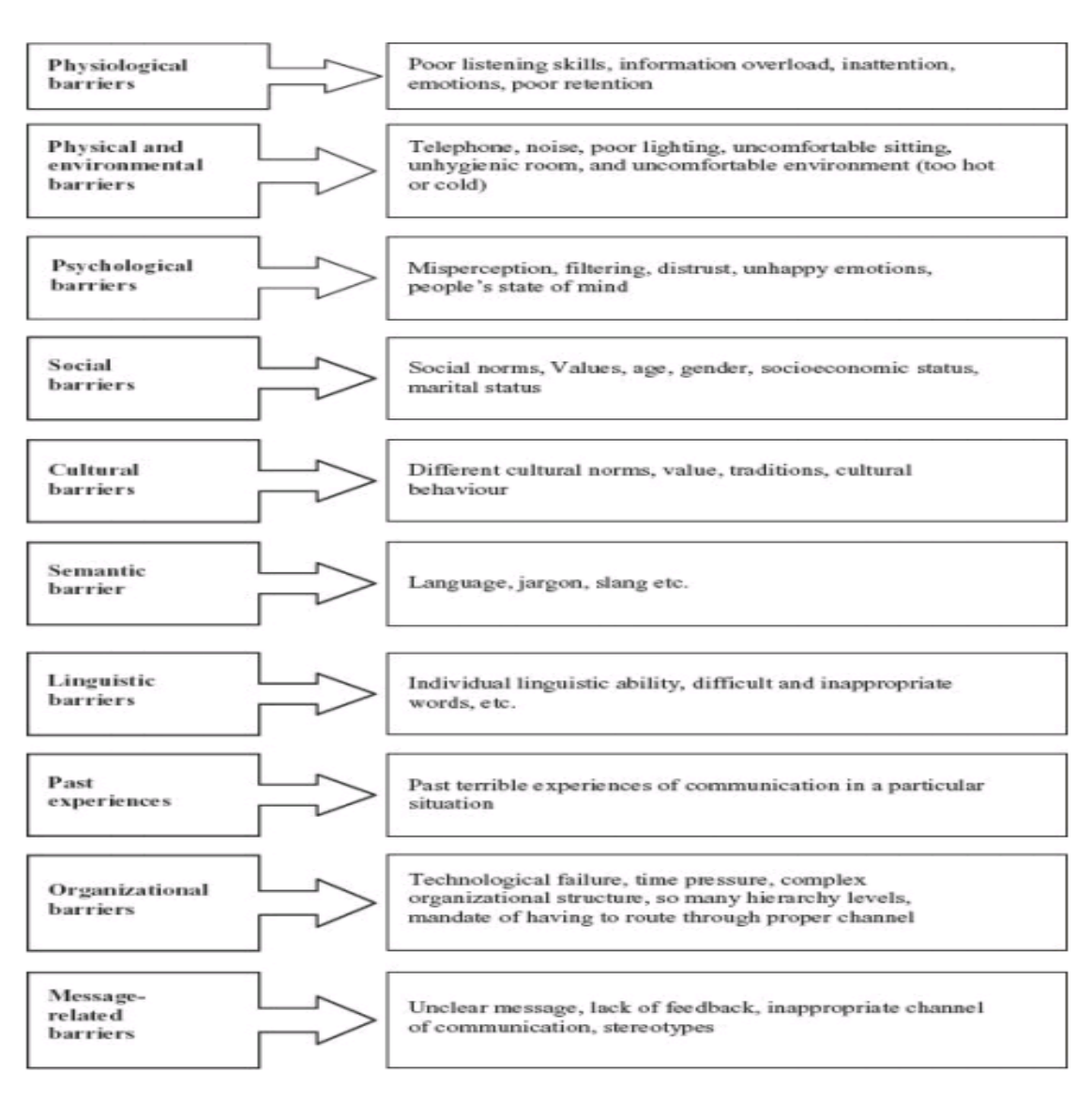
Unclear Messages

Effective communication starts with a clear message. Unclear messages in terms of meaning,grammar, and words may act as a barrier to communication because the receiver may not be able tointercept the actual meaning of the message.

Stereotypes

Stereotypes are beliefs or generalizations about characteristics or qualities that are felt to be typical ofa particular group (Funk &Wagnalls, 1966). Stereotyping is a barrier to communication becausepeople with stereotype thoughts either will not read the message completely or will not read it at allbecause of their thinking that they already know everything

Figure 2.2 Barriers to Communication


Physiological barriers
Poor listening skills, information overload, inattention, emotions, poor retention
Physical and environmental barriers
Telephone, noise, poor lighting, uncomfortable sitting, unhygienic room, and uncomfortable environment (too hot or cold)
Psychological barriers
Misperception, filtering, distrust, unhappy emotions, people's state of mind
Social barriers
Social norms, Values, age, gender, socioeconomic status, marital status
Cultural barriers
Different cultural norms, value, traditions, cultural behaviour
Semantic barrier
Language, jargon, slang etc.
Linguistic barriers
Individual linguistic ability, difficult and inappropriate words, etc.
Past experiences
Past terrible experiences of communication in a particular situation
Organizational barriers
Technological failure, time pressure, complex organizational structure, so many hierarchy levels, mandate of having to route through proper channel
Message-related barriers
Unclear message, lack of feedback, inappropriate channel of communication, stereotypes

Inappropriate Channel

Variation of channels helps the receiver understand the nature and importance of a message. Whilemaking a choice for a channel of communication, the sender needs to be sensitive to such things asthe complexity of the message; consequences of a misunderstanding; knowledge, skills, and abilitiesof the receiver; and immediacy of action to be taken from the message.

Lack of Feedback

Feedback is the mirror of communication. Feedback mirrors what the sender has sent. Withoutfeedback, communication cannot be considered complete. Both the sender and the receiver can playan active role in using feedback to make communication truly two-way.

2.8.2 Some Other Blocks to Communication

- Failure to listen: Communicator may or may not feel able to speak freely to the listener,if the listener is not listening
- Carefully or not responding.
- Conflicting verbal and nonverbal messages.
- Failure to interpret with knowledge.
- Changing the subject: A quick way to stop conversation is to change the subject.
- Inappropriate comments and questions: Certain types of comments and questions should be avoided in most situationsbecause they tend to impede effective communication, e.g., close-ended questions and using comments that giveadvice.

2.3 Empirical reviews

Elving (2005),shows the implication of communication in resistance to change. The framework leads to six propositions in which aspects of communication, such as information, feelings of belonging to a community, and feelings of uncertainty, have an influence on resistance to change, which will affect the effectiveness of the change effort. The findings reviewed that a distinction between the informative function of communication and communication as a means to create a community was made. In the suggested model communication has an effect not only on readiness for change, but also on uncertainty.

Shafique, Ahmad ,Abbas &Hussain (2015) The research identified the problem of enhancing the organizational performance through customer relationship management capabilities (Customer interaction management Capability and Customer relationship upgrading Capability) in the presence of competition. The findings show that, Customer relationship management capabilities had positive relationship with organizational performance and Customer interaction management capability had positive relationship with organizational performance

Adegbuyi, Adunola, Worlu, Rowland &Ajagbe, (2015) The study was able to ascertain from various literature reviewed that business strategies such as (customer orientation, employee autonomy, communication, training and development job satisfaction, corporate social responsibility, motivational factors) have major role to play in organizational performance. Recognizing the causes of organizational performance is important especially in the perspective of the current global crises because it helps an organization to identify those factors that should be given priority attention in order to improve the organizational performance. Hence, this study recommends that business organizations should adopt appropriate strategies that would enhance adequate organizational performance.

CHAPTER THREE

Research methodologies

3.introduction

This chapter concern with main parts of the research which is the methodology parts that explain and justify the approach that would be adopted in order to answer the proposed research question. This section included research method, data source, research design, the sampling techniques, data type and a source instrument technique that would be used to analyses the data.

3.1. Research design

The study would be conducted through descriptive type of research. The reason why used this type of method is because it helps to describe the existing condition as it is and it is mostly preferable for studies conducted in the area of business and economics**.**

3.2. Population and sampling

3.2.1Target population

All items in any field of inquiry constitute a universe or population. It is obvious that in such inquiry no elements of chance is left and highest level of accuracy can be obtained (Kothari, 2004). Accordingly, the target populations for this particular study would be employees of zebider brewery factory. The total population size was 230 employees as information give from the factory

3.3.2. Sample Size

The total population was 230 but the researcher wiould be used 70 zebider brewery factory employees as a sample by using scientific formula of Taro Yamane (1967).

$n=N/1+N(e)^2$

$n=230/1+230(0.1)^2$

$n=70$

where:

n= sample size

N=total population

e= margin of error (10%)

3.3.3 Sampling Techniques

To collect the necessary data the researcher used simple random sampling technique. The reason for the researcher to use this technique is to give equal chance of being selected. In this study random sampling technique would be used in collecting data. Creswell, (2005) defined random sampling as a subset of individuals that are randomly selected from a population. The goal is to obtain a sample that is representative of the larger population. Random sampling technique would be adopted in getting the respondents to answer the questionnaires. Kothari, (2004) says that sampling technique is used because it guarantees desired representation of the relevant sub groups.

3.4 Data type, source and method of analysis

3.4.1 Data type and source

For this specific study the researcher used both primary and secondary source of data. .The primary data would be gathered through questionnaire, interview and observation (Kothari, 2004). The primary data would be gathered from the permanent employees, whereas the secondary data would be gathered from the published documents of the brewery factory.

3.4.2 Instruments and collection procedure

3.4.2.1 Questionnaire

According to Kothari (2004), a questionnaire is a method of collecting data. In this method data were collected with the help of questions. Structured Questionnaires' would be prepared in which to assess communication in improving organizational performance and the question includes close ended questions that were arranged to factory of the employees.

3.4.2.2 Interview

The interview method of data collection involves presentation of oral verbal stimuli and replying in terms of oral- verbal responses. This method was through personal interview (Kothari, 2004). In this study the researcher used structured interview which required face to face contacts with the manager.

3.4.3 Data analysis and presentation

The analysis of the data in the study, descriptive method of data analysis to be important for transforming of the raw data in to forms that makes easy to understand and interpret. Tables and percentage would be used for presentation of data based on their appropriateness. Then, interpretation would be made under each table by explaining the result in detail and theoretical explanation would be used to make clear evidence. Based on the analysis and interpretations the researcher made conclusion and recommendation.

CHAPTER FOUR

DATA ANALYSIS AND INTERPRETATION

4.1 Introduction

This chapter is devoted to the presentation of the research findings of the study and their interpretation. The findings from each of the research objectives were summarized in tabular form, and then the summary results were analyzed using frequencies and percentages. In presenting the findings, this chapter is organized into the following sections: demographic information, the existing channels of communication; how communication is carried out; communication needs of the employees; challenges faced by the employees during communication and what can be done to improve employee and management communication. The data analysis was guided by the research questions.

The research targeted a total of 70 respondents. The response rate achieved was 100 percent and it was considered adequate in providing a relatively valid and reliable representation of the target population.

4.2 Demographic information of the Respondents

Demographic information of the respondents was found important because they play an important role in the day-to-day running of the organization.

Table 1: Gender of the respondents

Gender	Number	percentage
Male	40	51
Female	30	49
Total	70	100

Source; own survey 2012 E.C

Table 1 shows that out of the 70 respondents, there were 40(51%) male and 30(49%) female. This indicates that the number of male is greater than female as indicated in the table on the

above. This shows organization has not been motivated female employee to employe in the organization.

Age of the Respondents

The study also sought to find the age of the respondents. The frequencies were

Computed and percentages calculated. The results are presented in Table 2.

Table 2: Age of the Respondents

Age	Frequency	Percentage
A 20-28	19	27
B 28-35	28	40
C 36-43	18	26
D 44-51	5	7
Total	70	100%

Source; own survey 2012 E.C

From Table 2, it can be observed that among the respondents the youngest was 20 years while the oldest was aged 51 years of age. 28(40%) of the managers were aged between 28 and 35 years of age, while 18 (26%) of them aged between 36 and 43 years of age. The years between 20-28 and 44-51 hold the percentage of 27 and 7 respectively. The data indicated that most of the respondents are middle-aged with a lot of energy if well and fully utilized in the organization and with effective communication, they can contribute to improved organizational performance and achievement of organizational goals and objectives.

Job Level of the Respondents

The researcher also sought to find out the job levels of the managers and other subordinates. The data was obtained from the respondents, the tabulated using frequencies and percentages as shown in Table 3.

Table 3: Job Level of the Respondents

Job Level	Frequency	percentage
Management	20	29%
Supervisory	10	14%
Subordinate	40	57%
Total	70	100%

Source; own survey 2012 E.C

Table 3 shows that 20(29%) of the respondents were in charge of the management level and 10(14%) were in the supervisory levels. From the responses, 40(57%) were in the level supervisory level. This shows that majority of the organization employees are in the supervisory level, and followed by management and supervisory level of the job respectively.

Terms of Employment

The researcher also sought out the information on terms of employment.

Table 4 presents the data gathered on terms of employment

Employment terms	Frequency	Percentage
A. Permanent	40	57%
B. Contract	25	36%
C. Temporary	5	7%
Total	70	100%

Source; own survey 2012 E.C

Table 4 shows that all the respondents 40(57%), who participated in the study were employed on permanent terms. 25(36%) of the respondents were employed on contract and 7% of them were employed on temporary terms of the employment. This indicate the greatest number of the employees in the organization employed in terms of permanent which holds 57% of the respondents and followed by contract and temporary terms of the employment respectively

5 Work experiences of the Respondents

Data on the work experience of the respondents was gathered, frequencies were computed and percentages calculated. The results were presented in Table 5.

Table 5: Work experience of the Respondents

Work experience	Frequency	Percentage
A. 1-5 years	25	36
B. 6-10 years	35	50%
C. >11years	10	14%
Total	70	100%

Source; own survey 2012 E.C

The analysis in Table 5 shows that 25 (36 %) of respondents have less than five years of work experience, respondents that have 6-10 years of work experience were 50 % which is largest one and 14% of the respondents were have greater 11 years of work experience. This shows that a considerable number of organizations employees worked greater than five years.

Educational Background

The researcher also sought out information on Educational Background of the Employees. The information gathered was computed using frequencies and percentages as shown in Table 6.

Table 6: Educational Background

Education level	Frequency	Percentage
A. Diploma	35	50
B. first degree	18	26
C. Second degree	7	10
D others	-	-
Total	70	100%

Source; own survey 2012 E.C

Table 6 shows that majority of the respondents had acquired college of diploma level education. The first degree and second degree accounted for 18(26%) and 7(10%) of the respondents. It was however found that there was no respondent with above secondary level of education.

Questionnaires related to the research question

Data analysis was done by the researcher answering the following research questions:

Communication Channels used at zebider brewery

The respondents were asked to mention the main channels of communication used in the factory. The frequencies were computed and percentages calculated. The results are presented in Table 7.

Table 7: Communication channels used in the factory

Communication channels	Frequency	Percentage
A. Letters and memos	33	47%
B. Telephone/ E-mails	2	3%
C. Meetings	25	38%
D. Posters and notice board	10	12%
Total	70	100%

Source; own survey 2012 E.C

Data obtained in table 7 indicates that letters and memoranda are the used channels of communication at the factory. The other mentioned channels of communication at factory were the telephone/e-mail, meetings and posters and notice boards. This show that the most commonly used tool of communication is memo and letters and telephone/e-mails, posters, and noticed board and meetings dealing with the customers. Information has to flow continuously and in a speedy manner. This cannot be achieved by a memo or a letter which is likely take abit of time to write, be signed and be detailed in order to seal all the loopholes that might bring about failure. As much as the telephone/e-mails will transmit information in time, it might not be possible to provide all the details especially if the transaction is complicated.

Responses on whether the organization provides prompt feedback to the employees.

Table 8 organization provides prompt feedback to the employees.

Responses	Frequency	Percentage
Strongly Agree	5	7
Agree	5	7
Disagree	25	36
Strongly Disagree	35	50
Total	70	100%

Source; own survey 2012 E.C

From table 8, we can observe that 10(14%) reported that the organization provide prompt feedback to the employees. It was also noted that a majority of the respondents 35(50%), indicated that the organization does not provide prompt feedback to the employees. This shows that majority the respondents felt that there was need for the organization to ensure that employees have access to information on the computers especially via the e-mail services, organization should improve their notice boards and telephone services to enable the employee to communicate what is happening and the organization to communicate what it expects of them. The respondents also indicated that there was need for follow up programmed and timely and accurate feedback for smooth flow of information.

Comments about the Communication systems

Table 9 comments about the communication

Response	Frequency	Percentage
Very Good	15	21%
Good	45	64%
Unfair	10	15%
Total	70	100%

Source; own survey 2012 E.C

Table 10 shows that when the respondents were asked to give comments about the communication systems, 10 (15%) respondents reported that it was unfair, 45(64%) reported that it was good while 15(21%) were reported very good comment about the communication. The majority indicated as the communication system in every organization is good. This shows that the communication channels used, communication policy, communication systems, styles of management and nature of feedback have all contributed to effective communication and organizational performance.

Responses on how good communication can enhance the performance of the Employees

Table 10 Responses on how good communication can enhance the performance of the Employees

Response	Frequency	Percentage
A Probability of the company will grow	12	17%
B Fewer customer complains	36	51%
C Increased modernization	0	-
D Organizational image will change	3	4%
E Improve staff discipline	4	6%
F Organization culture will change	2	3%
G Staff will be highly motivated	4	6%
H Improved readiness	2	3%
I Improved teamwork	7	10%
Others	0	-
Total	70	100%

Source; own survey 2012 E.C

Table11 shows the majority of the respondents which is 36(51%) responded that good communication between the organization can minimize complaints between the customer and employees and followed by 12(17%) of the respondents responded profitability of the company will be grow and good communication in the organization will enhance team work in the organization. This shows study that lack of proper communication is a challenge to organizational performance. This is mainly seen in the issue of effective customer service. If

information is not transmitted by one person to the other exhaustively, the customer is not likely to get quality service which is the gauge that measures employee efficiency and overall organizational performance.

Communication needs of employees.

A question was also put across to investigate on the communication needs of the employees. According to the responses, all the respondents reported that there was need for the organization to ensure that the employees were able to access information on the computers especially via the e-mail services. The responses also indicated that there was need for the organization to improve their notice board services and telephone services so that the workers can be able to communicate on what is happening and what the organization expects of them. The employees also indicated that there was need for follow up programmed to be put in place so as to ensure that the proper channels are followed.

What kind of communication system does company have?

The results obtained from respondents indicated that, feedback was conveyed to the employees through the use of letters and memoranda that were displayed on the notice boards. Telephone/e-mail conversations were second leading mode of conveying feedback.

What are the challenges faced by the employees?

Data obtained from the managers and the subordinates' responses clearly indicated that the bureaucracy of the company was the main barrier to effective communication in the organization. According to the managers the organization suffered from lack of coordination between the top management and the other staff which in turn implies that there is normally a delay in communication between the staff and the management. The managers also reported that the staff could not raise their fears freely without the fear of losing their jobs. It was also reported that some machines which can facilitate effective communication are too expensive for the organization to purchase and therefore some of the communication problems were bound to continue existing.

From the workers responses bureaucracy was also named as the leading barrier to effective communication at company. Half the workers indicated that there were no regular meeting

especially on the junior staff to update them on what was happening in the organization respondents reported that there was lack of interest and coordination between the different departments and that there was no proper integration of ideas in the different departments. It was clearly indicated that there were no proper communication skills in the organization and that in most cases workers learnt about certain information through the grave vine system.

The responses also showed that there was laxity, incompetence and there were acts of sabotage on the management part. It was also indicated that the only means of communication was the one way communication system and that much of the information was written form. The letters and memos were delayed in most cases because there were no sufficient notice boards. The result also revealed that feedback was rare at company and in most cases the junior staffs were not given any feedback on the issues that were affecting them**.**

How does your employee communication policy fit the objectives of company?

The employees are not also aware of an existing communication policy at company. Respondents clearly stated that they were not aware of any existing communication policy at organization; this gives a clear indication that half of the employees were not aware of their communication policy. The researcher also found out that the majority of the employees were not satisfied with the communication systems existing in the organization and were not provided with the clear, accurate and prompt information on what the organization expected of them.

How does the communication within company contribute to the anticipated organizational goals?

Communication during organizational change, which could help of better in line with these goals, within organizational change we can distinct uncertainty during change process is typically about the aim, process and expected. It helps for decision making process as it helps identifying and assessing alternative course of action

What can be done to improve the effectiveness of communication systems at company?

Different responses were given by the employees on what can be done to improve the effectiveness of the communication systems at company. According to the managers there is

need for the organization to hold on regular meeting so as to solve problems facing the employees.

The employees also need to be allowed to communicate freely with their bosses without fear of losing their jobs. The managers also indicated that there was need to allow feedback to the employees so as to be able to implement the different issues relating to company it was advocated that there was need for certain central points of inquiry to be established where workers can be able to raise their issues and complains freely without the interference of the management.

The mangers also indicated that the organization needed to purchase computers so as to encourage the use of the e-mail services among other employees. From the employees' point of view there was need for company to introduce both the horizontal and upward communication if there was to be effective communication among the employees of the organization.

The respondents reported that there was need for proper channels for communication and that the management needed to hold regular meetings especially for the junior staff to address the different issues affecting them and to have a systematic feed back through the use of memos and e-mail services. Respondents indicated that there was need for company to coordinate and to monitor the written communication for clarity among the workers.

Finally the employees advocated for the improvement of the working conditions at company so that they can be able to raise their complians freely without fear of losing their jobs.

CHAPTER FIVE

SUMMARY, CONCLUSIONS, RECOMMENDATIONS AND SUGGESTIONS

5. Introduction

In this chapter conclusion about the data obtained and analyzed would be concluded and recommended. Specifically frequency tables and descriptive statistics were used to analyze data. The findings presented in two sections. In the first section the summary of the findings are discussed the second section comprises the conclusion of the findings and recommendations

5.1 Summary of the findings

After data analysis, it was found out that communication is a very important tool in any organization. Whenever an organization is concerned with customer service, communication has to play a major role towards the effectiveness of the service offered.

The results of the study indicated that the general condition of communication at the company is wanting. This was found out through the various factors that affect communication that the researcher tackled in this research. These included:

Data obtained from the study indicates that letters and memos are the most used channels of communication at company. The other mentioned means of communication at company were the use of telephone, conferences, committees, meetings, posters and notice boards. This implies that letters and memos are the most used channels of communication at company.

The employees are not also aware of an existing communication policy at company. Respondents clearly stated that they were not aware of any existing communication policy at organization; this gives a clear indication that half of the employees were not aware of their communication policy. The researcher also found out that the majority of the employees were not satisfied with the communication systems existing in the organization and were not provided with the clear,

accurate and prompt information on what the organization expected of them. All these limitations are likely to affect organizational performance negatively.

On the other side most of the workers did indicate that employees were given an opportunity to voice their suggestion and fears. Majority of the responses indicated that employees were given an opportunity to voice suggestions and fears and the organization does not implement the views and opinion of employees. .

5.2 Conclusions

The following conclusions were made after careful analysis of data and interpretation of the findings:

Letters and memoranda are the used channels of communication at the factory. The other mentioned channels of communication at factory were the telephone/e-mail, meetings and posters and notice boards.

It is apparent that the communication situation in organization is not up to standard. The management has a list of suggestions as to how their junior staff should reform so as to facilitate effective communication.

The findings also revealed that effective Communication could improve the profitability at company, fewer customers complains and increased modernization, change in the organizational image, improved staff discipline, change in the organization culture; the staff will be highly motivated and it was also reported that effective communication could lead to improved readiness and teamwork among the employees of organization.

The organization suffered from lack of coordination between the top management and the other staff which in turn implies that there is normally a delay in communication between the staff and the management

The findings of the study pointed out that there is need for holding regular meeting to solve the different problems facing the workers and to facilitate face to face communication among the staff themselves and between the staff and the management. There is also need for freely

communication between the staff and the management so that the staff can express their opinion, fears and views freely without fear of losing their jobs.

5.3 Recommendations

To improve its communication program in this changing and turbulent business times the researcher recommended the following to the organization community if effective communication is going to be achieved:

- Amend its communication policy on a continuous basis;
- Apply training and carry out impact assessment to ensure communication takes place;
- Reward and motivate workers to undertake training in communication skills;
- Ensure follow up programmers are in place.
- Carry out frequent communication needs analysis
- Encourage team work so that the employees can work towards improving their relationship with each other and with the management. Once relations are improved, it will be possible to work as a team and improve organizational performance.
- . Two-way communication as opposed to one way communication, mainly from the management should also be encouraged. This will create good relations between the management and the staff, as well as among the employees themselves. This will facilitate effective communication which in turn is likely to enhance organizational performance.

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APPENDIX

WOLKITE UNIVERSITY

COLLEGE OF BUSINESS AND ECONOMICS

DEPARTMENT OF MANAGEMENT

QUESTIONNAIRE

This questionnaire is prepared to collect the required data for the study conducting on the Effective communication in improving performance of Zebider brewery.

The researcher is a prospective graduate at the end of current academic year. Your response to these questions is important to complete the study. Therefore, the researcher kindly requests you to answer the questions genuinely.

All information you provide will be kept with confidential and will not be used for other purposes except for intended research purpose.

Background of the respondents

1. Gender

A Male B Female

2. Age

A 20-28Years B 28-35Years C 36-43 Years D 44-51 Years

3. What is your job level?

A. Top management

B. Middle management

C. Supervisory

Any other specify_____ _____

4. What is your Educational background?

A. Diploma B. first degree

C. Second degree D others

5. Years of service

A. 1-5 years B. 6-10 years C. 11-15 years D. 16-20 years E. over 20 years

6. What are your terms of employment?

A. Permanent B. Contract C. Temporary

Others, specify_____

Questionnaires related to the Effective communication

7. Which are the most commonly used channels of communication in the company?

A. Letters and memos

B. Telephone/ E-mails

C. Meetings

D. Posters and notice board

8. The organization provides prompt feedback to the employees.

A. Strongly Agree B. Agree C. Disagree D. Strongly Disagree E Undecided

9. How will good communication enhance performance in company?

a) Profitability of company will increase

b) Fewer customer complaints

c) Increased modernization

d) Organizational image will change

e) Improve staff discipline

Organization culture will change

g) Staff will be highly motivated

h) Improved readiness

i) Improved teamwork

Any other specify._____

9. Please comment about the communication systems in the company.

A. Very good B .Good C. Unfair

10. What kind of communication system does company have.....

11. List down the common communication needs of the employees the company.....

12. What are the main barriers to communication in the company?.....

13. How does your employee communication policy fit the objectives of company?.....

14. How does the communication within company contribute to the anticipated organizational goals?

15. Suggest possible ways of improving communication in the company…….....

Thank you for your cooperation