EFFECT OF COMMUNICATION ON EMPLOYEE PERFORMANCE AT GHANA REVENUE AUTHORITY, KUMASI

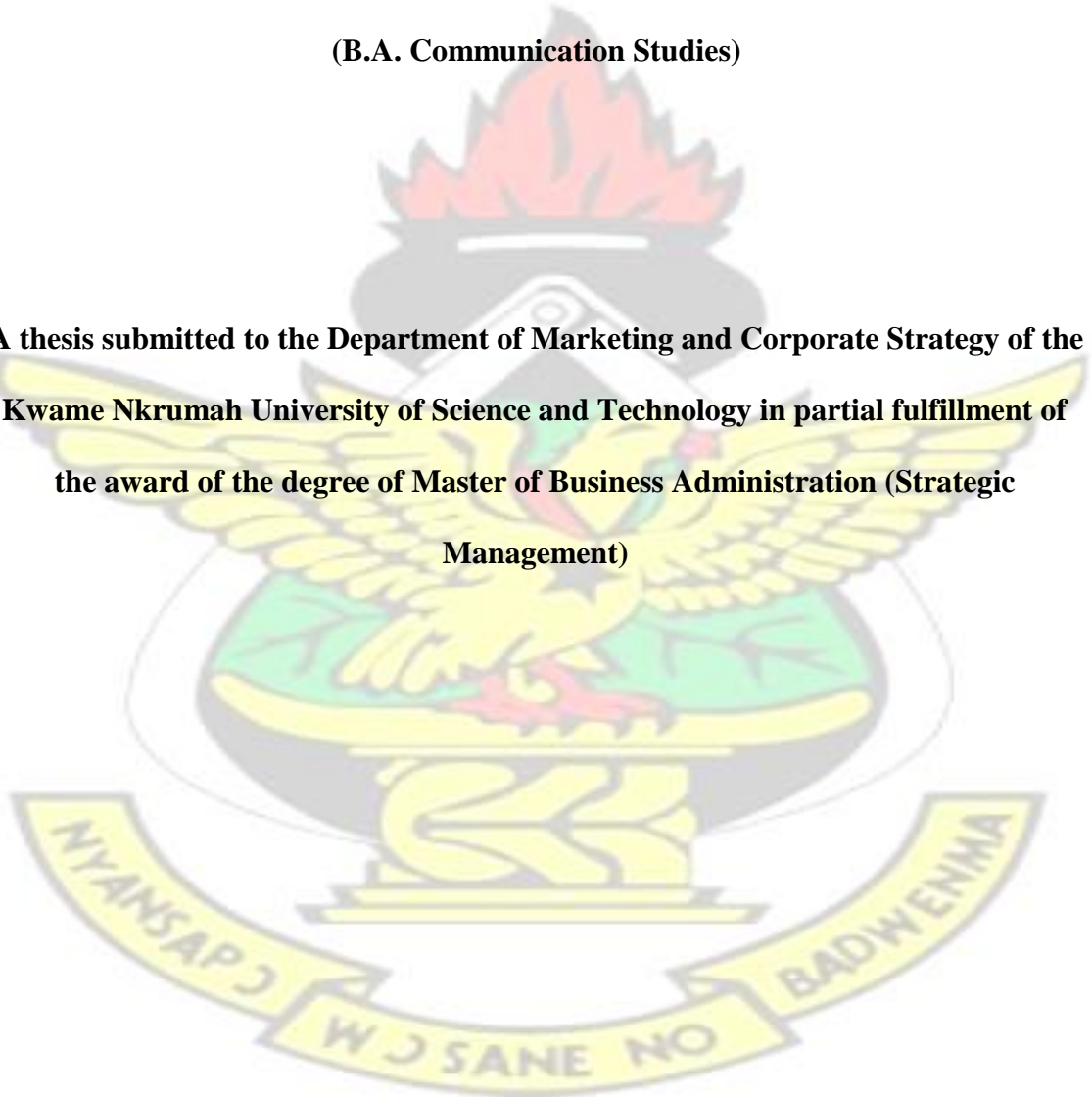**BY**

OTOO FLORENCE

(B.A. Communication Studies)

A thesis submitted to the Department of Marketing and Corporate Strategy of the Kwame Nkrumah University of Science and Technology in partial fulfillment of the award of the degree of Master of Business Administration (Strategic Management)

NOVEMBER, 2015

DECLARATION

I hereby declare that this submission is my own work towards the Masters of Business Administration and that, to the best of my knowledge, it contains no material previously published by another person or material which has been accepted for the award of any other degree of the University, except where due acknowledgement has been made in the text.

Otoo Florence (PG9545413)   ....

(Student)   Signature   Date

Mr. Samuel Yaw Akomea   ....

(Supervisor)   Signature   Date

Dr. Ahmed Agyapong   ....

(Head of Department)   Signature   Date

DEDICATION

I dedicate this work to my parents Mr. John Evans Kwamena Otoo and Madam Esther Duncan, for inspiring and motivating me. You have always been highly important to me and I love you very much. God bless you richly.

ACKNOWLEDGEMENT

A study of this kind could not have been successful without the help of God. I therefore, wish to express my sincere gratitude to the Most High God without whom we would not have been what we are today.

Like any field of endeavour and all walks of life, one's success depends immensely on contributions of well-meaning individuals and for that matter a team. It is because of this that I like to express my sincere gratitude to my supervisor, Mr. Samuel Yaw Akomea for the guidance and support he gave me in the course of this study. My profound gratitude to the Head of Department for Marketing and Corporate Strategy, Dr. Ahmed Agyapong, who is also the Vice Dean at KNUST School of Business for his immense support towards this study. Dr Jonathan Annan, former Head of Department for Information Systems and Decision Sciences (KNUST School of Business) was more than a father and with his immeasurable guidance and support the course became a smooth sail for me. My warmest gratitude to you "Hammer". My gratitude goes to Mr.
Kofi Amanor (KNUST School of Business) for his kind assistance.

My next thanks go to the entire Management and staff of Ghana Revenue Authority (GRA), Ashanti Region and all the Heads of Department at GRA, Kumasi for responding with love towards the success of this study.

Finally, I say a heartfelt thanks to my friends Mr. Douglas Moffatt-Haizel of GRA-Accra and Mr. Henry Amponsah for their endless love and constant source of inspiration. They

have given me the drive and discipline to tackle any task with enthusiasm and determination.

TABLE OF CONTENTS

i

ABSTRACT

Communication is bound to happen in any organization where information is passed on from one person to the other; through the use of both verbal and non-verbal means. Ghana Revenue Authority (GRA), like every other organization uses communication in their daily activities; in interactions between superiors and subordinates, as well as among colleagues, both formally and informally amidst some challenges. This was compounded when the three (3) Revenue Agencies – Internal Revenue Service (IRS), Custom Excise and Preventive Service (CEPS) and Value Added Tax Service (VAT) that form GRA came together as one Authority. Role clarity has become an issue as employees had to move and share offices with colleagues in different units. This study investigated the role of effective communication on organizational performance using GRA as a case study. Specifically, the study examined the communication systems available in GRA and measured the employees' performance. In addition, it determined the relationship between effective organizational communication and employee performance. It also identified the channels of communication considered by employees to be the most useful. Finally, barriers and breakdowns in the communication systems of GRA were also identified. Primary data was adopted. Simple random sampling was used for the selection of 200 respondents. Mean, correlation and regression results were adopted in the analysis. From the results, the communication systems frequently used include face-to-face, telephone, written memos, email/internet and grapevines, with the most useful channel of communication being face-to-face. GRA employees also largely perform well. Selective listening, distraction, time pressure, communication overload, information distortion, rationalization, and prejudice are identified as barriers and breakdowns in communication systems. Finally, various employees' performance indicators are found to correlate with varying measures of effective organizational communication. Employee performance can be further enhanced if bottlenecks in the communication systems are either removed or kept at their least. Particularly, information distortions caused by omissions and exaggerations must be addressed both by management and employees to improve clarity in communication.

CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

All organizations, both public and private entities rely on some form of communication to send their messages across to their target audience, or inform their target audience of the mission and vision of their entity. Employee mostly hypes performance at the work place when effective communication is at its ultimate. For instance, when the information about an organization's policies and procedures are at its optimum level with openness and accuracy; and also when the information provided is adequate, factual and has good feedback (Kacmar et al., 2003; Neves & Eisenberger, 2012).

Meanwhile, only sizeable modern age organisation has placed value on effective work place way of communicating. It is assumed by some management members that, communication is the simplest task for everyone to execute but research has shown that communication thus make and unmake the existence of an organisation. In most organisations, managers often leave that aspect of effective communication to the human resource department as their focus only reaches for the operational activities. In Ghana Revenue Authority (GRA) for example, the managers only concentrate on target achievement thereby forgetting that free flow of information and how well the staff understand these information dissemination boost their moral to work harder in maximizing revenue. Likewise there becomes huge problem when managers within organisation always assume that they have had sufficient communications with their staff just by way of instructing them on their daily schedules. According to Anchor (2009) and Eisenberger & Stinglhamber (2011), two-way communication has positive impact on workers who perform profitably at work. They form some kind of belief pertaining their

1

work which intends satisfy the socio-emotional. Relating this to the study done by Eisenberger & Stinglhamber (2011) and Rhoades & Eisenberger (2002), employees are able to determine the organisations' readiness to appreciate and reward effective and efficient performance by workers.

Puth (2002) opined that management with an organisation have resorted to use workplace journal or publication to dialogue with employees, nonetheless major related channels of communication are not used effectively. He mentioned that in-house publications may not have any strategic bearings to sustain an organisation rather, encouraging two-way communication does the thrill to dominate workforce. Puth (2002) perceived that performance within an organisation could be improved significantly by way of sharing information with employees and involving them in policy making. However this recuperates general employee satisfaction and productivity within an organization. In some cases the communication gap that exist between managers and employees makes them to generally sense not trustworthy, respected or valued to be responsible in their field of work. In his studies, it was argued that the largest valuable resources within an entity are the employees; therefore it is the responsibility of managers to encourage two-way flow of information to optimize organization's performance as well as employee productivity. This makes communication very essential for all stakeholders as it assimilates most managerial purposes. Ethically, communication is needed internally to initiate plans for expansion; to also consolidate resource in effective with less cost; to select, nurture and appraise members of an organization. Conversely, communication is needed externally to serve as awareness creation for management to do business with their stakeholders such as; suppliers, government agencies and many others. The essence of communication is very vital and cannot be left unattended; it is that king of mechanical system, which determines

the growth of an organization in all aspect during this modern age. It is against this background that the study on effective communication on organizational performance is set to ascertain what pertains on grounds using a public institution as a case.

1.2 Problem Statement

Employee Interaction is a principal and essential endeavor in organizations as stated by Harris & Nelson (2008). They further asserted that the sustainability of an organization is based on effective communication among employees and relationships develop based on effective communication. Working environments differs from all angles as well as their culture, economic and social development. In this context some of these organizations' have cumbersome reporting lines, which are difficult for the employee to abide; such as conflicting authorities, and obligations thereby making some subordinates become answerable more than a superior. Intra- communication facilities such as intercoms and memos are mostly ignored by some organization and this deprives subordinates from knowing the vision and mission of an organization. Considering the problems stated above, the study intends to aid organizations by expounding on the way effective communication would improve employee performance.

Studies have shown that effective communication helps employees to coordinate activities, achieve goals. It is also vigorous in socialization, decision-making, problem solving and change-management processes. This again ensures that members of an organization or institution are working towards a common goal and purpose. Most organizations have challenges and continue to find the most effective channels for communicating with their constituents.

In Ghana, and Ghana Revenue Authority (GRA) for that matter, this challenge is acute. This was compounded when the three (3) Revenue Agencies – Internal Revenue Service (IRS), Custom Excise and Preventive Service (CEPS) and Value Added Tax Service (VAT) that form GRA came together as one Authority. Role clarity has become an issue as employees had to move and share offices with colleagues in different units. There were some misalignments in job grades leading to confusion as to seniority and reporting hierarchy. The Ghana Revenue Authority is currently summoned to court by some staff within the Customs Division over communication mishaps by management regarding staff promotion. This is as a result of "feed forward communication" where management refuses to listen to the contemplations of lower employees. Not only that but also due to the sheer size of the new set-up, management is dealing with how best to manage the new authority with the aim of achieving the target set by the Ministry of Finance. This task is distracting GRA Management from developing and designing and effective communication strategy, that is self-sustaining and provides effective feedback from employees.

The absence of such a strategy or effective communication channel tends to under-utilize the expertise and vital information from the employees, which could be a critical input for formulating an effective communication strategy to reduce or eliminate apathy in performing their roles. To what extent do these communication gaps affect the work performance of employees and the organizational performance as a whole? The effect of poor communication on employees and the organization needs empirical evidence from the public sector. It is for this reason that this study is set to fill that gap in literature.

1.3 Objectives of the Study

The main research objective is to determine the function of successful communication on organizational performance using GRA as a case. However, the specific objectives of the study are below;

1. To examine the communication systems in GRA.

2. To measure the performance of employees using GRA appraisal indicators.

3. To determine the relationship between effective organisational communication and employee performance.

4. To identify the most useful channel of communication from employee point of view.

5. To identify barriers and breakdowns in the communication system of GRA.

1.4 Research Questions

In order to attain the above objectives, the following research questions must be taken into consideration.

1. What is the system of communication that exists at GRA?

2. What is the employee performance level at GRA?

3. What is the relationship between effective organizational communication and workers performance at GRA?

4. How does communication improve employee performance at GRA?

5. What are the barriers and breakdowns in the communication system at GRA?

1.5 Significance of the Study

The research will provide meaningful information to the management of GRA about efficiency, credibility, and economy of their communications policies, practices, and programs. The study will enable managers in GRA to get awareness concerning the influence of effective communiqué and in what way ineffective communiqué has negatively affected employee performance and thus the study will suggest strategies towards improving communication to boost up employee performance in Tax Administration.

Also, the study would aid students studying management to understand the theoretical background of effective and communication. It would empower students to takeoff well when establishing or managing an enterprise.

The study would be beneficial to academia, as it would provide empirical findings on communication systems and channels in public institutions. It would therefore serve as a reference point for future study and at the same time, fill research gap.

Finally, it will serve as a model for studying the existing communication structures of public agencies in Ghana and benefit the Public Relations (PR) and Human Resource (HR) Departments of such Institutions looking for effective communications channels.

1.6 Scope of the Study

Due to resource constraints, the study was limited to the collection and analysis of data of mid to selected lower level employees of GRA in the Kumasi Metropolis. This includes GRA staff of the Small Tax Offices (STO), Medium Tax Offices (MTOs) and Customs Offices in the Kumasi Metropolis. The study also sought to uncover the level of internal communication within GRA and how communication can be leveraged to improve employee morale and performance.

1.7 Overview of Methodology

Using a quantitative methodology, this research was conducted in GRA offices within the Kumasi Metropolis. The total number of the population was 395 respondents, with a sample size of 200 respondents selected through a card drawing simple random sampling technique. The primary data were gathered from the distribution of questionnaires. This technique of data collection consents for generalizations to a larger group other than the specific studied. An appropriate collection of good sample design is the condition for generalization research (Opoku-Amankwa, 2009).

1.8 Organization of the Study

This study is organized into five chapters. Chapter one deals with introduction by focussing on background of the study, problem statement, objectives of the study, research questions, significance of the study, scope and limitation of the study as well as the study's organization. Chapter two deals with literature review with the focus on reviewing various literatures on the impact of effective communication as a tool for improving employee performance. Chapter three deals with methodological procedures and research design, which includes data collection, sampling and the analysis of the data, collected. The

chapter also presents the Organizational Profile of GRA at the last section. Chapter four presents and discusses the empirical results of the study. In chapter five, the summary, conclusions and recommendations of the study are provided.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter reviews the literature on the role of effective communication on organizational performance. It discusses issues on effective communication and organizational performance from different perspectives and with the view of giving a theoretical and empirical foundation to the study. It starts with an exposition on Organizational Communication, followed by Communication Channels, Organizational Communication and Employee Performance, Theoretical and Empirical Foundations on Organizational Communication. The chapter also includes Barriers and Breakdowns in Communication Systems.

2.2 Organizational Communication

According to Lindlof and Taylor (2011), 'organizational communication broadly studies corporate life as constituted through discursive processes such as conflict, teamwork and leadership'. Internal organizational communication facilitates the flow of information among members of the organization. The effective flow of information among employees within an organization is facilitated by a vibrant internal communication system. These systems of communication could be upward, downward, vertical or horizontal which is based on the structure of command within an organization. Apparently, organizational communication tends to exhibit what an organization stands for, the purpose of its existence, who the various clients are, the manner in which their workloads are accomplished and the chain of reporting among members. For instance, the Customs Division of GRA operates with Para-military rules and without effective communication

it is difficult for the civilian staff from the former revenue agencies to understand their way of doing things. This is to state that communication in an organization serves as an adhesive that tightens all acts of the organization and it acts as magnifying glass by helping make things clearer.

In a related study by Tubbs and Moss (2008), it is disclosed that there is a correlation between quality communication and total performance within an organization. The absence of effective communication obstructs successful organizational performance. In line of this for instance, members of an organization are able to share relevant work related issues as well as information, which facilitates ideas in creativity and decisionmaking (Robbins et al., 2010). Based on this, both organizational and individual goals and objectives are attained.

Individual in an organization corresponds with colleagues in many ways to allow them accomplish task and also achieve set goals of the organization. When a message is transmitted at a point, members inform each other and they work in agreement to resolve issues and assist themselves to improve upon their tasks. By following the chain of command or the hierarchical structures of an organization, it is seen that superiors conveys task through to the lower ranked; these lower ranked file relays feedback or make suggestions to the supervisors where members in the supervisory group debate on how to accomplish the goals and objective.

Employees irrespective of their positions in an organization may communicate informally on non-work related subject matters. These are noted to be about their individual lives, feelings, interests, beliefs and fantasies.

Furthermore to the afore-mentioned, Madlock and Booth-Butterfield (2008) argued that, anytime there is a close and strong correlation among individuals within an organization, realistically their stances are made known considering the connection and how much value is placed on such relationship. Intentionally or unintentionally, employees endeavor to create and uphold mutual linkages and communication to support themselves satisfactorily.

With the new age practices of managing organizations, management controls the members in an unofficial way. Employees execute their roles within the workplace as family because they communicate in an understandable manner. Robbins et al. (2010), noted that communication in such an organization takes distinctive bearing from an organization with a formal style of management. Their research further expressed the urgency which management has attached in creating avenue for employee to socialize. This is as result of good communication that has come up as a result of communicating informally. Linking this to the current study, Ghana Revenue Authority has an Employee

Wellbeing Programme Unit (EWP), which is used to gather members' together quarterly to socialize, and in so doing, other dialogue, which is or is not job related is shared. The Unit has Regional Representatives who serve as change agents in fostering any communication regarding the change in the new Authority. EWP Unit encourage employees to spend time together on outdoor and indoor activities such as embarking on health walk, playing soccer, intellectual contests, playing scrabbles & pool and having dinner together. Analyzing the above statements by Robbins et al. (2010), such experiences will be an advantage to unveil possible routes of communication and lessen barriers to effective communication. According to Mowle (2004), this would contribute to improving organizational outputs. Some organizational settings only do communicate effectively to

11

stakeholders both within and outside the organization. Unlike some decade ago when an office allocated to just a single employee creating a restricted working relations, modern day organizations have adopted the open office set-up environment. This is an environment where work-stationed desks are used and employees are able to communication freely and assist each other in difficult times voluntarily. It buttresses the fact why personal lives information are made privy among employees at healthy workplace. In so doing, employees learn how to disseminate information among themselves and understand it correctly.

A study conducted by Cornelissen (2008) reveals that naturally some employees would want to keep much distance from their colleagues outside office premises. Their intrinsic attitudes tend to create gap to effective communication. Such kind of employees assumes that, maintaining official rapport enhances formal work in its decent manner. Arguably, the researcher emphasized that many organizations do focus much on the employee's personal relationships. As part of this, they choose those they can relate well to foster good communication in the organization (Cornelissen, 2008).

On the contrary, Miller (2009) indicated that when there is too much ambiguity between the public and private defined scope, conflict may be evoked. Further to this, he mentioned that such communications between colleagues may be expressed without any boundary and therefore as results of that very strong alliance may be formed hence it could be out of the organizations' system of control. For instance, a discrete activity of an employee may be brought to bear during a meeting. Again, there could be an instance where a rumour regarding management members' private life is brought into the public domain. Miller (2009) posits that such inactions inflame like a wide fire with the aid of today's modern

social networking. In accordance to this, Cornelissen (2008) revealed that new age organizations have expressed interest of satisfying employees' needs as described in Maslow's Hierarchical of Need, while persuading the employees to act in conformity to the rules and regulations of the organization. There must be balances regarding the responsibility of both the organization and the employees. To this effect Cornelissen (2008) believes that investigating consequences of socio-emotional form of communication and workplace communication as well as organizational commitment would be of great value in accessing effective communication.

2.3 Internal Communication

In an organization where the flow of communication is done between or among employees regarding their work shows a form of internal communication has taken place. Internal communication according to Trahant (2008), is operationally stated as the exchange of communication both informal and formal between top hierarchy members and employees within an organization. In order words, it exists between leaders, managers and employees – or peer-to-peer, from leader-to-leader or employee-toemployee, for instance.

Mainly, the focus of internal communication is geared at connecting employees as well as groups and organization in general to simplify realization of collective interest and unstructured cooperation (De Ridder, 2004). When effective internal communication is critical for successful organization, it affects ability of strategic managers to engage employees and achieve objectives. Likewise, when the same internal communication is apt, it ensures employee commitment to achieving groundbreaking business results by helping improve collaboration, productivity and performance (Welch and Jackson, 2007).

2.4

Patterns of Communication within Organization

Formally, organisational communication has two dimensions; vertically and horizontally. Vertical communication is a downward and upward form of direction. In other words vertical communication transmits information among different levels in the organizational structure. However, horizontal communication also transmits information among people, divisions, departments and units within the operational structure. This section presents the qualities and roles of different communication flows in an organization.

Figure 2.1: Vertical Communication Patterns

Source: The Business Communication (2015)

2.4.1 Downward communication

Downward communication is when messages flow from a higher-level employee to a lower-level employee within an organisation. This arises if information runs down through an organisation's official succession of the hierarchical structure. In other words, communications start at the upper levels of the organisation and moves through to the bottom levels (Tubbs and Moss, 2008). The purpose of downward communication is to assign tasks respectively, postulate instructions and directions. It is also aimed to inform employees of job procedures and policies, identification of problems that need attention at the various levels and deliver feedback on employees' past performance (Robbins et al.,

2010).In fulfilling employees' basic necessities, it is important that employees receive satisfactory and correct information regarding the organization and their roles to be accomplished, and there must be instantaneous feedback about their performance (Greenberg and Baron, 2008).

A related research by Robbins et al., (2010) disclosed that, downward communication can be crucial to the success of an organisation. He went on to explain that it would be advantageous to clarify the rationale behind a manager communicating downward to the subordinate. In most cases, management within an organisation ignore these aspects of when communicating. It could be that they are either preoccupied to make information known to the employees. They also might have seen as "machines" following orders according (Robbins et al., 2010). It is however revealed in a research conducted by Dvorak (2007) that, such explanations heighten employees' assurance and enhance support for decisions. Besides, downward communication has some deficiencies in some organisation. It has been a concern that modern employees take delight in participating in the communication formulation rather just receiving information about their tasks and also getting feedback from managers. In analysis made by (Robbins et al., 2010), the downward style of sharing information is a one-way kind of communication. Only the upper-level management do communicate whiles the lower-level employees only do the listening. Feedback is rarely attained from the lower-level making their inputs overshadowed. According to (Robbins et al., 2010), upward communication is regarded as important as downward communication within an organisation.

2.4

.2 Upward Communication

Contrariwise to the meaning of downward communication, upward communication is seen as the procedure from which information flows from the lower levels to the upper levels of a hierarchy in an organization. It is evident that this type of communication has become more popular in organisations whiles the formal form of communication is less popular now. It is argued that upward communication keeps managers on their toes in executing their roles and also enlightens them of subordinates intended actions. Through upward communication it is pointed out that, superiors get the chance to know their subordinates feelings about their work, colleagues, and the institution in general.

Accordingly, this helps scouts for productive employee and organizational performance (Robbins et al., 2010; Greenberg and Baron, 2008).

Upward communication is deemed very essential to the success of an organization. The absence of upward communication can destruct a company from reaching to its goals and objectives. Grassroots information can make and unmake the surviving of an organisation (Tubbs and Moss, 2008). Tubbs and Moss (2008) in their studies, summarises the importance of upward communication as: helping employees to alleviate the anxieties and obstructions of the work situation; it also assists management with the needed information for decision-making. More so upward communications facilitates employees' consciousness of participation and serve as a gauge of the effective downward communication.

Greenberg and Baron (2008) also indicated in a study, the need for organization to incite upward communication and ensure its wholesome excellence. Some employees may fear the officialdom and its possible retaliation that exist within an organisation so they prefer

to harbour their thoughts. Modern organizations have adopted on teamwork and the emphasis on high-level hierarchy style of managing office has been curtailed. Most often there seems to be a spiral of silence among lower level employees when an opportunity is given to them to comment on issues. This brings into line the fear some subordinate experience as a result of the officialdom processes in an organisation. The subordinate might have the opinion that thoughts gathered lacks facts and therefore would be afraid to make any inputs even when it could improve a targeted goal in an organisation. In reality it is ascertained that, any major change in an organisation cannot be successful when the employees on the ground are side-lined. In agreement with this assertion, GRA during the initial stages of the integration experienced a breakdown of employee participation. The employees expressed concern of lack of communication or involve from their part.

According to Tubbs and Moss (2008) and Greenberg and Baron, (2008); Robbins et al., (2010), when the higher level management are not in the known of accurate and complete information it is possible that a worse result could come up thereby making it difficult for the organisation to achieve its targets. In addition, managers must embrace all type of information whether good or bad so that their subordinates would not be afraid of their rebukes or retaliations. One of the submissions made by Greenberg and Baron (2008); Robbins et al., (2010) was that managers dedicate time to listen their subordinates; assure them of open and also reward upward communication.

.3 Horizontal / Flat Communication

Horizontal communication occurs among peers in the institution. This type of communication is progressively usual with the levelling of the hierarchical structure and

17

2.4

the introduction of matrix organizations (Greenberg and Baron, 2008). Thus, it is the transmission of information between people, divisions, departments or units within the same level of organizational hierarchy.

Figure 2.2: Horizontal Communication Patterns

Top Management	Divisional Heads	Departmental Heads	Office Managers	Unit Heads	Supervisors
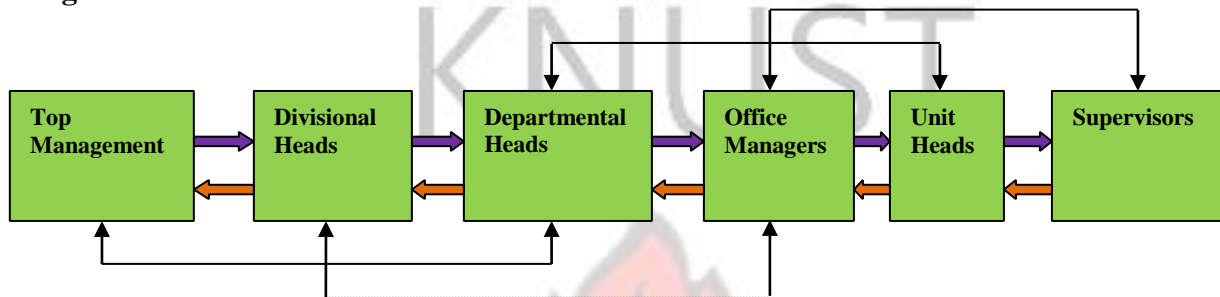
Source: Author's

Robbins et al., (2010) and Tubbs and Moss, (2008) highlighted that this type of communication within an organization is a laudable channel for an efficient and effective transmission of information, which also facilitates synchronization among peers. In a research analysis by (Tubbs and Moss, 2008), some significant functions of the horizontal or flat communication were unveiled. This type of communication can help improve coordination between departments regarding task accomplishment; it also encourages effective implementation of upper level decisions the reason been that lower level members within department are allowed to coordinate closely with one another during the formulation of the decision made at the top; conflict resolution is mutually practiced among members in the same department without the engagement of management; and to end it, teamwork is facilitated when a project requires tasks from different people or from different department in order to intensify job satisfaction and motivation by creating more empowerment in communication.

Theorists in communication disclosed that horizontal communication makes communication more cordial in nature than what downwards and upwards communication does. It tends to be usually easier with fewer social barriers between members (Greenberg and Baron, 2008). Like with any other form of communication, there are some challenges or deficiency with horizontal communication. Periodically, when there are set targeted task for group members within or in other department to accomplish which mostly requires a demonstration of group loyalty. As a result of such activity, communication tends to freeze at a point within the departments thereby creating and encouraging ineffective communication. It becomes very difficult for employees to perform their part of task well in an organisation. In other words, it can be difficult to resolve conflicts among the members because of the flat or straight nature of command. As a matter of fact, the impact of such problems can negatively affect the growth of an organisation.

The cumulative of these issues may adversely aggravate the importance of potential organizational communication. Schein (1997) advocated some strategies, which can help lessen the barriers and breakdowns of effective flat communication. Foremost, emphasis is placed on the total effectiveness of the organisation and the interconnectedness of the various departments in the organization; persistent interchange of members among the different groups and departments to create awareness of the roles of the different groups within the organization; also high and frequent interaction among the groups within the organization is recommended and the latter would be to share the big representation of

the organization's goals and the role each department plays in achieving, putting little emphasis on any win-lose situation to minimize unhealthy competition (Tubbs and Moss, 2008). The research data shows that team challenges aside of the office task enhances cordial communication thereby reducing communication barriers among peers within an organization (Mowle, 2004; Tubbs and Moss, 2008). From this argument, it is currently assumed that intra-departmental interaction distresses work-related communication.

2.5 Formal and Informal Communication Pattern

Communication is so essential for success in any business entity in this modern age. Stakeholders have become so sophisticated that there has been the need to address them with a preferred style, thus, being able to effectively communicate.

Organizational communication can be broadly categorized into two major styles – formal and informal communication. Formal communication involves utilising the official channels of an organisation to share messages. The Informal communication on the other hand is communicating between employees outside the formal structure of communication of the organisation. This could be unofficial or unrelated message to the organization's formal structure of communication (Bratton et al., 2007). Communication follows the hierarchical structure of the organization. This communication structure also shows where power and authority emanates from relationships among members in an organization and accountability relationships. There are clearly defined rules and designations about who is authorized to communicate on behalf of the organization with outsiders, and inside as well (Greenberg and Baron, 2008).

Informal communication can help to augment and enrich the formal communication line, when well leveraged. Information in this system is transmitted through the usual communication channels, but relying heavily on face-face contacts (Greenberg and Baron, 2008). Communication is predominantly via oral means and has the potential to spread widely and rapidly.

Informal channel of communication is often referred to as "grapevine" and it is based predominantly on cordial interactions among members in the network (Bratton et al., 2007). A weak and ineffective formal organizational communication may be the consequence of this outcome. However, the informal communication network without official verification is not necessarily bad. The existence of a parallel and strong information communication may be a challenge to the formal structure. This is especially so when there is rampant and uncorroborated rumours in the network. Information on that network can be used to formulate effective communication policies for the organization (Sostek, 2006). According to Sostek (2006), informal communication networks can be the source of rumours, and can be good or bad depending on the content. Rumours about individuals are bad since the objective is mostly to hurt them.

However, when it's about the achievement of other groups within the organization, it release creative energy and spur productivity within groups. For this reason, management may tolerate some rumours on the informal network (Sostek, 2006). Studies have also revealed that, informal socialization between employees can improve productivity and teamwork in the organization (Greenberg and Baron, 2008).

Reviewing various studies done by Bratton et al, (2007), grapevine or rumour tested to be one of the fastest channels and often accurate. Distortions arise when people repackage the

information they received to suit their narratives and expectations. This may to exaggerations, and distortions and omissions (Tubbs and Moss, 2008). For this reason, information from the informal channel is considered second class by employees. To avoid the challenges associated with grapevine communication, empirical studies have suggested some alternatives that organizations can use. This includes individual chats bringing up discussions with employees about social activities, organizational meetings, and meetings with middle managers (Tubbs and Moss, 2008). Informal communication networks are invariably based on the off-the-record acquaintances between staff and (Greenberg and Baron, 2008). People tend to gravitate towards others who share their features and characteristics. By communicating with others like themselves, employees share a lot of useful and valuable information. By sharing similar backgrounds, people can relate and empathize with each other.

Prior studies found that a strong informal communication have a positive impact on employees' productivity (Greenberg and Baron, 2008). A strong informal communication networks encourages face-face meetings where information is regularly shared. This can be rewards or awards in different groups, job prospects or even incentives for performance, and where they can be found in the organization.

2.6 Effective Communication

There is an effective communication when a satisfactory effect is resulted from intentional or unintentional information sharing. This information when encoded by a manager is interpreted between various entities and emulated on it in a desired manner. However, the effect it is also ensues the message is not blocked during the communication process. In quest of this, it is believed that effective communication serves the purpose for which it

22

was intended. Whenever the desired effect is not succeeded, factors such as communication barriers are explored with the aim to discover how the communication has been ineffective. Conferring to some studies, communication is effective when the following considerations are arrived at; understanding, compatibility, display of positive behaviors, smoothness of communication, positive outcomes, positive non-verbal communication and adapting of messages communicated (Robbins et al., 2010). According to Ainobushoborozi (2013) communication technique employs managerial proficiency in encoding as well as decoding information in a productive manner.

2.6.1 Indicators of Effective Communication – (Written and Verbal communication)
Ainobushoborozi (2013) harnessed on the seven (7) indicators below to achieve effective communication.

Completeness – communication must always be complete according to communication theorists whilst conveying all essentials necessitated by the targeted persons. An encoder of information takes the decoder's thoughts into consideration and conveys the message respectively. In a research conducted by Ainobushoborozi (2013) the following some features of the complete communication; an organization's reputation are established and improved through communication completeness. Besides, it is cost efficient with crucial information remaining untouched whilst extra message is conveyed. Communication, which is all-inclusive furnishes extra information wherever needed and erases all doubts in the cognizance of receiver. Further to the above, when communication is complete it decision-making are enhanced, making the intended audience of message get all desired and fundamental information in simple terms. This persuades the audience.

Conciseness or Brevity – Ainobushoborozi (2013) stressed that, it is the act of delivering an intended message in least possible words without foregoing the other essentials of

23

information. Communication in such ways is both timesaving as well as cost saving. It accentuates and emphasizes the main message as it avoids using unwarranted and needless words. According to the researcher, essential messages are only presented to the audience. This makes the message extra attractive and coherent to the audience. It is not repetitive in nature.

Consideration – it means being considerate of others concern. Effective communication must take the audience into consideration that is, the audience's viewpoints, background, mind-set, education level, etc. Make an attempt to predict your audience, their requirements, emotions as well as problems. Ensure that the self-respect of the audience is maintained and their emotions are not at harm. Modify words in message to suit the audience's needs while making the message complete. Features of considerate communication are as follows: Emphasize on "you" approach that is it personalizes issues and identify with the audience and exhibit interest in the audience as it stimulate a positive reaction from the audience. Stress out on positive words such as jovial, committed, thanks, warm, healthy, help, etc.

Clarity – Clarity implies placing emphasis on a specific message or purpose at a time, rather than trying to achieve too much at once. Clarity in communication makes understanding easier. Ainobushoborozi (2013) confirms that complete clarity of thoughts and ideas enhances the meaning of message as it makes use of exact, appropriate and concrete words.

Concreteness – Concrete in communication implies being particular and clear rather than fuzzy and general. Concreteness strengthens the confidence. Features in concrete messages

24

are that, it is supported with specific facts and figures. Words used are clear and build reputation. Concrete messages are not misinterpreted.

Courtesy – Nothing is important than being courteous and ethical in a delivering of message. This act helps the sender gain some level of credibility from the receiver at any point. It implies that the receiver tend to buy into the idea that the sender is selling. Courtesy in message implies the message should show the sender's expression as well as should respect the receiver. The sender of the message should be sincerely polite, judicious, reflective and enthusiastic. Courteous message implies taking into consideration both viewpoints as well as feelings of the receiver of the message. It is therefore positive and focused at the audience since it is to win their attention.

Correctness – Correctness in communication indicates that there are no grammatical errors in communication. Indicators in correct communication are that; message is exact, correct and well-timed. Correct messages boost up the confidence level and have greater impact on the audience/readers. It also looks out for the precision and accurateness of facts and figures used in the message and makes use of appropriate and correct language in the message.

2.7 Communication Channels

Harris and Nelson (2008), describe both downward and upward communication this way. Downward communication reinforces the hierarchical nature of organizations, whereas

25

upward communication provides suggestions, message of what subordinates are doing, unsolved work problems and how employees feel about each other and their jobs.

There are several communication channels available to a modern organization with differing levels of effectiveness and use. For internal communications, the diagram below depicts the various tools available and the effectiveness of each channel. **Figure 2.3: Tools for Communication and their Effectiveness**

Source: Harris and Nelson (2008)

In order to survive in a rapidly changing environment and obtain a competitive edge, organisations need to grasp the vital role of communication in all of this. If communication in an organisation is bad, the organization is likely to under-perform. If it is good, however, the performance and overall effectiveness will also be good. Wallace (2004) points out that the type of medium chosen by the manager may depend on the richness or effectiveness of the medium, the cost and efficiency, the symbolism and also whether there is some equivocality in the message being sent. Some of the channels are discussed below:

26

2.7.1 Memorandums

This is a form of business communication channel used specially among departments. Memos postulate for concise messages to be transmitted. This form of channel enhances cross-sectional transmission of information within the organization (Wallace, 2004).

2.7.2 Interview

This is a communication dialogue between two or more employees deliberating on issues with the aim of providing a positive outcome. Sometimes management and concerned people of the organization resort to an interview or conversation to exchange their views on different issues (Wallace, 2004).

2.7.3 Telephone

The use of telephone permits two or more employees to engage in a virtual conversation via cable. The size, scope and nature of organization affect the use of telephone for internal communication (Wallace, 2004).

2.7.4 Report

A report is a medium forgiving an account on an executed event within the organization. A report contains information based on investigation that is sent to the authority concerned. It is an excellent means of internal communication (Wallace, 2004).

2.7.5 Notice Board

This kind of medium is used to send formal messages to employees in an organization. It is usually time-bound and attractive and should be placed where employees make assembly (Wallace, 2004).

2.7.6 Face to Face Discussion

This is a direct form of communicating with employees. Executive officers and employees many get engage discussions and interchange views regarding a current situation of the organization. This channel of communicating may be regular or irregular depending on the situation (Wallace, 2004).

2.7.7 Questionnaire and Survey

This form of channel is used to solicit information about employee attitude, morale and relationship between management and subordinates etc. It may be collected through the use of questionnaire and surveys (Wallace, 2004).

2.7.8 Intranet

Intranet is a computer based communication system that is used internally by staff within organizations. This is a very convenient and fastest way of sharing information among members at levels. With this channel, feedback is instantaneous and improves work performance (Wallace, 2004).

2.7.9 Complaint and Suggestion Boxes

This is also another form or channel for sending information directly to an organization since the device is always placed at the office premises. It is used to collect complaints, feedbacks, comments, suggestions and recommendations of services in an organization to improve on quality delivery (Wallace, 2004).

2.7.10 Posters

This is mostly an outdoor display channel of information. Posters are used to communicate various norms, rules principles and ideas of an organization to make its employees aware and up-to-date (Wallace, 2004). In an instance at GRA, employee surveys conducted revealed that communication of their 1st Strategic Plan was a particular area of concern. According to research and monitoring unit at the head office of GRA, the absence of a separate Communication Strategy for the Plan resulted in low staff awareness and a sense of detachment from the reforms that led to the integration. In order to correct such mishaps, the 2nd Strategic Plan will be actively publicized throughout the organization using various channels. Also it is noted that regular updates on the status of implementation will be provided in staff newsletters.

2.8 Employee Performance

The contribution of employees on job is the most important factor for development and excellence in the organization (Korkaew and Suthinee, 2012). Rich et al, (2010) identified two types of employee performance for organizational effectiveness: task performance and contextual performance. Task performance refers to behaviors that are directly involved in activities that provide indirect support for the organization's core technical processes (Borman and Motowidlo, 1997). These behaviors directly relate to the formal organization reward system. On the other hand, contextual performance is defined as individual efforts that are not directly related to their main task functions Werner (2000). However, these behaviors are important because they shape the

organizational, social, and psychological contexts serving as the critical catalyst for task activities and processes.

The performance of employees on different jobs in close coordination is needed for success of the organization (Macey and Schneider, 2008). Employees are performing different jobs in an organization depending upon the nature of the organization. They mainly perform tasks like production, storage, manufacturing, transportation, marketing, purchasing, distribution, promotion of business, finance and accounting, human resource, research and public relations (Borman and Motowidlo, 1997). All these activities are interrelated to achieve the targets. These are to be performed by the employees properly so they can give their best output at the job. This will have great impact on the total production and progress of the organization. Various factors like skills, training, motivation, dedication, welfare, management policies, fringe benefits, salary and packages, promotion, communication etc. are responsible to encourage the people to work sincerely and give their best output (Korkaew and Suthinee, 2012). The importance of employees' performance must be understood by the management and sincere efforts must be put in that direction.

According to Korkaew and Suthinee (2012), advantages of higher performance in an organization include:

(a) The productivity of individual on job increases;

(b) Employee gets job satisfaction at job;
(c) Involvement of employees in their jobs increases;

(d) A sense of commitment and loyalty among employees develop;

(e) Employees get higher salaries and incentives on production basis;

(f) Quality and quantity of the total production increase;

(g) Good will of the organization goes high etc.

2.8.1 Evaluation of Employee Performance

Evaluation of employee performance aims at assessing each individual's contribution to the organization and has been practiced since centuries (Islam and Rasad, 2005). It is mainly the Total Quality Management (TQM) proponents who oppose the implementation of performance appraisal in organizations (Longenecker and Fink, 1999). They believe that 85% of the factors that affect the employee's performance stem from the system which are beyond the control of the employee, only 15% of the factors are attributable to the employee. On the other hand, Human Resource (HR) practitioners do not subscribe the view of TQM proponents. HR practitioners claim that performance appraisal is an essential part of an organizational culture and it is required to assess organizational progress towards goals (Aldakhilallah and Parente, 2002). They have developed a performance appraisal process, called TQMPE (Total Quality Management Performance Evaluation) as a revised version of the traditional methods of performance appraisal that fits with the philosophy of TQM. The benefits of a successful performance evaluation include:

a) Helps taking stocks of an employee's overall performance;

b) Enables employee to pinpoint strength and spot weakness;

c) Provides an opportunity to motivate employee and encourage for superior performance;

d) Determines any need for further training;

e) Helps setting goals for future superior performance.

Roberts (2003) provides the following guidelines to minimize the negative effects of appraisal systems: Employee participation; Developing performance standards; Goal setting; Sound performance appraisal interview; Self-evaluation; Management feedback;

Develop user-friendly procedure; Design specific and relevant appraisals; Evaluator training; Revise performance appraisal process etc.

GRA Appraisal Document (2012) provides the following indicators for performance evaluation of employees in the organization:

a) Ability to meet target periodically;

b) Ability to sensitize taxpayers on their rights and obligations;

c) Ability to provide best customer care;

d) Ability to uncover underpayment of taxes by clients;

e) Ability to maximize voluntary compliance among taxpayers to widen the tax net.

In conclusion, employee performance appraisal system can be considered as a tool that can measure and suggest how to improve productivity (Vallance, 1999). Thus, performance appraisal system should emphasize on continuous professional development to enhance an organization's overall performance. However, performance evaluation process should be ongoing throughout the year and employees should be made aware of the evaluation outcome.

2.9 Effect of Communication on Employee Performance

Several professionals have expressed mixed opinions on communication competency used as a predictor of employee success. The importance of communication cannot be denied for organizations as applied to their ability to influence the bottom line as found in growing evidence linked with work productivity (Muda et al, 2014). With effective communication, a company is able to have good coordination among the teams or units in an organization whereby the absence of it will reflect problems in running business operations or critically cause the damage between individuals.

32

It has been suggested that the persons who are involved in communication processes need to possess both basic skills and abilities, otherwise, the information could be missed to understand appropriately, and furthermore it depends on the facilities available in organizations and the actions of managers to see the acceptability of information in order to have an accurate deliverance (Chen, 2008). Furthermore, as one of the crucial elements, the managers have been asked to learn the feedback gained from the employees which probably affects their work motivation (Muda et al, 2014). This relates to the circumstances that are currently faced by the employees including the right time of delivering such information, thus, they may perform based on the messages they receive. In obtaining such a good performance, the managers must show the initiatives of developing and providing opportunities to learn new skills to their employees through the communication process.

Beyerlein et al. (2003) states, it is management responsibility to align support systems in the strategic design so that employees can communicate their needs and frustrations, as this will keep an organization functioning effectively and make the most of people who are an organizations greatest resource. Furthermore, other studies have investigated openness of communication have direct relationship with employee performance (Dwyer, 2005). In addition, supportive communication from fellows has received some attention as a source of employee performance (Ducharme and Martin, 2000).

2.10 Theoretical Foundations on Organizational Communication

The concept of effective communication on employees' performance and its studies has been based on several theories of which the Systems Theory, Classical and Human Relations are perhaps the most frequently used. These theories describe organizational

behaviour, its communication and more specifically the organizations effectiveness on communication. Essentially in this context, the theory gives the approaches from which the researcher can use the effectual communication to measure internal performance within an organization. In view of this, much consideration will be given to the Human Relations Approach and Systems Approach since it gives a holistic view of an organization. The system theory sees the organization as a system with interrelated parts, which are connected to each other.

2.10.1 Human Relations – Approach

Around the 1930s, Human-Relations Theory originated and introduced as a substitute perspective to the classical theory (Kreps, 1990). The theory originally was put to test by Mayo, Roethlisberger and Dickson's, which became known as the Hawthorne Studies (Roethlisberger and Dickson, 1939). The Hawthorne Studies brought to bare four major phases namely: the illumination studies, the relay assembly test room studies, the interview program, and the bank wiring room studies. The Human behaviour school of thought shifted from the prominence on output and work design to the interactions of individuals. Emphasis of the Human-Relations Approach dwells more on the needs of individuals in the organization, the employee's participation in decision-making and the opportunity to send and receive messages. Human Relations asserted that it is vital to determine the individual needs of organizational members and it is achieved within effective organization-worker communication.

According to Skinner, Essen & Mersham (2001), effective management communication can be best accessed through the use of communication audit. Essentially communication is fundamental in the work of human resources. The importance of the Human Relations

Approach is that it highlights the role of workers and social factors in the effectiveness of internal communication and the issues such as leadership. In sum, the human relation approach deals with the interaction between management and employees, their motivation and influence on organizational events. This throws more light on what management and employees ought to do to ensure effective internal communication. This approach will help the study to determine the usefulness of the various communications channels such as memos, circulars, telephone conversation, the use of Internet and face-to-face interaction.

2.10.2 Systems Theory

The general system theory was originally proposed by Ludwig von Bertalanffy, a biologist in 1968 in his work, General Systems Theory: Foundations, Development, Applications, was sort to explain the relationship between parts and the whole of living organisms (Weckowicz, 2000). This sort provides a general analytical framework (perspective) for viewing an organization.

Since then the theory has been used in academic fields such as psychology, history and physiology. Studies conducted by theorists in management studies expose a digression from the classical and human relations model. According to Booth (1986) the systems theory has more valid and applicable stance in internal communication. This is because the systems approach recognizes the role that communication plays in facilitating efficient functioning between the various components of the organizations.

In organizational communication research, some main components of the systems theory have been identified that informs how effective communication leads to employee productivity namely; wholeness, hierarchical and feedback.

In systems theory, the whole determines the character and functions of parts (Weckowicz, 2002). Wholeness refers to the interdependence of the various elements that constitute the system. This means that individual parts of a system contribute to the existence of the organization.

Conferring to Miller (2009), the concept of an organizational structure indicates that the relations within an organism are systematized by order of hierarchy rules. In this regard, components the main systems are designed into subsystems, making up the whole system, which itself operates within a larger environment. Miller (2009), feedback enables decision makers in the organization to strategize to be on top of issues thereby building network relationships. Conferring to Salem (1999), the systems theory operates from primary principles of inter-relatedness and interdependence, it can be said that the same basic principles form the basis from which communication audit occurs. GRA has a hierarchical structure with the various sections functioning as a whole structure and all the staff working towards a common goal. The systems theory is therefore appropriate for this study. In view of this, the researchers would determine the effectiveness of communication leading to employee productivity and to describe the communication systems at GRA. The Authority comprises different sections and in order to achieve organizational goals, these sections or departments need to work together in order to achieve these goals. This means that, there should be effective internal communication between the management and staff of GRA to attain these goals.

2.11 Empirical Theories on Organizational Communication

In the light of this study, there have been many researchers and theorists who have dealt into it and brought about many findings, which are been used in most of the modern organizations as far as effective communication is concerned. Femi (Ph.D.) conducted a study on "The Effect of Communication on Workers' Performance in Selected Organizations. In Lagos State, Nigeria" he saw communication as an important component of organization's project. This because it was assumed the global world has become widespread that, most organizations petition to meet their needs with a lesser resource moral through communication. His research tests the substantial relationship amid communication and workers' performance in some designated organizations in Lagos State, Nigeria. Statistics for the research were gathered through questionnaire with sample populace of 120 respondents. The outcome of the research revealed the relationship between effective communication and workers' performance, productivity and commitment. Per the outcome showed in the study, a recommendation was made for managers to communicate with employees consistently and regularly to improve workers commitment and performance.

Wang (2005) presented a paper, which sought to investigate the functions of socioemotional-oriented communication and job-related communication in augmenting institutional commitment in the People's Republic of China. A statistical methodology was used to analyze data from a questionnaire. Sample size of 69 was selected as respondents. The key findings from the study were that, social-emotional-oriented communication among employees is a positive indicator of performance. Conversely, the finding failed to establish any unique linkage between horizontal and social-emotional communications. The paper concluded that, vertical and job-related communication helps employees of

governmental agencies in China to remain focus to the outlined objectives of their organizations.

Rajhans (2012) also highlighted on employee motivations and performance. From his analysis morale, motivation and performance of employees has a clear reflection on the manner in which an organization communicates with its members. The aim of the study was to explore the inter-relationship between communication and motivation and its overall impact on employee performance. Rajhans' (2012), considers the results of a study of organizational communication and motivational practices followed at a large manufacturing company, Vanaz Engineers Ltd., based at Pune, to support the hypothesis propounded in the paper.

With a focus on employee communication, Tumbare (2009) did a research on an internal communication assessment of the Lilongwe City Assembly. Her study assessed the organizational communication of the Assembly. Explicitly, the effect of internal communication at the Lilongwe City was measured. The methodological approach measured their current and ideal amounts of information within the organization. These are receiving information from others, sending information to others, action on information sent, channels of communication, communication relationships, communication and work satisfaction, timeliness of information received from key sources and sources of information. Findings from a sample of 186 respondents of the Assembly indicated a great need to receive information and to interact with Assembly management more frequently than what is happening currently. The communication between subordinates and co-workers seems to be satisfactory. However, the majority of his respondents expressed the need to engage with Assembly management on a number of key issues, including staff welfare, salaries and benefits.

Ainobushoborozi (2013), similarly did a study which examined the impact of effective communication on labour productivity in civil engineering projects with a case study of Kampala Central division. Multinomial logit (MNL) estimation technique was employed to measure the existing relationship between effective communication and labour productivity, and other explanatory variables include work duration spent in a company, educational qualifications, timely information on changes at work, cooperation at work and adequate training provided to employees. The findings showed that asking for clarity in communication, cooperation at work to get tasks completed and timely information about changes affecting work are statistically meaningful to labour productivity in civil engineering projects. He stressed that in order to attain the targeted productivity level, managers should ensure clarity of any instruction at work, provide adequate training to employees, ensure cooperation at work by providing incentives and finally develop a good communication plan to ensure timely information delivery especially on changes affecting work.

2.12 Barriers and Breakdowns in Communication Systems

Communication is deemed ineffective when there is poor listenership, no clarity in speech, bad timing of sharing information, use of jargons, making sarcastic statement or using careless words, attaching emotions to speeches, adopting poor non-verbal communication and portraying deceitful thoughts in communication. Ineffective interaction becomes a blockade to organizational success (Miller, 2009). In an organization and GRA for that matter, ineffective communication results when managers at the departmental level fails to interact frequently with their workforces. Lack or absence of the 7 indicators afore-mentioned (Clarity, consideration, courtesy, correctness, completion, concreteness and conciseness) also leads to breakdowns in communication systems.

39

Many at times, wrong perception also hampers communication, that is, the employees might perceive the message in different meaning which was not intended by the manager. Meaning that, there can be a problem in encoding and decoding of message as already stated earlier. Congested organizational structure can also result in communication breakdowns (Cheryl, 2013). When there are complexities in the organizational structure and the number of hierarchical levels in an organization, the chances of loss or misinterpretation of messages becomes greater (Richmond & McCroskey, 2009). Grapevines as a form of informal channel in communication tend to develop in such an organization thereby obstructing effective communication. In absence of healthy open door policy, communication may be misunderstood.

Poor listening (for instance when the receiver is not focused to what the sender of message is saying) also leads to ineffective communication (Miller, 2006). Referring to previous studies, emotions like anger and stress may also lead to communication breakdown as messages may be interpreted in wrong manner when a person is angry and frustrated than when he is relaxed. Sometimes, the messages are not carefully planned (For example, the medium of transmission of message and the time of message delivery are not chosen rightfully). This again makes communication ineffective. Linguistic differences are a great obstacle in effective communication. This is perhaps due to ambiguity of language. Managers should try to overcome all the causes for communication breakdowns so as to ensure organizational success.

CHAPTER THREE

METHODOLOGY AND ORGANIZATIONAL PROFILE

3.1 Introduction

This chapter focuses on the research design and methodology procedures employed to complete the study. The methodological procedures include data collection, sampling and the analysis of the data collected. The chapter also includes organizational profile of Ghana Revenue Authority.

3.2 Research Design

The research design used in this study is descriptive survey, which allows both implicit and explicit hypothesis to be tested. According to Alhassan et al, (2006), descriptive surveys are designed to portray accurately the characteristics of particular individuals, situations or groups. It is used as a needs assessment tool to provide information on which to base sound decisions and to prepare the background for more constructive programme of educational research. It also serves as a foundation for more vigorous and precise investigation. The data gathered in a survey are usually responses to predetermined questions that are asked of respondents.

Also, case study design was used. Case studies are investigations of an individual, group, institution or other social unit. In other words, case studies mostly involve the observation of individual units e.g. a student, worker, a group, a community, an event or an entire culture. The quantitative analysis was used to present the findings. This study chose a case study of Kumasi for Ghana Revenue Authority.

A Qualitative approach was used to gauge and confirm the participants' feeling on the effectiveness of the level of communication in within GRA and the responses were measured using the Likert scale. This method generates numerical data that can be converted into numbers for a statistical review (Saunders et al, 2007). Quantitative data is most often collected in the form of questionnaire or survey. They will rely on the development of questions as well as scales that are used to measure feelings, satisfaction and other important factors on a numerical level. This research is aimed at measuring effectiveness of communication flow within GRA – DTRD Ashanti. The use of questionnaire helped the study to generalize findings from data collected from the respondents.

3.3 Population of the Study

Population is the entire aggregation of items from which samples can be drawn for a study (Opoku-Amankwa, 2009). The population targeted for this study consists of all the staff in the Kumasi Area of Small Tax Offices (STOs), Medium Tax Offices (MTOs) and Customs Offices of Ghana Revenue Authority. The offices specifically used include Asokwa STO, Asokwa MTO, Adum STO, Ashanti New Town STO, Suame, MTO and Kwadaso STO as well as Customs Collection Kumasi. The units of the various offices includes; Compliance, Enforcement and Debt Management (CEDM) Unit, Audit and Assessment (A&A) Unit and Tax Payer Service (TPS) unit. The staff of these branches is in a total of about 395out of which about 70% are male and about 30% are female.

3.4 Sample Size and Sampling Technique

To test the theoretical expectations of any relationship, a wide range of different groups is needed to include all the various categories of people as far as possible (OpokuAmankwa, 2009). The sample forms a good representation of the population since it was impossible to interview everybody to solicit their views for the study. There are 395 members of staff in the Kumasi Metropolis. Employees of each branch were divided into three strata: Compliance, Enforcement and Debt Management (CEDM) Unit, Audit and Assessment (A&A) Unit and Tax Payer Service (TPS) unit. Convenient sampling was used to select seven offices (Asokwa STO, Asokwa MTO, Adum, Ashanti New Town, Suame MTO, Kwadaso and Customs Collection) for the study. A card drawing simple random sampling was used to select a total of 200 employees as the sample size for the study. 200 out of about 395 staff members who picked YES cards were put together as the sample size while those who picked NO cards were left out of the study.

3.4.1 Unit of Analysis

The focus of the study is GRA, a public sector entity tasked with mobilizing revenue for Ghana. Staffs in this agency were targeted for the responses to the questionnaires and they provided the answers in their own capacity as individuals employed by GRA, and their perception of the level and effectiveness of communication in this agency.

3.5 Data Sources

Information gathered was classified into Primary and secondary sources. Data, which are collected afresh and for the first time which happens to be original in character are termed primary data. On the other hand those that have been collected and processed already are called secondary data.

3.5.1 Primary Data

During this process, qualitative data was collected using semi-structured interviews in the first phase of the study through open ended questions. Quantitative data was collected through questionnaire in the second phase of the study. Questionnaire including close ended questions were delivered to selected sample in order to validate the themes that emerged from the qualitative phase and to generalize the findings to a larger population followed by data analysis. Two methods of data collection were adopted in this study. These are:

a) Structured self-administered questionnaire and

b) Oral interview.

3.5.2 Data Collection Instrument

This is a framework for collecting data for every research work. The importance of this is to ensure that the required data are collected accurately and economically. The primary data collection method used in this study consisted of structured self-administered questionnaire and oral interview. The reason for structuring the questionnaire is to reduce variability in the meanings possessed by the questions as a way of ensuring comparability of responses. The questionnaires were administered to employees of GRA at different job levels and functions within the offices of Ghana Revenue Authority in Kumasi Metropolis with the help of research assistants.

3.6 Data Analysis

After the data collection, there was the need to organize it into meaningful information for decision-making. The first stage was the coding and classification into various groups for

the production of statistical tables. The next stage was the presentation of the statistical results for mean, correlation and regression analysis using chi-square, relative index, T-ratio, F-test and R-square values.

3.7 Pilot Testing

After completing the questionnaire design, a pilot study of the sample was conducted using the Asokwa Medium Taxpayer Office (MTO), to test the efficacy of the questionnaire and review the results to determine the relevance and usefulness of the responses before proceeding to the larger population.

3.8 Organizational Profile – Ghana Revenue Authority

In December 2009, the revenue agencies, the Customs, Excise and Preventive Service (CEPS), the Internal Revenue Service (IRS), the Value Added Tax Service (VATS) and the Revenue Agencies Governing Board (RAGB) Secretariat were merged in accordance with the Ghana Revenue Authority Act 2009, (Act 791) to establish the Ghana Revenue Authority. The Ghana Revenue Authority (GRA) has thus replaced the revenue agencies in the administration of taxes and customs duties in the country. The Ghana Revenue Authority (GRA) has been established to:

Integrate the operations wings of Internal Revenue Service (IRS) and Value Added Tax Service (VAT) into domestic tax operations on functional lines; Integrate the management of Domestic Tax and Customs; Modernize Domestic Tax and Customs operations through the review of processes and procedures with ICT as the backbone.

The establishment of the GRA is part of the reform in revenue administration in Ghana which began in the mid-eighties when CEPS and IRS were taken out of the Civil Service and made semi-autonomous and self-accounting public sector institutions with separate

boards with the National Revenue Secretariat (NRS) set up to formulate revenue polices, manage tax reforms and supervise the activities of CEPS and IRS.

CHAPTER FOUR

RESULTS AND DISCUSSION

4.1 Introduction

In this chapter, the researcher discusses the results obtained from the analysis of the primary data collected. The analysis of results was conducted according to the study objectives and therefore involved four sections. The first three sections involved some quantitative statistical analysis using descriptive, correlation and regression techniques. The fourth section on the other hand involved a qualitative analysis of an interview schedule conducted and the response rate. Following these sections, the results were then discussed to draw out the central themes and how they compare with previous studies.

4.2 Demographic Characteristics of Respondents

Before the data was analyzed in accordance to the study objectives, a demographic characteristic of the data was obtained. From the results, it is realized that the majority of the respondents were males. Specifically, 75% were males while 20% were females. Most of the respondents (47%) were also between the ages of 40 years and 55 years, 32% were between 26 years and 39 years. Quite a number (14%) were also between 18 years and 25 years. 8% of the respondents did not provide

their ages. 63% of the employees have either bachelors or masters degrees, while 29% have either HND, S.S.S.C.E, or G.C.E. O and A level. 7% of them indicated they have other degrees. 0.8% did not provide any answers. It can therefore be inferred that GRA largely has very skilled employees, a situation likely to cause greater work output. Also, an almost equal number (48% as against 48%) of GRA employees sampled have worked at GRA for ten

(10) or less years and for ten (10) or more years respectively. Most of the respondents (34%) also work at the Audit/DTRD department of GRA. Finally, senior staff members involved in the survey were 50% while management members constituted 12%. Junior staff members were 35% of the respondents. The demographic data of GRA staff is provided in the table below:

Table 4.1: Demographic Data

Gender of respondents		
Gender	**Frequency**	**Percent**
Male	150	75.0
Female	40	20.0
Unanswered	10	5.0
Age Bracket of Respondents		
Years	**Frequency**	**Percent**
18-25	30	15.0
26-39	63	31.5
40-55	93	46.5
Unanswered	14	7.0
Qualification of Respondents		
Educational level	**Frequency**	**Percent**
G.C.E.O and A level	12	5.8
SSSCE	20	10.0
HND	27	13.3
Bachelor's degree	73	36.7
Master's degree	53	26.7
Other	13	6.7
Unanswered	2	0.8
Duration of Work for Respondents		
Years	**Frequency**	**Percent**
0-5	68	34.2
6-10	28	14.2
11-19	57	28.3
20 years and above	40	20.0
Unanswered	7	3.3
Department of Respondents		
Department	**Frequency**	**Percent**
Administration	7	3.3
Audit/DTRD	68	34.2
CEDM	28	14.2
TPS	17	8.3
Others	47	23.3
Unanswered	33	16.7
Staff Category of Respondents		
Staff Category	**Frequency**	**Percentage**
Management	25	12.5
Senior staff	100	50.0

Junior staff	70	35.0
Unanswered	5	2.5

Source: Author's

4.3 Sources and Usefulness of Communication Systems

Having obtained demographic attributes of the respondents, the researcher sought to examine the data in order to arrive at the study objective 4. Here respondents were asked to indicate the channels they frequently use to communicate with direct supervisors and peers. Respondents were asked to choose among options such as face-to-face, telephone, written (memos), and email/internet. The results indicate that 64%, 19.8%, 14.2% and 10.2% of the employees frequently use face-to-face, telephone, written (memos) and email/internet respectively as a channel of communication. A cross tabulation of the results indicate that majority of the respondents use the face-to-face medium to communicate with both supervisors and colleagues in the office. Details as shown on Table 4.2 also indicate employees prefer more verbal or direct forms of communication with their colleagues and superiors at the workplace than nonverbal or indirect forms.

Table 4.2: Sources of communication

			Frequency of communication					Total[b]
			1	2	3	4	Total[a]	
Forms	**1: Face-to Face**	% within CWS	57.7%	14.7%	7.1%	5.2%	167 (84.7%)	**126 (64%)**
		% within CWCW	61.0%	15.3%	9.6%	8.0%	185 (93.9%)	
	2: Telephone	% within CWS	0%	2%	2.1%	2%	12 (6.1%)	**39 (19.8%)**
		% within CWCW	0%	1.5%	2.6%	2%	12 (6.1%)	
	3: Written (Memos	% within CWS	1%	2%	4.1%	3%	18 (9.1%)	**28 (14.2%)**
		% within CWCW	0%	0%	0%	0	0%	
	4: Email/ Internet	% within CWS	0%	2.5%	2.3%	2.7%	15 (7.5%)	**20 (10.2%)**
		% within CWCW	0%	0%	0%	0%	0%	
Pearson Chi-Square		112.20 (6)***						

Note: *a – Total number of respondents who communicated through a specified medium.*
b – Total head count of respondents who frequently used a specified medium.
   CWS – Communication with Supervisors
   CWCW – Communication with Co-workers

Chi-square results (X^2 = 112.20, df =6, p < 1%) show that a significant and positive correlation between frequency of communication and communication forms exists at the workplace. Those who prefer direct forms of communication are less likely to adopt indirect communication (telephone, written memos and email) media at the workplace. Preference is given to face-to-face and telephone communication than for written memos and emails. Although in dealing with supervisors, employees also engage in written memos and Internet communication.

For instance Table 4.2 shows that 84.7% of the employees communicate with their direct superior through face-to-face channel. Of this percentage, only 14.7%, 7.1% and 5.2% communicate through telephone, written memos and email respectively with their superiors. This scenario is also observed for face-to-face communication with coworkers. The likely implication is that such employees are able to receive accurate, clear, concise, correct, as well as complete information from their direct superior. Also, they will be able to easily ask for clarifications where they do not understand or have doubts. It is also possible that communication in this case will be two-way. This will likely improve clarity of the message and minimize errors (see Anchor, 2009; and Eisenberger and Stinglhamber, 2011). Employees will also feel more valued in this case if they are freely able to communicate during face-to-face interactions with direct superiors and leading to increased job satisfaction. Two-way communication potentially indicates employees are involved in decision-making, and this ensures commitment to achieving targets set out by the decisions taken (see Puth, 2002).

To probe further, the study attempted to explore which medium of communication was most useful in GRA. The analysis involve the use of mean ranking with the application of the relative index technique to extract the medium which employees indicated as the most effective way of communication on a scale of 5, 1 indicate excellent and 5 = not useful. Table 4.3 below shows the results of the mean ranking.

Table 4.3: Usefulness of Communication Source

	N	Mean	Median	Std. Dev	Minimum	Maximum	Relative index	Rank
Face-to-face	194	1.71	1	0.875	1	4	0.332	**1st**
Telephone	191	2.56	3	0.892	1	5	0.489	**2nd**
Written (Memos)	194	2.75	3	1.013	1	5	0.525	**3rd**
E-mail/Internet	191	3.45	4	1.084	1	5	0.658	**4th**
Grapevine (rumours)	191	4.18	4	0.968	1	5	0.798	**5th**

Note: Relative index = Σ W/AN; where W = the weights assigned to each factor by employees, ranging from 1 to 5; A is the highest weight and N is the total number of samples.

From Table 4.3, it is obvious that face-to-face communication is the most effective medium of communication GRA. Mean value obtained was 1.7 with a relative index of 0.33 showing that employees weighed it as a relatively very useful medium than the rest of the media. This is followed by Telephone communication (Mean = 2.56, index =0.489). Interestingly, the results reveal that employees were not sure about the usefulness of grapevine (rumours). This therefore suggests that face-to-face, Telephone, Written memos and Email/Internet sources of communication are more useful than grapevine

(rumours) sources.

4.4 Measure of Effective Communication

Having found the main sources of communication and their usefulness; an attempt was

made to examine how effective the communication strategy or processes are at GRA.

The one-sample t-test was used for this analysis with the statistical significance of 5%. A

test value of "4" which represented good communication level was used for this analysis.

Results in table 4.4 show that effective communication at GRA is below expectation.

Table 4.4: Effective Communications

	N	Mean	Median	Std. Dev.	Minimum	Maximum	t-test (test value = 4)	Sig. (2tailed)
1.	197	2.97	3	0.936	1	5	-15.447	.000
2.	197	3.11	3	1.009	1	5	-12.357	.000
3.	194	3.41	4	0.958	1	5	-8.546	.000
4.	197	3.24	3	0.964	1	5	-11.007	.000
5.	194	3.43	4	0.926	1	5	-8.606	.000
6.	197	3.09	3	1.024	1	5	-12.524	.000
7.	194	3.03	3	0.887	1	5	-15.219	.000
8.	197	3.4	4	0.806	1	5	-10.431	.000
9.	194	3.13	3	0.803	2	5	-15.017	.000
10.	197	3.27	3	0.955	1	5	-10.743	.000
11.	197	2.93	3	1.003	1	5	-14.995	.000
12.	197	3.25	3	0.819	1	5	-12.796	.000

Note 1 = employees mean what they say and say what they mean

2 = People in top management say what they mean and mean what they say

3 = People in this organization are encouraged to be really open and candid with each other

4 = People in this organization freely exchange information and opinions

5 = people are kept informed about how well organizational goals and objectives are being met

6 = Top management is providing you with the kinds of information you really want and need

7 = Communication from other department is detailed and accurate

8 = workers receive information from the sources that you prefer (e.g. from your superiors,

department meetings, co-workers, newsletters

9 = The information you receive from other department is consistently reliable

10   = The directives that come from top management are clear and consistent 11 = Your job is not

delayed because you get the information you need.

12 = Most of the information you receive from your manager is detailed and accurate

As shown in Table 4.4 above, all the points of communication are less than the expected mean of 4; which indicate they are less satisfactory. It is only in the areas of encouraging an open worker relationship (point 3), exchange of ideas (point 4) and transfer of the organizational goals and objectives (point 5) that the level of communication was relatively high. Meanwhile the worst performance was observed in the areas of employees communicating exactly what they mean and meaning what they say (point 1), information to facilitate the job pace (point 11) and provision of relevant information by top management (point 6). Kacmar et al. (2003) and Neves and Eisenberger (2012) suggest that the case where employees do not mean what they say, accuracy and commitment to communication may be lacking. It also casts doubts on employees' commitment to the implementation of management decisions, organizational goals and other forms of communications received for which they provided responses. In addition, it also raises questions about the effectiveness of the channels of communication (i.e. downward or upward communication) being adopted. Puth (2002) and Tsai et al., (2009) indicate that effective management communication and commitment to what is said will help to effectively integrate managerial functions as well as improve employee commitment.

4.5 The level of Performance

Table 4.5 illustrates whether the average level of performance was robust among the staff of GRA. Again the relative index technique was used to identify which areas workers were performing adequately. The expected level of performance was pegged at '4" indication good performance based on the Likert scale of 1 =very low to 5 = very high.

Table 4.5: Performance Level

	N	Mean	Median	Std. Dev.	Minimum	Maximum	t-ratio test value =4	Sig. (2tailed)
1.	200	3.85	4	0.648	2	5	-3.275	.001
2.	196	3.93	4	0.695	2	5	-1.336	.183
3.	190	4.02	4	0.701	2	5	.310	.757
4.	193	3.74	4	0.934	1	5	-3.930	.000
5.	190	3.61	4	0.846	1	5	-6.429	.000

Note: 1 = I am able to meet my target periodically

2 = I am able to sensitize taxpayers on their rights and obligations

3 = I am able to provide best customer care.

4 = I am able to uncover underpayment of taxes by clients

5 = I am able to maximize voluntary compliance among taxpayers to widen the tax net.

As shown from Table 4.5 above, the average level of performance is generally below expectation. High performance mean scores were observed for point 3 (l am able to provide best customer care), with a Mean score of 4.02 and point 2 (l am able to sensitize taxpayers on their rights and obligations), with a mean score of 3.93. Meanwhile the mean scores for meeting periodic targets (point 1; mean = 3.85), uncovering of underpayment of taxes (point 4; mean = 3.74) and maximization of voluntary compliance (point 5, mean = 3.61) were significantly below the expected value of 4, which implies average performance. The question that arises at this point is whether the low level of communication might have a significant relationship with the performance of staff. To answer this question, the study ventured into a correlation analysis.

4.6 Relationship between Effective Communication and Performance

To find the correlation between Effective communication and Employee Performance, all the items of communication and performance were reduced to two composite variables, for overall communication and performance, respectively. Different authors have used this technique severally; see among others (Acquaah, 2011). Again years of experience of employees was used as a control variable.

Table 4.6: Correlation Results

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

**. Correlation is significant at the 0.01 level (2-tailed).

The results shown in Table 4.6 indicate a positive and significant relationship between overall communication and performance. The correlation statistic (r = .361, p < 0.001) shows that communication can explain 36.1% of variations in employee performance. This is an indication of a positive relationship between effective communication and performance. The results on experience (r= 0.324, p < 1%) also showed that when the experience of workers increases, their performance will also increase. This therefore shows support for training and systems support for all staff of GRA. On the indicators of effective communication, results show that there is a positive and significant relationship between all the indicators and workers performance. Correlation statistics for consistency (r= 0.314, p < 1%); concreteness (r= 0.258, p < 1%) and completeness (r= 0.290, p < 1%) reveal that increased effectiveness of communication in factors of consistency, concreteness, and

55

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

4.6.1 Regression Analysis

This section reports the results of the regression analysis conducted to examine the effect of effective communication on employee performance. The simple ordinary least squares (OLS) technique was used to conduct this analysis. Diagnostics tests for multicollinearity and model fitness were performed using the variance inflator factor (VIF), F-test and Rsquare statistics. Results as reported on Table 4.7 indicate that, the problem of collinearity was minimised. Results of the VIF statistics were all below 10. The conditional indices were also small below 30; further indicating that multicollinearity was not present in the model. Standardized results of the OLS regression is presented on Table 4.7 below. The F-test and R-square statistics also showed that the model was robust for analysis.

Table 4.7: Standardized Multiple Regression Results

	Standardized Coefficients	t	Sig.	Collinearity Statistics	
	Beta			Tolerance	VIF
Experience	.324	4.854	.000	.949	1.053
consistency	.112	4.640	.000	.804	1.244
concreteness	.122	4.078	.000	.662	1.510
completeness	.133	4.795	.000	.866	1.154
Overall communication	.360	5.669	.000	.821	1.218
R Square	.650				
Adjusted R Square	.634				
F - Test	16.39 (5, 167)***				

Source: Fieldwork (2015),   Dependent Variable: performance

An assessment of the fitness of the model was confirmed with a significant F statistic of value. Computed overall F statistics [F (5, 167) = 16.39, p < 0.01] was significant with an

adjusted R square of 0.65; suggesting that 65% of the variations in employee performance can be accounted for by the independent variables. Standardized results show that the level of experience of the workers have a significant positive impact on performance with an estimated standardized coefficient of 0.324 (Sig. = 0.000). The results also showed all the concreteness (B = .122; p < 0.01); completeness (B = .133; p < 0.01); and consistency (B = .112; p < 0.01), have a positive and significant effect on workers performance. This therefore suggests that when the effectiveness of communication processes and mechanisms improves, workers performance also improves accordingly. Standardized coefficient obtained for overall effective communication 0.360 ($p < 0.001$) indicates that all the overall effective communication has a significant positive effect on employee performance.

4.7 Barriers and Breakdowns in Communication Systems

This section set out to inquire the factors that could serve as barriers and breakdowns in communication systems at GRA. Responses from the staff suggest that factors such as selective listening, distraction, time pressure, communication overload, information distortion, rationalization, and prejudice were some inhibiting factors to communication. Results on Table 4.8 reveal that there is no significant difference in the weight each observed barrier poses to effective communication as the means of the observed barriers were close. Meanwhile the one-sample t-test results indicated that though all the means are close, compared to the expected weight of 1 for each barrier or breakdown; each barrier can be expressed as significant. The test value of 1 was used to signify the nonrelevance or importance of the respective barrier to communication; which also illustrates how much respondents strongly disagrees to the factor as a barrier to effective communication. Consequently, among the barriers to communication information, results revealed that

57

distortion and distraction are ranked as the strongest limitations to effective communication in GRA respectively (see Table 4.8 below).

Table 4.8: Barriers and Breakdowns in Communication Systems

	N	Mean	Median	Std. Dev.	Minimum	Maximum	T-test T-value = 1	Rank
1.	200	3.48	3.5	1.007	1	5	34.885**	4th
2.	200	3.51	4	1.121	1	5	31.671**	3rd
3.	188	3.44	3	0.809	2	5	41.385**	6th
4.	197	3.40	3	1.063	1	5	31.714**	5th
5.	192	3.74	4	1.031	1	5	36.824**	1st
6.	188	3.29	3	0.842	1	5	37.258**	7th
7.	193	3.62	3	1.029	1	5	35.388**	2nd

Note:
1. *Selective Listening*
2. *Distraction*
3. *Time Pressure*
4. *Communication Overload*
5. *Information Distortion*
6. *Rationalization*
7. *Prejudice*

**. T-test is significant at the 0.01 level (2-tailed).

Contrary, rationalization and time pressure were observed to be the least ranked factors that affect a breakdown to effective communication respectively. The results prove that there is a lot of information distortion in the system and management must be careful where and how they communicate with subordinates through third parties.

4.8 Interview Results

To end the analysis and discussion, the researcher presents information on an interview conducted involving top management of GRA. Three assistant commissioners of GRA were interviewed on their perception of the existing organizational communication in GRA and their suggestions on how they can be improved.

Regarding the communication systems used at GRA, the responses of the commissioners confirmed downward, upward, horizontal and vertical communication systems are used. This also includes formal and informal kinds of communication. Added to this, the respondents indicated the system of communication mostly used for official purposes is formal communications while informal communications are adopted as and when they become useful and can also change behaviour.

The study also set out to find out the channels of communication employed by the commissioners when communicating job related information to staff. The response show both formal and informal channels are used. Specifically, memos, circulars, face-to-face, as well as telephone are used. They indicated the most preferred medium is written communication since it can be easily referred to and posted on notice boards for everyone to see and read. Grapevine is also an important tool since it is richer, very open, can be relied on when useful and can effect change.

With respect to the view on the potential of communication to improve employee performance in GRA, the commissioners agreed effective communication can be compared to "blood through the veins" for the organization. In addition, they indicated employees' performance is based on the kind of communication disseminated to them. Therefore information sent to supervisors of employees must be complete, concise, correct, clear, timely, direct to the receiver, and reliable, among others. Also, information must freely flow from all departments since they are working towards a common goal. Communication is further enhanced by instantaneous feedbacks.

The Commissioners indicated in an interview that information delay in information dissemination is a challenge to communication in GRA. Challenges within units also delay

work. On the other hand, there is also a high level of communication overload caused by the presence of numerous directives coming from a single source demanding similar information. Effective communication is further hampered by poor feedback from headquarters as well as a lack of a communication policy according to the commissioners.

Finally, commissioners were asked to make suggestions to improve the situation. The commissioners stated quality communication patterns can help achieve effective employee performance. In addition, selective listening must be avoided. In other words, information from all angles must be accepted. Moreover, all messages must be clear, concrete, concise, and complete. Lastly, they suggested the adoption of other forms of communication as and when they become necessary.

4.9 Response Rate

The study adopted Westat (2007) definition and formula in determining the Response Rate (RR). A response rate measures the level of success or quality achieved in collecting survey data (Westat, 2007). In other words, response rate is a ratio of the number of people who respond to a study to the estimated sample size for the study.

Mathematically, Response Rate = (Average Number of responses) multiplied by 100%
                                              (Sample size for the study)

High response to a question = 200

Low response to a question = 188

Average Number of responses = 200 + 188 divided by 2 = 194

Sample size = 200

Response Rate = (194)   multiplied by 100%
                     (200)

RR = 97%

From the above calculation, the response rate for this study is 97 Percent. The implication is that, the results for the study are highly representative of the target population as a whole and eliminate the possibility of sample bias.

4.10 Discussion of Results

The study results showed that communication levels are low. The potential of horizontal communication to coordination in assigned tasks, solve problems, resolve conflicts (see Tubbs and Moss, 2008) and generally improve information flow and commitment to duty requires open and candid opinions being shared between and among employees. Although somehow informal, reprimands as well as encouragements from co-workers more often than not improve worker performance and efficiency. However, they may have a negative implication of "dampening spirits", discouraging commitment, and eventually reducing efficiency, productivity and output. Hence, even though it is necessary that open and candid expressions of views and opinions exist, they must to a large extent serve as effective communication channels that eventually increase output instead of productivity-efficiency-and-output-reducing "woes". The implication is that horizontal communication must be improved. Doing so will ensure that systems work well and carry along the objectives and goals of the organization. A situation where one or some departments are far more efficient and effective than others does not promote overall organization output growth. Distortions and omissions in information flows between and among departments must be either eliminated or kept to the least possible. Unnecessary competitions and showmanship between and within departments must also be avoided. This does not imply departments that are performing well must not be appraised while those not doing so well cautioned, but it rather implies it must be done for the overall organizational gain.

Systems theory advocates the interdependence of the various units that make up the system (see Bertalanffy, 1988; Booth, 1986; Weckowicz, 2000). This is made necessary due to the existence of groups, departments, units, among others which create hierarchies (see Miller, 2009). However, the effective functioning of a systems approach to communication may be hindered by competition between groups and departments (see Greenberg and Baron, 2008; and Tubbs and Moss, 2008). To ensure that systems work, employees should be able to freely exchange information and opinions. This is because, trust and compatibility breeds positive behaviors, ensure smooth communication, which eventually produce positive work outcomes.

Adequacy and accuracy of information is an essential component of effective communication which eventually leads to efficiency, productivity, and output growth (see Allen, 1992; Rhoades and Eisenberger, 2002; Anchor, 2009). Moreover, effective communication requires completeness, conciseness, clarity, correctness, as well as concreteness of the information provided. The results showed that completeness, concreteness and consistency of communication significantly affects worker's performance. Therefore, all needed and wanted information must be made available in downward communications. Knowing what to do and how to do it and do it well motivates commitment to duties and improves performance.

CHAPTER FIVE

SUMMARY OF FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

The study was carried out to determine the role of effective communication on organizational performance by focusing on Ghana Revenue Authority. This chapter therefore presents the major findings from the data analysis and the overall conclusions of the study after which recommendations are made.

5.2 Summary of Findings

This study determined the role of effective communication on organizational performance using GRA as a case study. Specifically, the study examined the communication systems available in GRA. It also measured the performance of employees at GRA. In addition, it determined the relationship between effective organizational communication and employee performance. It also identified the channels of communication considered by employees to be the most useful. Finally, barriers and breakdowns in the communication systems of GRA were also identified. Primary data was adopted. A sample of 200 employees of GRA within the Kumasi metropolis was selected using purposive sampling. Tables and correlations were adopted in the analysis. The results indicate several communication systems are used. These include both formal and informal channels. Respondents indicated they use face-to-face, telephone, written (memos), email/internet as channels of communication. At other times, grapevines prove necessary channels of communication.

It was also generally evident that employees of GRA perform well. This is because they are able to meet their targets periodically, sensitize taxpayers on their rights and obligations

and provide the best customer care. In addition, GRA employees are able to uncover underpayment of taxes by clients as well as maximize voluntary compliance among taxpayers in order to widen the tax net.

Moreover, it can be generally inferred from the results that different indicators of employee performance correlate with different measures of effective communication.

Also, even though employees frequently use face-to-face, telephone, written (memos), emails/internet and sometimes grapevines as channels of communication, they consider face-to-face as the most useful channel of communication.

Finally the study identified selective listening, distraction, time pressure, and communication overload as barriers and breakdowns in the communication systems of GRA. Others include information distortion, rationalization and prejudice. Information distortion is indicated by employees as the greatest barrier and breakdown in communication systems in GRA.

5.3 Conclusions

This study investigated the role of effective communication on organizational performance using GRA as a case study. Specifically, it examined the communication systems, measured the performance of employees, and identified the most useful channel of communication from the employee point of view, and identified barriers and breakdowns in the communication systems of the organization. Finally, it determined the relationship between effective organizational communication and employee performance. Primary data

was employed and a sample of 200 employees in the Kumasi metropolis was purposively selected.

From the results, the communication systems frequently used include face-to-face, telephone, written memos, email/internet and grapevines, with the most useful channel of communication being face-to-face. GRA employees also largely perform well. Selective learning, distraction, time pressure, communication overload, information distortion, rationalization, and prejudice are identified as barriers and breakdowns in communication systems. Finally, various employees' performance indicators are found to correlate with varying measures of effective organizational communication. The results proved the significance of communicating with consistency, concreteness and completeness on the performance of employees in GRA.

5.4 Recommendations

The correlation found between measure of effective communication and employee performance implies there should be improved efforts at ensuring information provided by management are thorough and understandable. Moreover, other channels of communication such as the use of notice boards can be explored. In addition, email/internet communication must be improved.

The fact that face-to-face is considered a more useful channel of communication provides a unique opportunity for management to involve the grassroots in the formulation of policies as well as in decision-making. This will ensure employees feel valued and also elicit commitment to the implementation of decisions taking in order to achieve set goals and objectives.

Employee performance can be further enhanced if bottlenecks in the communication systems are either removed or kept at their least. Particularly, information distortions caused by omissions and exaggerations must be addressed by both management and employees. There should be fewer distractions during communications in order to reduce or remove selective learning. Added to this, management must avoid communication overload because it reduces clarity in communication. Even though open and candid communication is encouraged, it is recommended that such communications come with courtesy and consideration, and without malice or prejudice.

Timely delivery of information will also reduce time pressure on employees which more often than not reduce efficiency, effectiveness, productivity, and output. When information is delivered on time, it gives room for clarity to be sought to ensure concreteness and correctness.

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

REFERENCES

Acquaah, M. 2011. Business strategy and competitive advantage in family businesses in Ghana: the role of social networking relationships. Journal of Developmental Entrepreneurship, 16(1), 103-126.

Ainobushoborozi Antony (June 2013), Impact of Effective Communication On Labour Productivity In Civil Engineering Projects A Case Study Of Kampala Central Division.

Aldakhilallah, K.A. and Parente, D.H. (2002) "Redesigning A Square Peg: Total Quality Management Performance Appraisals," Total Quality Management, 13(1), 39-51.

Alhassan, A., Pumidonming, W., Okamura, M., Hirata, H., Battsetseg, B., Fujisaki, K., Yokoyama, N., Igarashi, I., (2006), Development of loop-mediated isothermal amplification (LAMP) method for diagnosis of equine Piroplasmosis; National Research Center for Protozoan Diseases, Obihiro University of Agriculture and Veterinary Medicine, Obihiro, Hokkaido 080-8555, Japan.

Allen, M. W. (1992): Communication and organizational commitment: perceived organizational support as a mediating factor. Communication Quarterly 40 (4): 357-367.

Anchor Z. (2009): Point Research 2009, Frame-Pattern-Circuits, published by TU Delft Urbanism, 2009

Barker, R. T. (1979). The department and implementation of a communication audit related to selected systems concepts. Michigan: Florida State University.

Bertalanffy, L. von (1988). General Systems Theory: Foundations, Development, and Applications. New York: Braziler.

Beyerlein, M. M., McGee, C., Klein,G. D. Nemiro, J. E., and Broedling, L. (2003); The Collaborative Work System Fieldbook: Strategies, Tools, and Techniques. San Francisco: Pfeiffer.

Booth, A. (1986). The Communication Audits. Aldershot: Gower Publishing Company Ltd.

Borman, W. C. and Motowidlo, S. J. (1997) Task performance and contextual performance: The meaning for personnel selection research. Human Performance, 10(2): 99-109.

Bratton, J., M. Callinan, C. Forshaw, and P. Sawchuk (2007): Work and organizational behaviour: understanding the workplace. New York: Palgrave Macmillan.

Chen, Ni. (2008). "Internal/Employee Communication and Organizational Effectiveness: a study of Chinese corporations in transition." Journal of Contemporary China 17(54) (February), 167-189.

Cheryl H. (2013), Communicating for Results: A Guide for Business and the Professions Interscience Management Review (IMR) ISSN: 2231-1513 Volume -2, Issue-2, 2012.

Cornelissen, J. (2008): Corporate Communication: A Guide to Theory and Practice. 2nded. London: SAGE Publications.

Davis, K (1967): Human Relation at work 3rd ed.Ny: Hill

De Ridder J. A., (2004). Organizational communication and supportive

Ducharme, L. J., & Martin, J. K. (2000): Unrewarding Work, Coworker Support, and Job Satisfaction. Work and Occupations, 27(2), 223-243.

Dvorak, P. (2007): How understanding the "why" of decisions matters. *Wall Street Journal*.   B3.
http://online.wsj.com/article/SB117426249593240964.html#articleTabs%3Darticle (accessed March 19, 2007).

Dwyer, J. (2005): Communication in Business. (5nd ed.), Frenchs Forest: Prentice-Hall.

Emotional Intelligence: Implications for Personal, Social, Academic, and Workplace Success (2011), Marc A. Brackett et al ; Article first published online: 4 JAN 2011.

68

Ghana Revenue Authority (GRA) Appraisal Document (2012)

Goldhaber, G. M. (1993): Organizational Communication. 6th ed. Dubuque, IA: Brown.

Greenberg. J., Baron R. A. (2008): Behaviour in Organisations. 9th ed. Upper Saddle River, NJ: Pearson Education.

Gudykunst, W, B. (2003): Journal of logistics information management, Vol 14, No 5/6, pp 421-426

Harris, T. E., & Nelson, M. D. (2008). Applied organizational communication, theory and practice in global environment. New York: Lawrence Erlbaum.

Interscience Management Review (IMR) ISSN: 2231-1513 Volume-2, Issue-2, 2012

IOSR Journal of Humanities and Social Science (IOSR-JHSS) Volume 19, Issue 8, Ver. II (Aug. 2014), PP 75-82 e-ISSN: 2279-0837, p-ISSN: 2279-0845. www.iosrjournals.org

Islam R. and Rasad S. M. (2005): Employee Performance Evaluation by Analytic Hierarchy Process (AHP), A Case Study; International Islamic University Malaysia and Inter System Maintenance Services S/B, 53100 Kuala Lumpur, Malaysia.

Kacmar, K. M., Wilt, L. A., Zivnuska, S. and Gully, S. M. (2003): The interactive effect of leader-member exchange and communication frequency on performance ratings, Journal of Applied Psychology, 88, 764-772

Korkaew J. and Suthinee R. (2012), Factors Affecting Job Performance: A Review of Literature, Silpakorn University Journal of Social Sciences, Humanities, and Arts, Vol.12 (2): 115-127, 2012

Kreps, G. L. (1990), Organizational Communication: Theory and Practice. 2nd ed. NY: Longman.

Lindlof, T. R. and Taylor, B. C. (2011): Qualitative Communication Research Methods; Published by Sage Publications Inc.

Longenecker, C.O. and Fink, L.S. (1999) "Creative Effective Performance Appraisals," Industrial Management, 18-23.

Macey, W. H. and Schneider, B. (2008): The meaning of employee engagement. Industrial and Organizational Psychology, 1(1):3-30.

Madlock, P., and Booth-Butterfield. M. (2008): Annual Meeting of the International Communication Association, May, 2008: The Effects of Coworker Relational Maintenance Strategies on Employee Outcomes. TBA: Montreal, Quebec, Canada. 1-128

Miller, K. (2009). Organizational communication. Belmont, CA: Thomson Wadsworth.

Mowle, J. 2004. Local corporate learning center pushes executives out of their comfort zones. Colorado Springs Business Journal 30 (January): 2004.

Muda I., Rafiki A. and Harahap M. R. (2014), Factors Influencing Employees' Performance: A Study on the Islamic Banks in Indonesia International, Journal of Business and Social Science Vol. 5 No. 2

Neves P. and Eisenberger R. (2012): The Oxford Handbook of Leadership and Organizations, published by Oxford University Press

The Business Communication (2015): Types of Communication, Tagged with Advantages, Disadvantages of Vertical Communication.

Tumbare N. (2009): An internal communication assessment of the Lilongwe City Assembly at

Stellenbosch University

Opoku-Amankwa, K. (2009): Social Research Methods, University Printing Press. Kumasi.

Puth G. (2002): The Communicating Leader, The key to Strategic Alignment: 2nd Edition published by Van Schaik, 2002

Rajhans K. (2012): Effective Organizational Communication; a key to Employee Motivation and Performance

Rhoades G. and Eisenberger R (2002): Management in Africa, Macro and Micro Perspectives, Published by Routledge, 2013

Rich, B. L., LePine, J. A., and Crawford, E. R. (2010), Job engagement: Antecedents and effects on job performance. Academy of Management Journal, 53(3): 617-635.

Richmond V. P. and McCroskey J. C. (2009): Organizational Communication for Survival: Making work work (4th ed), Boston, MA: Allyn and Bacon

Robbins, S. P., Judge T. A., and T. T. Campbell. 2010. Organizational Behaviour. Essex, England: Pearson Education Limited.

Roberts, G.E. (2003) "Employee Performance Appraisal System Participation: A Technique that Works," Public Personnel Management, 32(1), 89-98

Roethlisberger, F. J., and W. J. Dickson. (1939)Management and the Worker. Cambridge, MA: Harvard University Press.

Salem, P. (1999). Organizational communication and change. New Jersey: Hampton Press.

Saunders, M., Lewis, P., & Thornhill, A., (2007), Research method for business students (4th ed).

Schein, E. (1997): Organizational Culture and Leadership. 2nd ed. San Francisco: Jossey-Bass.

Shockley–Zalabak, P. (1991). Foundamentals of organizational communication: Knowledge, sensitivity, skills, value. (2nd ed). New York: Longman.

Skinner, C., Essen, L., & Mersham, G. (2001). Handbook of public relation (6th ed).

Cape Town: Oxford University Press.
Sostek, A. (2006): Studies Shows a Bit of Office Talk Can Boost Productivity.

Pittsburgh Post-Gazette.

The Business Communication (2015); Retrieved from:

http://thebusinesscommunication.com/what-is-vertical-communication-types-ofvertical-communication/

Trahant B, (2008), Six Communication Secrets of Top-Performing Organizations, The Public Manager, fall 2008, p68-75.

Tsai, Ming-Ten and Shuang-Shii Chuang." (2009). An Integrated Process Model of Communication Satisfaction and Organizational Outcomes." Social Behavior and Personality 37 (6).

Tubbs, S., and S. Moss. 2008. Human Communication: Principles and Contexts. 11th ed.

Boston, MA: McGraw-Hill Higher Education, cop.

Vallance, S. (1999) Performance Appraisal in Singapore, Thailand and the Philippines: A Culture Perspective," Australian Journal of Public Administration, 58(3), 78-95.

Wallace P. (2004), The Internet in the Workplace: How New Technology is Transforming Work

Wang, Y. (2005): Procedural justice, participation and power distance Information sharing in Chinese firms, Management Research Review 33(1), pp. 66-78.

Weckowicz T. E. (2000), Child Development: Theories and Critical Perspectives – Chapter 9 (Sociocultural Influences on Development) revised; published by Routledge 2015.

Welch M. and Jackson P. R., (2007) "Rethinking internal communication: a stakeholder approach", Corporate Communications: An International Journal, Vol 12 Iss:2, pp.177198

Werner, J. M. (2000): Implications of OCB and contextual performance for human resource management. Human Resource Management Review, 10(1): 245-261.

Westat, R. G-M (2007), Post-School Outcomes: Response Rates and Nonresponse Bias;

In collaboration with Mike Bullis, Director and Jane Falls, Coordinator, National PostSchool Outcomes Center, University of Oregon, October 2007

QUESTIONNAIRE

This study is being conducted in partial fulfillment of the requirements for the award of a degree in Masters of Business Administration (**Strategic Management Option**). All information received would be used for academic purposes only and treated in the strictest of confidence.

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

(Questionnaires for Staffs)

SECTION A: Demographic Data

1. Gender: Male [   ]   Female [   ]

2. Age: 18-25 [   ]   26-39 [   ]   40-55 [   ]   56 & above [   ]

3. Qualification:

   MSCL   [   ]

   G.C.E. O & A Level [   ]

   SSSCE   [   ]

   HND   [   ]

   Bachelor's degree   [   ]

   Master's degree   [   ]

   Other (specify)……………………………………………………

4. How long have been employed by GRA?

   0 - 5 years   [   ]

   6 - 10years   [   ]

   11 - 19years   [   ]

20 years and above   [   ]

5.   What is your department of operation?…………………………………

6.   Staff category? Management   [   ]   Senior staff [   ]   Junior staff [   ]

SECTION B: <u>Measure of Effective Communication</u>

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

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

Employees' Performance

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

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
I am able to meet my target periodically.					
I am able to sensitize taxpayers on their rights and obligations					
I am able to provide best customer care.					
I am able to uncover underpayment of taxes by clients					
I am able to maximize voluntary compliance among taxpayers to widen the tax net.					

SECTION C: Communication Channels

20. What channels do you frequently use?

Face-to-face [   ]   Telephone [   ] Written (Memos) [   ]   E-mail/internet [   ]

21. By what channels do you communicate with direct supervisor?

Face-to-face   [   ]   Telephone   [   ]

Written (Memos)   [   ]   E-mail/internet   [   ]

22. By what channels do you communicate with co-workers?

Face-to-face   [   ]   Telephone   [   ]

Written (Memos)   [   ]   E-mail/internet   [   ]

23. How do you measure the extent of usefulness of the following channels in GRA?

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

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

Barriers and Breakdowns in Communication Systems

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

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

25. What should be done to improve employee performance in GRA through organizational communication?

....

....

…………………………………………………………………………………………………

Interview Guide: Three (3) Assistant Commissioners

1. By what systems or forms do you communicate to staff? How would you describe the communication systems in GRA?

2. What are the channels by which you communicate to staff under you on the job and which of them are useful to you?

3. Briefly explain how communication improves employee performance in GRA.

4. What should be done to improve employee performance in GRA through organizational communication?

Thank you for your help in answering these questions