

BUILDING AN EFFECTIVE PERFORMANCE MANAGEMENT SYSTEM:

THE ROLE OF INTERNAL COMMUNICATION

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DECLARATION

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

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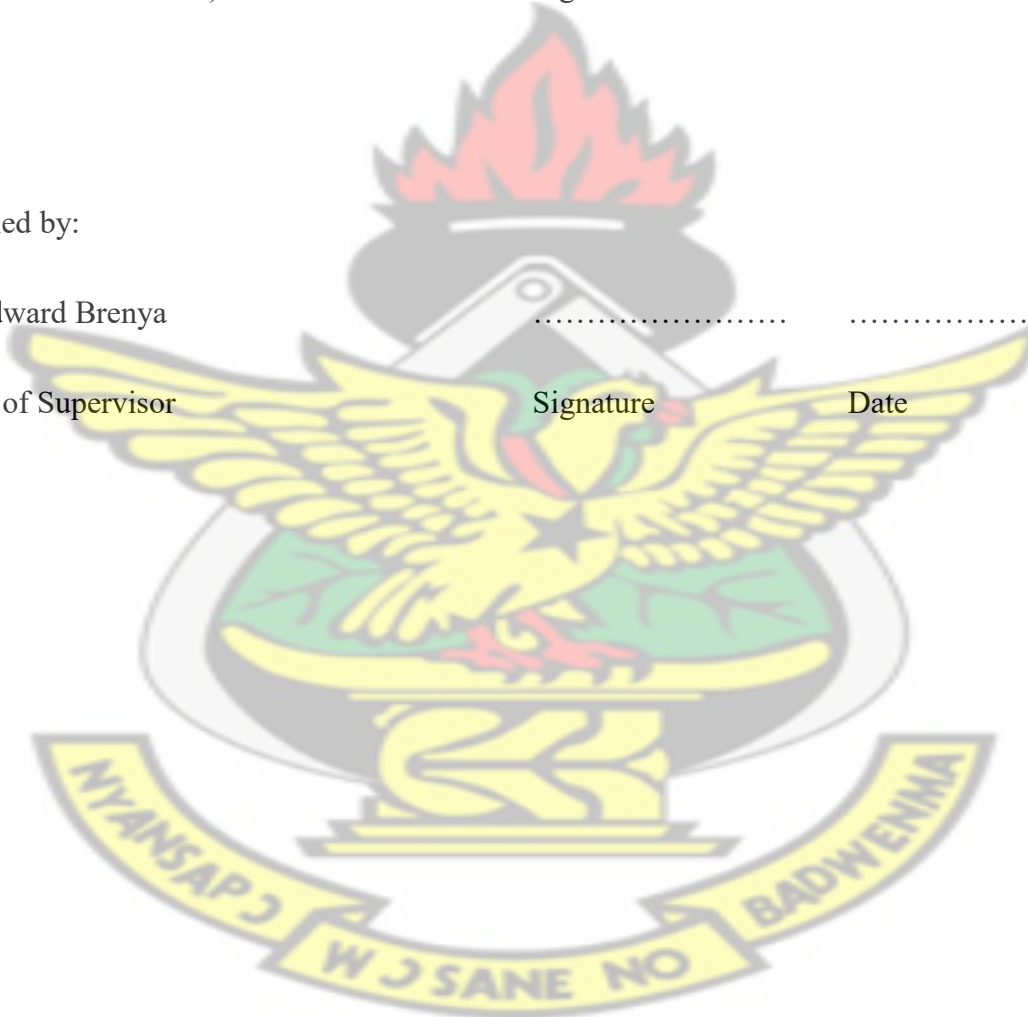
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Date



DEDICATION

This dissertation is dedicated to my family for supporting me in diverse ways in my career development.

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I am very grateful to the Almighty God for his guidance, strength, wisdom, knowledge, and divine grace that he has bestowed upon me during this entire research work and indeed throughout my life. A major final research work like this is never the work of one person. The contribution of many different people, in their diverse means, has made it possible for me to complete this research work.

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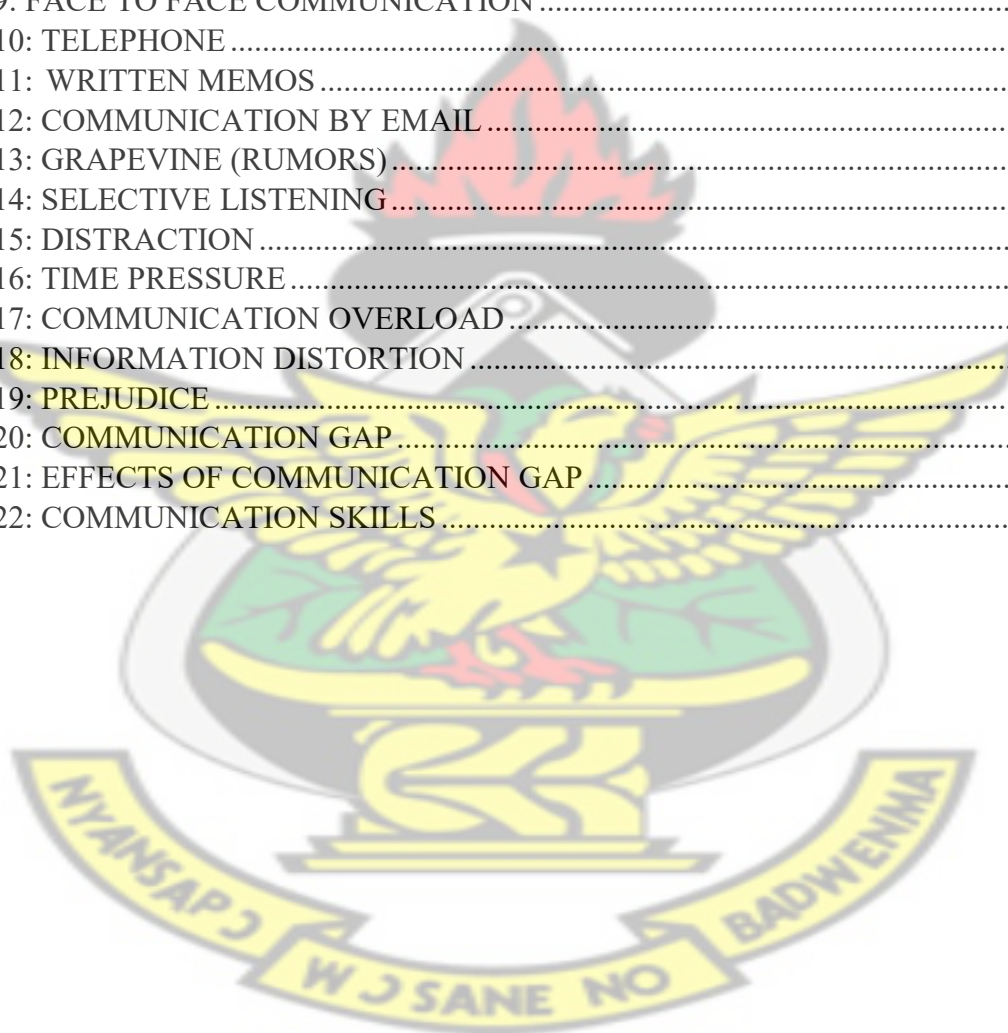
TABLE OF CONTENTS

DECLARATION	ii
DEDICATION	iii
ACKNOWLEDGMENTS	iv
LIST OF TABLE	vii
LIST OF FIGURES	viii
ABSTRACT	ix
CHAPTER ONE	1
1.1 INTRODUCTION	1
1.2 BACKGROUND OF THE STUDY	1
1.3 PROBLEM STATEMENT	5
1.4 RESEARCH OBJECTIVES	7
1.5 RESEARCH QUESTIONS	7
1.6 SIGNIFICANCE OF THE STUDY	8
1.7 ORGANIZATION OF THE STUDY	8
CHAPTER TWO	9
LITERATURE REVIEW	9
2.1 INTRODUCTION	9
2.2 OVERVIEW OF INTERNAL COMMUNICATION	9
2.3 FORMS OF INTERNAL COMMUNICATION	16
2.3.1 ORAL COMMUNICATION	16
2.3.2 DIRECT COMMUNICATION	16
2.4 OVERVIEW OF PERFORMANCE MANAGEMENT	19
2.4.2 COMPONENTS OF PERFORMANCE MANAGEMENT SYSTEM	21
2.5 THEORETICAL FRAMEWORK	21
2.5.1 MOTIVATION HYGIENE THEORY	22
2.5.2 BUREAUCRATIC THEORY OF MAX WEBBER	24
2.6 CONCEPTUAL FRAMEWORK	24
CHAPTER THREE	26
METHODOLOGY	26
3.1 INTRODUCTION	26
3.2 STUDY AREA	26
3.3 STUDY POPULATION	27
3.4 STUDY DESIGN	27
3.5 SAMPLING AND SAMPLE SIZE DETERMINATION	28
3.6 DATA COLLECTION	29

3.7 DATA ANALYSIS	29
3.8 ETHICAL ISSUES	30
3.9 INCLUSIVE AND EXCLUSIVE CRITERIA	30
3.10 LIMITATIONS	30
CHAPTER FOUR	31
4.1 INTRODUCTION	31
4.2 DEMOGRAPHIC CHARACTERISTICS	31
4.2.1 GENDER OF RESPONDENTS.....	31
4.2.2 AGE OF RESPONDENTS.....	32
4.2.3 WORK EXPERIENCE IN UHAS.....	33
4.2.4 STAFF COMPOSITION.....	34
4.3. RELATION BETWEEN EFFECTIVE INTERNAL COMMUNICATION AND PERFORMANCE MANAGEMENT IN UHAS	37
4.3.1 COMMUNICATION POLICIES IN UHAS	38
4.4 NATURE OF INTERNAL COMMUNICATION	40
4.4.1.2 COMMUNICATION BY TELEPHONE.....	42
4.4.1.3 WRITTEN MEMOS	43
4.4.1.4 COMMUNICATION BY EMAILS	44
4.4.1.5 GRAPEVINE COMMUNICATION (RUMOURS)	45
4.4.2 BARRIERS AND BREAKDOWNS IN TRANSMITTING INFORMATION...46	
4.4.2.1 SELECTIVE LISTENING	46
4.4.2.2 DISTRACTION	47
4.4.2.3 TIME PRESSURE	48
4.4.2.4 COMMUNICATION OVERLOAD	49
4.4.2.5 INFORMATION DISTORTION	49
4.4.2.6 PREJUDICE	50
4.5 COMMUNICATION GAP	51
4.5.1 EFFECTS OF COMMUNICATION GAP	52
4.5.2 MEASURES TO BRIDGE COMMUNICATION GAP	53
CHAPTER FIVE	55
SUMMARY OF FINDINGS, CONCLUSIONS AND RECOMMENDATION	55
5.1 INTRODUCTION	55
5.2 KEY FINDINGS	55
5.3 CONCLUSION	56
5.4 RECOMMENDATIONS	56
6.0 REFERENCES.....	58
7.0 APPENDIX A	

LIST OF TABLE

TABLE 1: GENDER OF RESPONDENTS	32
TABLE 2: AGE OF RESPONDENTS	32
TABLE 3: YEARS OF EMPLOYMENT IN UHAS	33
TABLE 4: STAFF COMPOSITION	34
TABLE 5: PERFORMANCE ON WORK DEPENDS ON EFFECTIVE COMMUNICATION	37
TABLE 6: COMMUNICATION POLICIES GOVERNING STAFF PERFORMANCE	39
TABLE 7: UHAS MANAGEMENT INTERNAL COMMUNICATION MOTIVATES STAFF	40
TABLE 8: UHAS HAVE LAID DOWN CHANNEL OF COMMUNICATION	41
TABLE 9: FACE TO FACE COMMUNICATION	42
TABLE 10: TELEPHONE	43
TABLE 11: WRITTEN MEMOS	44
TABLE 12: COMMUNICATION BY EMAIL	45
TABLE 13: GRAPEVINE (RUMORS)	45
TABLE 14: SELECTIVE LISTENING	47
TABLE 15: DISTRACTION	48
TABLE 16: TIME PRESSURE	48
TABLE 17: COMMUNICATION OVERLOAD	49
TABLE 18: INFORMATION DISTORTION	50
TABLE 19: PREJUDICE	51
TABLE 20: COMMUNICATION GAP	51
TABLE 21: EFFECTS OF COMMUNICATION GAP	52
TABLE 22: COMMUNICATION SKILLS	54



LIST OF FIGURES

FIGURE 1 INFORMATION FLOW CHART	35
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ABSTRACT

As the world floods into the global and technological state, Communication has become unavoidable in the day to day operations of most organization within Ghana, Africa and the world at large. For this reason, the organization longed-for new technology and innovative ideas in communication that would help gear organizational performance leading to productivity. Communication specialists and experts see internal communication as a significant factor geared towards organizational success. Effective communication is the basic foundation and a key cornerstone in building organization's success. Communication is not about brilliant or fluent in a language but rather the transfer and exchange of information which focus on achieving the purpose of your objective. The ultimate goal of communication is understanding, and the starting place for effective communication is active listening. This study is conducted to examine the role internal communication plays in building an effective performance management system in University of Health and Allied Sciences (UHAS), Ho. It also addresses the relationship between effective internal communication and employee performance as well as the impact internal communication has on employee performance in UHAS, Ho. Questionnaires and interview guides (for a focus group discussion) were the tools used in the data collection with a sample of 87 respondents and 7 participants respectively. The result of the study shows that a significant relationship exists between internal communication and employee performance. The study advances theoretical knowledge regarding the role of internal communication and how performance is affected by internal communication with practical implications. It also addresses the objectives which might be assigned to internal communication to support organizational success. The study recommends that there is the need for an effective orientation and education on the general operations of the University's goals. This is in effect would enhance communication between employee and management. The study also recommends that the University must create an open-door policy

that resolves employee's grievances. The University's management must make it a point to upgrade their communication and performance management policies periodically.

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CHAPTER ONE

1.1 INTRODUCTION

This chapter is composed of the background of the study, research problem, research objectives, research questions, significance and organization of the study.

1.2 BACKGROUND OF THE STUDY

Globally, time race has paved the way for human to advance into more complex species which makes them unique among the animal world. According to Ducan & Mority (1998) “people from all walks of life are linked together through a defined channel known as communication.” Humanity is rational by nature, and therefore they can express their thoughts in an exchange of information in different language. The significance of communication has tended out to be a contemporary issue to the growth of the most organization in the recent era. This in effect has paved the way for organizations to longed-for new technology and innovative ideas in communication that would help gear organizational performance leading to effective productivity. The concept of communication seems to be dynamic as the world floods into the global state, but it would still be prudent and necessary to grasp the vital element that best defines the entire concept of communication. Draft (2000) defines communication as ‘the process by which a message is exchanged and understood among individuals usually with the aim of inspiring or influence behaviour. Ramah (1985) defines communication as ‘the sharing of ideas, feelings, and attitudes verbally or non-verbally to yield a favourable response’. Effective communication yields organizational performance needed for the achievement of the organizational goal, and the effective output of staff would surely denote how successful the organization’s goal can be achieved. Effective communication determines the tendency of

superiors to exchange information in a way that leads to improved performance of their subordinates.

Every organization needs enough information from its environment to thrive in the highly competitive community (Holo, 2007). Holo continued that, information from both small and big environment helps achieve the organization goals and aspirations. According to the company's information, the institution analyses the opportunities and threats and consider its possibilities to determine the institution strategy. However, information from the institution to the community ensures the success in institutional services. Communication is unavoidable in the day to day operations of an organization because it is the basic foundation and a key cornerstone in building organization's success. The interaction and understanding of management-employee relation and organization and its internal and external environment in achieving its aims and objective are exclusively based on effective internal communication. Therefore any organization that understands the relevance of communication adopts it in their organizational environment. Kalla (2005) said, "Internal communications refers to all formal and informal communications that takes place internally at all levels within an organization" (p. 304). "Internal communications is the exchanged of messages among individual and group at a different level and in diverse areas of specialization" (Frank & Brownell, 1989 cited in Dolphin, 2005). Internal communication is made up of informal chat on the "grapevine" and managed information. In an organizational context, it can be in the form of a memo, letter, etc.

Internal communication may be a horizontal approach or vertical approach. An effective internal communication system in an organization creates a serene atmosphere of understanding among staff, build a contented team that is more productive, and allow management to improve its brand

through better performance. Effective internal communication ensures that staff is committed to achieving organizational goals, thereby enhancing productivity and performance of its staff.

In previous years, organizations focused on the one-way process of sending messages when communicating internally. In recent years, internal communication has become complex and dynamic due to new media and technological advancement as the world increase globally.

According to Husain (2013), inefficiency at the workplace occurs due to poor internal communication. Observations within the University settings indicates that several issues affect internal communication which is in line with performance management system. Bititci et al. (1997) define performance management as a “process by which the organization strategies its performance in line with its corporate and functional objectives and goals.” Effective internal communication aims to enhance organizational performance. Bititci et al. (1997) continued to argue that performance measurement is at the backbone of the performance management process. Performance measurement is of critical importance to the effective and efficient functioning of performance management. Performance measurement is an essential aspect of the performance management. By measuring, individuals change reality into simplified figures that could be certainly communicated and acted upon According to Lebas, (1995), the simplification of reality by measuring is the prerequisite of successful management.

Moving beyond job satisfaction, communication researchers entrench organizations to discover possible means of measuring employee engagement. According to Harley et al., (2005) engaged employees are defined as a motivated, self-improving, and productive worker who understands and align themselves with their company's culture and business strategy. Sias (2005), also argue that the engaged employee is, "an employee being entirely rational and emotionally committed to

a particular job and offers what is known as a discretionary effort." The engaged employee has an intrinsic desire to give discretionary effort though it's not mandatory.

Also, Baumruk et al., (2006) indicated in their study three common conducts in engaged employees: advocates organization with peers, superiors and clients; the willingness to be part with of the organization irrespective of other prospects; employs and utilizes additional time, effort, resourcefulness to contribute to organizational's success.

The University utilizes a performance management system through effective internal communication by performing basic function of management which includes planning, organizing, staffing, directing and controlling of its staff. The University equally adopts a communication strategy that would help in defining the success of a performance management system. The University employs five distinct elements when implementing its organizational-wide performance management system. Each element may involve different step and functions, and therefore internal communications may need to be tailored depending on these elements. These elements are key performance indicator, performance resource allocation, performance appraisal, performance evaluation and target setting.

The University develops a strategy for formulating key performance indicators by educating staff to start with the basics and understand what the University's objectives and aims are, followed by how they can plan on contributing to the achievement of the University's goals. In effect, management entreats staff to ensure necessary feedback when communicating. There's constant pressure to achieve performance targets in the University of Health and Allied Sciences (UHAS), for this reason; the management aims to make staff attain higher performance levels, and ensures that their work, supports and furthers the organization's goals. Management believes that key performance indicator (KPI) is a measurable metric that mirrors how well the University

achieves its stated goals and objectives. It is a critical link between employee performance and organizational success.

The University set a target to ensure that there is performance resources allocation, the University conduct a performance appraisal to examine the level of staff performance and conduct performance evaluation as well. In streamlining the performance activities of staff through effective internal communication, the University management provides 'possible best' channel in transmitting messages to their staff and ensures the delivery of accurate and effective feedback. Feedback and follow up process could be achieved through effective internal communication.

1.3 PROBLEM STATEMENT

Some research in the past has given information concerning internal communication and its connection with job satisfaction. On the other side, there is limited empirical research that can back the connection between internal communication and employee engagement. Most available facts mostly comprise investigations, analysis and research done by individual organizations which cover slight evidence and information on communication and performance. The present study provides empirical data on the relationship between internal communication and employee engagement and provides a recommendation on how internal communication affects employee engagement levels.

The prevailing issue within the University setting that affects the functioning of effective internal communication in relation to staff performance is organizational barrier especially in the context of organizational policies in administering proper performance appraisal systems. In UHAS, performance appraisal processes and system are mostly ineffective due to poor internal communication and planning. There is a lack of outcome-based measurement spells out by the

Human Resource Directorate when conducting performance appraisal. The Office does not outline or define deficiencies of staff performance in their appraisal form left alone to coach or monitor, train and educates them to bridge the gap of such deficiencies. The Human Resource Directorate does not analyze and evaluates performance on a measurable outcome that is objectives. The evaluation's result is not communicated to the staff, and for this reason, staffs do not know their performance measure. After the employee has filled the appraisal forms, the Office goes ahead to file without identifying and communicating back to the employees on their abilities and deficiencies in relation to their performances.

Also, there is communication gap which renders staff underperformed. These communication gaps include; knowledge gap and physical gap etc. This in effect limits their academic and administrative performance, which create mal-administration in coordinating of organizational activities. Therefore, staff performance in relation to their duties and functions seems to question their internal communication techniques regarding performance in the University.

Information overload mostly occurs among staffs when communicating internally. Misuse of technical jargon by staff, poor planning and poor listening seems to be habit formation of some employees in the University.

The above challenge makes staff offers inadequate clarity of ideas before attempting to communicate. Sometimes feedback is partially delivered which undermine the quality of information disseminated and the manner the information is delivered which makes it's ineffective to exchange relevant information within the University settings. This causes feedback mechanism process to be inefficient.

This study highlights and analyses the relationship between effective internal communication and performance management in the context of UHAS and also to ascertain how internal

communications affect organizational performance. The investigation covers how management uses effective internal communication in the University in transmitting and managing information to explore the performance of its staff.

1.4 RESEARCH OBJECTIVES

The main objective of the study is to examine the role internal communication plays in building an effective performance management system in the University of Health And Sciences (UHAS).

Specific Objectives

1. To investigate the relationship between effective internal communication and performance management in University of Health and Allied Sciences (UHAS).
2. To identify communication gaps that affects the performance management system in University of Health and Allied Sciences (UHAS).
3. To examine the nature of internal communication used by University's management in transmitting and managing information to increase the performance of its staff within the University.

1.5 RESEARCH QUESTIONS

1. Is there a relationship between effective internal communication and performance the management system in University of Health and Allied Sciences (UHAS)?
2. What communication gaps affect performance management system in University of Health and Allied Sciences (UHAS)?
3. What is the nature of internal communication used by University of Health and Allied Sciences to transmit and manage information to increase performance?

1.6 SIGNIFICANCE OF THE STUDY

The study highlights and discusses the relevance of internal communication and its impact on organizational performance. It also reviews the literature investigating the relationship between effective internal communication and performance management. It also addresses how management uses effective internal communication in University of Health and Allied Sciences (UHAS) in transmitting and managing information to increase the performance of its staff. The study seeks to address communication gaps that hinder organizational performance and also outline the necessary steps in the communication process that will enhance effective internal communication. In effect, this study will enable management and key officers to ensure effective communication channels, help eliminate communication gaps and develop communication policies that could motivate staff performance. This study will serve as the basis or a benchmark for further research in the area of communication and performance management.

1.7 ORGANIZATION OF THE STUDY

The study is grouped into five main chapters: Chapter one looks at the background of the study, problem statement, objectives and research questions, significance and organization of the study. Chapter two looks at the literature review and theoretical frameworks and other related works. It's also present the conceptual framework of the study. Chapter three focuses on the methodology of the study focusing on study population, sampling techniques and tools, data collections instruments and research design. Chapter four focuses on data analysis. The last chapter discusses summary, recommendations and conclusion of the study.

CHAPTER TWO

LITERATURE REVIEW

2.1 INTRODUCTION

This chapter is subjected to a review of journals and articles on the topic: Building an Effective Performance Management System: the Role of Internal Communication. The review covers similarities and differences, possible gaps. It's also highlight and addresses the conceptual framework and theoretical foundations and a review of the relevant empirical literature.

2.2 OVERVIEW OF INTERNAL COMMUNICATION

Globally, communication is viewed as a life-blood of an organization by scholars and academics. This is because communication is widely responsible for the exchange of information, opinions, reaching an agreement of an organization (Udegbe, Ogundipe, Akintola, & Kareem, 2012). Communication has become an essential component of an organization's activity in the world in which we live today. Due to the rise of globalization in the recent era, effective communication is used to boost the morale of most subordinates to increase productivity. (Femi, 2014), (Titang, 2013). Communication is the act of creating, conveying, receiving, and understanding information among individuals and group contexts through written and verbal approaches to increase awareness and behaviour of an individual or event (Aleksandra, Sashko, & Stoilkovska, 2015).

According to Myers and Myers (1982), organizational communication is the central binding force that permits coordination among people and thus allows for organized behaviour". Rogers and Rogers (1976) also argued that communication is the best way to understand the behaviour of employees in an organization. Numerous studies have supported this. Ince & Gül, (2011)

argue that communication is the exchange of sentiments, facts, and opinions through words, letters and symbols. There is, however, doubt about the effective transferred of symbols and the extent to which symbols conveyed ideas, messages or information to the receiver (Kalla, 2005). “Communication among human connects people and creates a relationship” (Duncan & Moriarty, 1998) . Communication can only be possible when individuals relate to each other. Altinoz, (2009) also defines communication as a means of assigning a task to subordinates and making known the expected results through the provision of resources required to perform such roles and duties.

Communication systematically supports and clarifies what needs to be done or how well they are performing. In that regard, organizational management bodies, policymakers, and instructors recognize and attach value to communication skills to be an ingredient for employees and organization development (Conrad & Robert, 2011). However, according to Koontz and Weihrich (2012), conflict and misunderstandings could arise from differential communication language. Both employees and employers are vital individuals of every organization; their knowledge determines the performance and success of the organization (Drake, Gulman, Roberts, 2005). It is therefore imperative for employees to be aware of the strategies and operational relations of an organization (Quirke, 2000).

In the absence of communication, it will be virtually impossible to untangle some of the uncertainties of life. The situation we are ignorant of, have less understanding about could be clarified better through communication. With this aim, organizations have evolved in an attempt to enhance and promote organizational performance. Even though communication is the grounds for comprehensive management, it also helps in effective management and enhanced collaboration among employees. Good communication further motivate workers, create links between the various chain of command and roles of management, erodes misunderstanding,

minimize delays in administration and academic work, and build positive human relation. Effective communication is said to be the basic foundation of present organizations. (Grenier and Metes 1992; D'April 1996; Witherspoon 1997; von Krogh et al. 2000)

Poor communication introduces an end and blocks structured activities. Thus, communication in an organization is viewed as the building block of life (Udegbe, Ogundipe, Akintola, & Kareem, 2012). According to Odero (2016), communication entails imparting ideas and making others understand nature. Peter (2015) agreed to the fact that effective communication begins when one sends a message and receive feedback from receiver intended. According to (Mazzola & Kellermanns, 2010) for effective strategy implementation, effective communication is a sole requirement. This is consistent with Otieno (2013) who proved that communication was important as it provided direction and ensured there is unity among staff hence resulting in successful implementation of strategies.

Numerous studies have shown that providing employees with relevant information offers the organizations good bottom line results. The majority were in support that communication channels promote strategy implementation (mean 3.7500). This is supported by reported findings of Osoro, (2009); Kidombo, (2007) and Abok, (2013). They concluded that effective strategic plan implementation requires clear channels of communication instilled into the culture of the organization. In that regard, Alexander (2006) alluded that there is the need for the workforce to be informed about new responsibilities, duties and obligations.

Concerning the relationship between internal communication and organizational performance, (Rajhans, 2012) in his study indicated that organizations function properly when there is a well-established and effective internal communication built between department/ unit and managers and subordinates.

Rajdhani's study indicated that in 'Vanaz Engineers', clear and honest communication between employees and management is a fundamental that encourages and strengthen the relationships, which helped employees in reaching maximum productivity. In an attempt to maintain a productive and cordial relationship with subordinates', superiors are noted for scheduling regular departmental meetings, monitoring and coaching employees in their work and recommending them for career development programs.

In a study carried out by Femi (2014) to find out the impact of communication on worker's performance, reveals that, there is a link between effective internal communication and employee performance and engagement at work. He went further to state that, by improving the performance and commitment levels of employees; superiors need a frequent communication with subordinates.

A similar study was conducted by Titang (2013) where he also found out the level of internal communication influences employees productivity and performance.

In any organizational setting, a leader is inevitably the chosen principal communication officer, and whose absence, fruitful communication is not possible in most cases. As such, there has been a lot of advances in information technology that are made available to supervisors to facilitate the performance of their duties, but ineffective communication continues to take place in organizations. Ineffective communication is harmful to managers, employees and organizations since it can lead to poor performance, poor interpersonal relations, poor service delivery and dissatisfied customers (Atambo & Momanyi, 2016) . Haas (2006) establish that face to face communication is a most preferred form of communication between employees and the superiors. Studies by Cameron and McCollum (1993); Jo and Shim (2005) also indicated that interpersonal communication between management and employees builds trusting attitudes. The study proved

employees desired to have face to face discussions with their management and this has a strong correlation with productivity and creates an atmosphere of trust. The question is, how does interpersonal communication in the UHAS enhance performance management?

Again, the perspective of employees about their organization, how they promote the organization to the external environment, staff attitudes, satisfaction on the job is dependent on the relationship between employees and superiors.

Furthermore, studies showed that staff engagement comprises not only their intellectual commitment but also their emotions, experience convincing purpose of achieving organizational success. This reflects in the works of Kahn (1990) as harnessing of organizational members to perform their duties.

Hewitt Associate (2006) link employee's engagement to the positive things they say about the organization, the willingness to be effective as well as the desire to perform beyond the expectation of the organization. Employees that are engaged have a clear mind about the organization and are less likely to leave the organization as they become passionate about the institution. These employees are also concerned about the future of the organization and focus on the attainment of organizational goals and objectives (Gallup Organization, USA, 1999). Studies on employee engagement (Tower Perin, USA 2003, 2007) in relation to client impact and monetary outcomes. They proposed that there is a link between high levels of employee engagement and lower staff turnover rates, higher customer satisfaction and loyalty. Emotionally bound employees felt passionate and committed to offering the finest. The extent to which employees put the discretionary effort into their work in the form of extra work hours, brainpower and energy are considered as employees engagement.

The desire to produce career growth opportunities, suitable leadership styles, and work-life balance was considered essential to attract, retain and engage employees. Personal influence is a significant part of relational communication. Toth (2000) in his study indicated that ‘relational communication is a key to personal influence model of public relations and could be appropriately termed as “the individual influence model” because the supremacy of individual stimulus solely depends on the status, honesty, and reliability of humanity.

Personal influence is a crucial part of internal communication since employees are the target group. The first person to identify the personal influence model of public relations is Grunig et al. (1995), Grunig referred to this as the public relations practitioners’ interactions with key stakeholders such as government, politics, individuals in media among others who have the potential to affect the achievement of public relations efforts. This was supported by Sriramesh et al. (1999). In their study, the personal influence was used by experts as a quid pro quo favour-granting and favour-gaining role. Asian culture’s influence occasionally depends on the elite in the society who has the power to influence. Jo and Shim (2002) also establish that personal relation played a vital role in media relations in South Korea where personal influence was often used to mitigate negative media stories. However, in western societies even though the personal influence is evident in their interactions, they did not label it as such. Grunig, et al. (1995), former government officials working in an organization, practitioners providing contracts and facts are examples of personal influence. Toth (2000) indicated in his study that the personal connections and relations between customers and producers are very curial and vital in the decision to hire external public relation agencies.

In other words, Asian culture is said to have power and collectivism stronger than western culture. It also suggests that the personal influence model may have more currency in more rigid culture in which power and social class have more say in decision making. However, the nature

of culture across the globe, the concept of power distance and collectivism are essential in large, hierarchical organizations. Superiors are a prevailing alliance and are a different “class” of an employee with more control in decision making, as well as influencing communication and acceptance of the organization’s goals.

Whereas inadequate information brings mistrust and assumptions, lengthy and unclear information causes information overload. As stated by Bartoo and Sias (2004), the right information is different from receiving large information. However, the right amount of information is difficult to determine if not impossible. Haas (2006) indicated that employees desire more information even if internal communication has been enlarged. Information adequacy which measures the difference between information needed and information received is the goal of internal communication (Rosenfeld, Richman & May 2004).

The impact of internal communication also determines the effectiveness of communication within an organization. Differences or gaps between employees beliefs and management can yield unpleasant reactions and negative answers to the organizations (Cameron & McCollum, 1993). On the other side, thoughtful communication creates trust among management and employees (Jo & Shim, 2005).

Sands, Clodagh (2004) researched on the topic: Effective communication and its impact on organizational performance and motivation. Sands, Clodagh indicated that effective communication and the spreading of specific messages with feedback mechanism between supervisors and subordinate is a vital prerequisite to organizational performance.

2.3 FORMS OF INTERNAL COMMUNICATION

2.3.1 ORAL COMMUNICATION

This technique is mostly used in organization irrespective of the organizational objectives. Oral communication is a fast means of communicating, provides a clear understanding of information and enhances feedbacks. Methods of verbal communication include but not limited to; dialogue, telemeetings, video conference, web conference, etc.

2.3.1.1. DIALOGUE MEETINGS

Generally, this type of meeting is done using the top-down approach to communication. This kind of meeting has the primary aim of exchanging employees' own opinion regarding a specific issue. Again, it can be used to examine staff behaviour regarding communication within the organization which serves as a benchmark for internal communication. Due to the rules of exchange which enhances discussion between participants, it hinders the practicality of meeting for information.

2.3.1.2. TELE-MEETINGS, VIDEO CONFERENCES, AND WEB CONFERENCES

Technology in the context of internet and telephone have made it easy to have discussions irrespective of one's location. With the abundance of the invention, one does not need to own this equipment but are made available in studios and cafés. Face to face communication is essential, and this is made possible by the influx of modern technology.

2.3.2 DIRECT COMMUNICATION

The direct communication practices allow a modified and personalized approach from direct marketing, (McCarthy, 1993). The is used to transfer information from superiors to subordinates and vice versa and also among staffs of the same rank. Often, the organization tends to deliver

the same courier to all the members. Email is used by both employees and employers when communicating directly among themselves. One of the fastest channels of large audience communicating in an organization. The internal communication can take four (4) forms to reach its target: written media that is the most traditional; audio-video media.

2.3.2.1 AUDIO-VIDEO MEDIA

Enterprises/organizations have examined the role of audio-video in internal communication. This choice requires equipment including televisions permitting employees access. The audio-video can be used in two specific circumstances: the integration of new employees and seminars and conventions' fulfilment. Before an individual integrates his or her self to an enterprise or organization, it is always prudent for individuals take note of the working procedures and approach that he or she can find and rapidly understand the organization's philosophy in which he or she will spend many hours.

2.3.2.2 ELECTRONIC MEDIA

Organizations are abreast and furnished with informatics and connected to the Internet. This condition permits, the modern use of e-mail in internal communication, particularly to transmit issues of urgency and essential information. However, the existence and use of email in most organization makes it possible for communication to travel across the globe. Organizations interact with each other mostly on online bases (Renaud, Ramsay, & Hair, 2006). Email saves time when communicating, unlike posting that takes time. E-mail is that the fastest means of sending information. (Bälter, 1998) it important for success in business (Vile & Collins, 2004).

It is therefore important that managers try as much as possible to make use of this medium of communication. It also allows the following services: informing, offering suggestions, and bring together corporate messages. The formation throughout the e-learning system integration; the

communication throughout the placement of the necessary printed forms for the employees' steps facilitation (petitions for holidays, management tools etc), as well as some tools that will make accessible the gathering of the ideas.

2.3.2.3 NEWSLETTER

The management of an enterprise journal can be hard, a recent tendency being its replacement by a newsletter. Through e-mail, it is much easier and faster to be informed. Most organizations communicate through newsletters.

2.3.2.4 COMMUNICATION THROUGHOUT AN EVENT

The essence of the target audiences is very vital when it comes to the channel of communication. The is vital because, the target determines the choice of the method, systems or approach and event and effective coalition of management in putting into practice the operation or activity. This form of action has to mirror, reveal and enhance the organizational or enterprise's values for the employees' adhesion and better communication efficiency.

In most organizations, choosing the ideal or best internal communication method depends much on the expectations and beliefs of employees as on potential efficacy of message delivery. Employees tend to value communication channels based on their potential and prospects for those channels (Cameron & McCollum, 1993). Information source as such email is mostly preferred by employees irrespective of the overload of messages they receive daily (Cubbage, 2005). Whereas email is exceptionally appropriate for both the sender and receiver, it is an impersonal medium which lacks the richness of other information sources (Markus, 1994).

Email is often asynchronous; it may be entangled with delays in sending, receiving, and responding especially when the recipients to that effect are mostly not online or notified to such

effect. Email is relatively not an ideal means or medium of conveying urgent or complicated information or to influence, persuade or sell an idea. However, it is useful when it comes to announcement making on issues which may not be urgent to people at the same time, to keep employees informed about a problem and to reach geographically dispersed employees (Markus, 1994).

Stein (2006) focused on the various forms of communication channels and the perceived intelligence of community at large and complex organization. They further indicated a high correlation between communication and the community-building process. It was observed that symbiotic relationship exist between communication and organizational culture. Or that reason, communication influences culture and culture influences communication. The idea is that a positive sense of community inside an organization contributes to positive organizational culture. Organization culture refers to the perception and taught employees to have about a specific organization. It encompasses the authority system, and the sense of involvement and commitment (Schein, 2000). Sriramesh, Grunig, and Dozier (1996) argue that the change in communication systems of an organization may affect the shift in the culture of the same organization. Communication within the workplace is often not an easy task especially in the context of cultural differences (Cameron and McCollum, 1993). Education ranks and standards may affect the quality of information among employees. (Gray & Laidlaw, 2002). A dispersed workforce means that a one-size-fits-all approach is highly ineffective (Davis, 2005; Suzuki, 1997).

2.4 OVERVIEW OF PERFORMANCE MANAGEMENT

Every organization exists for a common purpose and objectives. For organizations to achieve its goals and objective, there is the need for adequate performance. Employee's abilities and

resources determine an organization's capability to perform and to satisfy or influence its stakeholders. Employee performance helps an organization to accomplish its goals. Performance refers to the achievement of an organization geared towards achieving its set goals.

In the early 1980's the concept of performance management was well known and practised by most organization worldwide. The fundamental goal of performance management is to enhance and improve the effectiveness of employees within a given organization. According to Lockett (1992), performance management aims at developing individuals with the required commitment and competencies for working towards a shared objective within an organizational framework. Armstrong and Baron (1998), also argue that performance management is both a strategic and an integrated approach of delivering successful results in an organization by improving the performance and developing the capabilities of teams and individuals. Organizations develop performance management frameworks in other to improve both workers as well as the level of organizational performance among competitors by identifying performance requirements, ensuring feedback mechanism and supporting the field career development.

Performance Management is an endless process in an organization, which involves several processes such as planning, organizing, leading, directing and controlling among employee-management relationship. The function of performance management can only be effective when management or heads officials employ the basic principles and practices that govern performance management system. This includes principles of transparency, employee development and empowerment, principles of equity, congenial work environment and effective and contextual management of external environment to overcome the obstacles and impediments in the way of effective managerial performance. Performance management is said to have features of a complex concept which covers diverse dimensions of the organization and the individual as a whole. Performance management can be operational when the mission, objectives

and goals of an organization are well planned. Management and heads officials must make it's a point to create development and reward systems that enable the employees to realize their real potential to contribute for organizational growth and development.

2.4.2 COMPONENTS OF PERFORMANCE MANAGEMENT SYSTEM

Performance management system is the system that facilitates the accomplishment of oneself and organizational goals. Performance management systems or mechanism allow employers to track and monitor the performance of workers within an organization as a whole. These systems are mostly built on organizational and job-specific capabilities and experiences which need to be achieved for successful job performance.

Performance Management System helps in ensuring high quality, efficiency, good productivity and constant monitoring of performances. The components of the performance management system include: establishing performance standards, performance measurement, quality improvement process, and progress reporting.

Effective performance management systems include: open-minded, dependable, and reliable, use established performance measures, supported by managers and executives, communicates performance expectations regularly, hold employees accountable for their activities, encourages continuous employee development, are flexible and efficient and aligns individual goals to the department and organization.

2.5 THEORETICAL FRAMEWORK

Pioneers in the field of organizational communication studies propounded theories that best explain the concept of organizational communication. These prominent scholars include but not limited to the following: Max Weber, Philip Tompkins, George Cheney and Stanley Deetz. The

theoretical framework of this research would be based on Motivation-Hygiene theory and Bureaucratic Theory of Max Webber.

2.5.1 MOTIVATION HYGIENE THEORY

Frederick Herzberg (1987) conducted a study on the effect of attitude on employee motivation. In his study employee were made to express their satisfaction and dissatisfaction at the workplace. Herzberg (1987) observed that an essential element that gives rise to job satisfaction, and presumably, motivates naturally differs from the elements that give rise to job dissatisfaction. Based on this research, he propounded a theory called the motivational-hygiene factors to explain and support his research. Herzberg (1987) categorized employees into two groups. Satisfied group of which he named it as motivators and the dissatisfied group also known as a hygiene factor. According to him, there are two human needs. These are physiological needs (e.g. food, shelter, etc) and psychological needs. Herzberg (1987) further denoted that an organization's policy which is design to guide and protect the entire employees may lead to dissatisfaction but not necessarily create satisfaction as recognition or advancement. The following were-outlined as motivating factors; acknowledge one's achievement, the nature of work itself, growth and duties.

The hygiene factors are intrinsic and less likely to cause dissatisfaction, and this includes the following elements; salaries, status, interpersonal relations, conditions of service and supervision. Herzberg (1987) also argues that motivators are the major cause for satisfaction, whereas the hygiene factors cause dissatisfaction. Herzberg (1987) referred to these hygiene factors as the KITA (Kick in The Ass) method, the method of offering incentives or punishment to cause someone to do something.

According to Herzberg (1987), an employee's potential must correspond with the responsibilities assigned to them. This implies that an employee with high ability should be given a task with adequate challenges to utilize his potential effectively. With motivation-hygiene theory, superiors must provide factors intrinsic to the work and not only factors seeking to prevent dissatisfaction (Net MBA, 2014). This implies that job satisfaction is the duty and responsibility of management alone and not on individuals.

Neves & Eisenberger (2012) denoted that there is a link between internal communication and employee performance. And this often said to have been two ways affairs. Employees feel a sense of belonging when superiors communicate freely using upward and downward approach of communication and this motivates employees to put up their best in an organization. (Eisenberger & Stinglhamber, 2011; Rhoades & Eisenberger, 2002; Shore & Shore, 1995) indicated in their previous studies that management communication is an important antecedent of job satisfaction and performance.

Herzberg was criticized because it is natural for people to associate themselves with satisfaction whiles they dissatisfaction is blamed on external factors. (Net MBA, 2014) Empirical research shows that Herzberg's two-factor theory is not applicable to current's modern economy (Evans & Olumide-Aluko, 2010). Evans et al. (2010) indicated in their research that, there is a higher degree of relationship between pay and job satisfaction). Herzberg's (1987) conducted this study during the twentieth century in the United States and the theory is not applicable to all countries given today economic phenomena. Evans & Olumide-Aluko (2010) found that one size does not fit all in employee motivation and job satisfaction. It is necessary to consider all organizational factors when determining the best method to use to motivate employees.

2.5.2 BUREAUCRATIC THEORY OF MAX WEBBER.

Weber stated that bureaucracy is the basis for the systemic formation of any organization and it is designed to ensure efficiency of employee's performance. For this reason, he propounded six principles of bureaucracy. According to him, these six principles would help management and employees to deliver internal communication effectively among themselves leading to a higher output performance of staff (Mtengezo, 2008).

The implementation of management theories facilitates productivity and quality of service within an organization. Many managers adopt more than one method in the implementation of strategies at the workplace: They commonly use a combination of some practices, depending on the workplace, purpose and workforce. Contingency theory, chaos theory and systems theory are popular management theories. Theory X and Y, which addresses management strategies for workforce motivation, are also implemented to help increase worker productivity.

Weber's theory denotes that proper practicing of his six (6) principles of bureaucracy would enhance effective organizational communication and this would yield a higher output performance of staff.

Therefore, within the context of University of Health and Allied Sciences (UHAS), if staffs are educated on how organizational information must be communicated, a higher level of staff output would be attained because preliminary observation within the University indicates that anytime there is effective communication in UHAS, management offers clear instruction, and subordinate performs better.

2.6 CONCEPTUAL FRAMEWORK

This represents concepts put together as a map for research work, and it illustrates the connections/link between variables (Mugenda & Mugenda, 2008). The conceptual framework

explains the relation between the dependent and independent variables. Communication is the independent variable whereas performance management is the dependent variable as indicated in the diagram below.

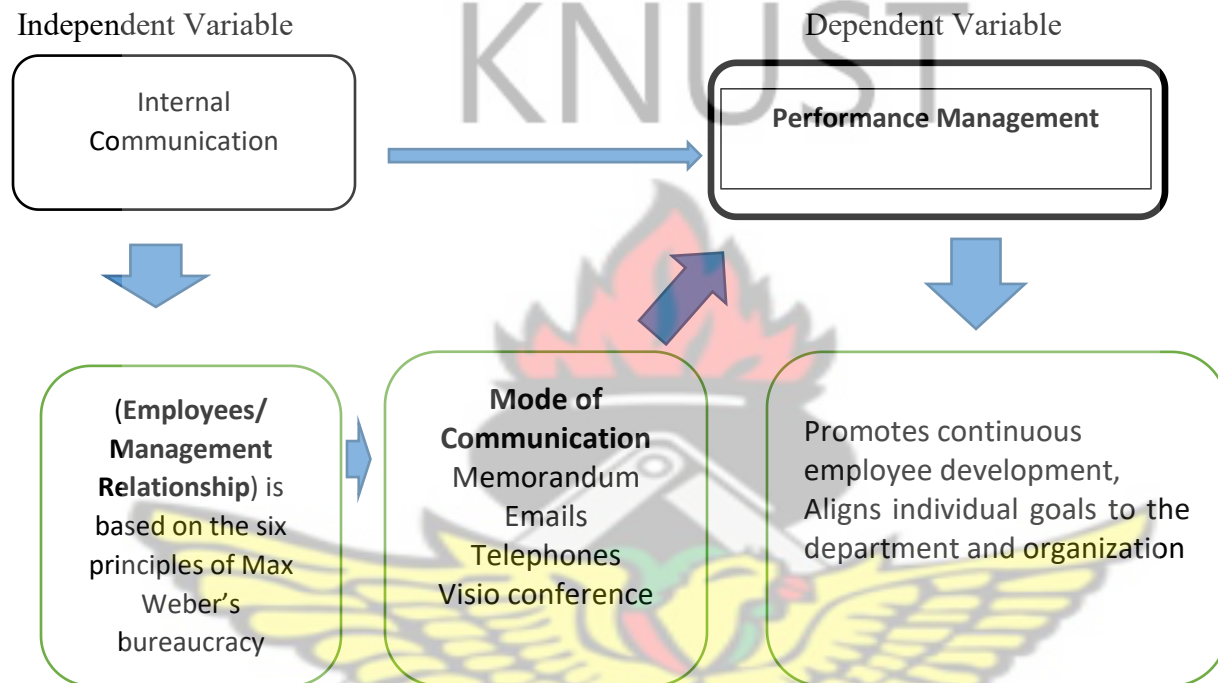


Fig. 1: Conceptual Framework (Self-developed, 2018)

In conclusion, this chapter reviewed literature, theoretical and conceptual framework relating to this study. The literature reviewed essentially focused on but not limited to the overview of internal communication forms of internal communication, and overview of performance management. The theoretical framework of this research was based on Motivation-Hygiene theory and Bureaucratic theory of Max Webber whereas the conceptual framework explains the relation between the independent variable (internal communication) and dependent variable (performance management) of this study.

CHAPTER THREE

METHODOLOGY

3.1 INTRODUCTION

This chapter highlights the study area that is the University of Health and Allied Sciences (UHAS) Ho, the study population, research design, sampling and sample size determination and method of data collection and analysis employed.

3.2 STUDY AREA

The study was conducted in the University of Health and Allied Sciences (UHAS), located in the Ho Municipality. Ho is made up of 177,281 which represent 8.4% of the region's total population with 52.7% of the population were females. Also, the majority (62%) of the population resides in urban localities.

UHAS is a public University in Ghana, established by an Act of Parliament (Act 828) in December 2011. The University is said to have two campuses; the main campus and an annex campus are suited in Ho and Hohoe respectively. The University aims to offer higher education in the Health Sciences through teaching and research for humans from all walk of life suitably qualified and capable of benefiting from such education; and also to provide competent skills and knowledge and the results of the study and their applications to the needs and objectives of the citizens of Ghana and overseas.

The vision of the University is to sustain pre-eminent research and practically-oriented health educational institution dedicated to community service. The mission is to provide quality educational opportunities to students and healthcare practitioners, to improve knowledge through

scholarship and research and to offer patient care and service that will enhance health and quality of life.

The University currently runs six (6) schools and one (1) institute which are; School of Medicine which runs BSc. Medicine and Surgery and BSc. Physician Assistantship, School of Nursing and Midwifery which runs BSc. Nursing, BSc. Midwifery and BSc. Public Health Nursing, School of Allied Health Sciences which runs BSc. Medical Laboratory Sciences, BSc. Nutrition and Dietetics, BSc. Speech and Language Therapy and BSc. Physiotherapy. School of Public Health which runs BSc. Disease Control, BSc. Health Information, BSc. Environmental Health, BSc. Public Health Nutrition, MPhil. Applied Epidemiology and Master of Public Health. School of Basic and Biomedical Sciences which runs BSc. Medical Biochemistry and Molecular Biology and School of Pharmacy which runs Doctor of Pharmacy Programme and Institute of Health Research.

The hierarchical structure of the University is University Council, Vice Chancellor, Pro-Vice Chancellor, Registrar, Deans of various schools, Directors (Finance, Liberian, ICT, Institutes of Health Research, Human Resource, etc.). The University has senior member rank comprising of academic and administrative staff, Senior Staff and Junior staff.

3.3 STUDY POPULATION

The study includes both academic and administrative staff of the University of Health and Allied Sciences, Ho. The entire strength of the University is 613 staff including all categories of worker (senior staff, junior staff, and senior members, among others).

3.4 STUDY DESIGN

The study adopted a qualitative or descriptive research approach since it is a case study. Yin (1984) defined the case study research method as an empirical analysis that examines and

explores a contemporary phenomenon within its real-life context. This method helps to evaluate the role of effective communication and performance management. The technique created room for using different sources of information to build a better and more extensive picture. Descriptive research also presents variables and procedures as accurately and entirely as possible so that other researchers can replicate the study.

3.5 SAMPLING AND SAMPLE SIZE DETERMINATION

In selecting a sample that was representative, the research adopted both simple random and purposive sampling technique. The simple random sampling was chosen to prevent biasedness since all staff has an equal chance of being selected. The purposive sampling was done in other to get knowledgeable and key staff for a focus group discussion on the topic.

3.5.1 SAMPLE SIZE DETERMINATION

The sample size taken was done by using the Yamane Principle (1967) and with the formula

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

Where:

n=Sample size

N = Population size = 613

e = Level of error = 0.10

i = a theoretical constant =1

$$n = \frac{613}{1 + 613(0.10)^2} \approx 87 \text{ samples}$$

3.6 DATA COLLECTION

Questionnaires and interview guides (for a focus group discussion) were the tools used in the data collection. The questionnaire had three sections. Section A took data on participant's demographic information.

Section B is into two sub-sections. Sub-section A was made up of respondent's perception about the relationship between effective communication and performance management in UHAS whereas Sub-section B consist of information relating to respondent's perception and interpretation on the nature of internal communication used by management of UHAS in transmitting and managing information to increase the performance of its staff. Section C is into parts. Sub-section A contains questions on respondents' interpretation and perception of on communication gaps and its effect on staff performance. And sub-section B measures the effectiveness of communication against the performance management level of staff in UHAS which was ascertained using a 5-point Likert scale.

The focused group discussion helped to solicit information from senior members and senior staff who are a good vest in communication and its impact on performance management.

3.7 DATA ANALYSIS

Descriptive statistics were employed in the data analyses. Thus the use of frequencies and percentages generated from SPSS was used to explain the role of effective internal communication in performance management. Opened ended questions were compiled in a word for critical assessment through verbatim reporting.

3.8 ETHICAL ISSUES

Ethical clearance was sorted from the University of Health and Allied Sciences' ethical committee. Upon approval, the study was carried out. Written informed consent was sought to affirm a willingness to participate in the study after an information sheet has been read and explained to all participants.

3.9 INCLUSIVE AND EXCLUSIVE CRITERIA

The study included all categories of workers in the University except those absent at the time of data collection.

3.10 LIMITATIONS

The following limitations might have affected the quality of this study. The study was dependent solely on the information provided by the respondent of the questionnaire. Therefore, the reliability of the findings was dependent on the integrity of the respondent. However, the focus group discussion was adopted in other to get the right information needed for the study.

In conclusion, this chapter focused on the study area which was the University of Health and Allied Sciences (UHAS) Ho, the study population, research design, sampling and sample size determination and method of data collection and analysis employed. The population includes both academic and administrative staff of UHAS. The study design was both quantitative and qualitative research approaches with a total sample size determination of 94. (Seven (7) participants for the focused group) This was done using purposive sampling where Yamane Principle (1967) was used to obtain 87 respondents. Simple random sampling techniques were used to avoid the 87 respondents being selected based on bias. Discussions and questionnaires for data collection. Simple frequencies from the analysis was adequate enough to answer the research questions.

CHAPTER FOUR

DATA ANALYSIS

4.1 INTRODUCTION

This section presents the findings achieved from data collection. The findings are as the result of the application of several statistical tools and techniques. The study employed a qualitative research design hence qualitative data was collected and analyzed. Interviews and questionnaires were administered to the University staff. Descriptive statistics were used in the data presented accurately and entirely so other researchers can replicate the study.

4.2 DEMOGRAPHIC CHARACTERISTICS

The demographic characteristics highlight gender, age, working experience and staff category in University of Health and Allied Sciences (UHAS), Ho.

4.2.1 GENDER OF RESPONDENTS

The study shows that the employees in the University are male-dominated and this represents 73.6% of the sampled population whereas their female counterparts represent 26.4% of the sample population as indicated in Table 1. It was revealed that apart from the School of Nursing and Midwifery which have the largest population of female workers, the other Schools such School of Medicine, School of Pharmacy and School of Public Health have population skewed toward males. In the area of administration even though males are more than the females, the distribution is somehow even.

TABLE 1: GENDER OF RESPONDENTS

	Frequency	Valid Percent
Male	64	73.6
Female	23	26.4
Total	87	100.0

Source (Field Survey), 2018

4.2.2 AGE OF RESPONDENTS

The study revealed that most of the staff of the University are young and energetic. Most of the staffs fell between the ages of 20 to 30 representing 47.13% of the sampled population as indicated in Table 2 below. Whereas ages 31 to 40 represents 42.53% of the sampled population, the ages 41 to 50 and 51 to 60 represents 6.90% and 3.44% respectively indicating fewer adult population. This depicts a positive stimulus towards innovation and problem solving since the majority of the staff are young and active to carry out their duties and will also be able to adapt communication technology more efficiently than the older population. Furthermore, the youth are more conversant with web and internet operations and hence communication is easier with technology.

TABLE 1: AGE OF RESPONDENTS

	Frequency	Percentage
20-30	41	47.23
31-40	37	42.53
41-50	6	6.90
51-60	3	3.44
Total	87	100.00

Source (Field Survey), 2018

4.3.3 WORK EXPERIENCE IN UHAS

The University began in 2012. Thus the University will be six years in September 2018. Table 3 indicates that 10.3% of the sampled populations were in the University from 2012 to date. Others have four and three-year experience with the University representing 9.3% and 12.6% respectively. However, the majority of the staff who were employed within the last two years totalled 67.8%. This is explained by the fact that new Programmes, Schools, and Institutes were established within the last two years. The growing population in UHAS makes communication more complex. As the staff population increases face to face communication seems to reduce which led to the implementation of the communication policy.

TABLE 2: YEARS OF EMPLOYMENT IN UHAS

	Frequency	Valid Percent
One year	28	32.2
Two years	31	35.6
Three years	11	12.6
Four years	8	9.3
Five years	9	10.3
Total	87	100.0

Source (Field Survey), 2018

4.2.4 STAFF COMPOSITION

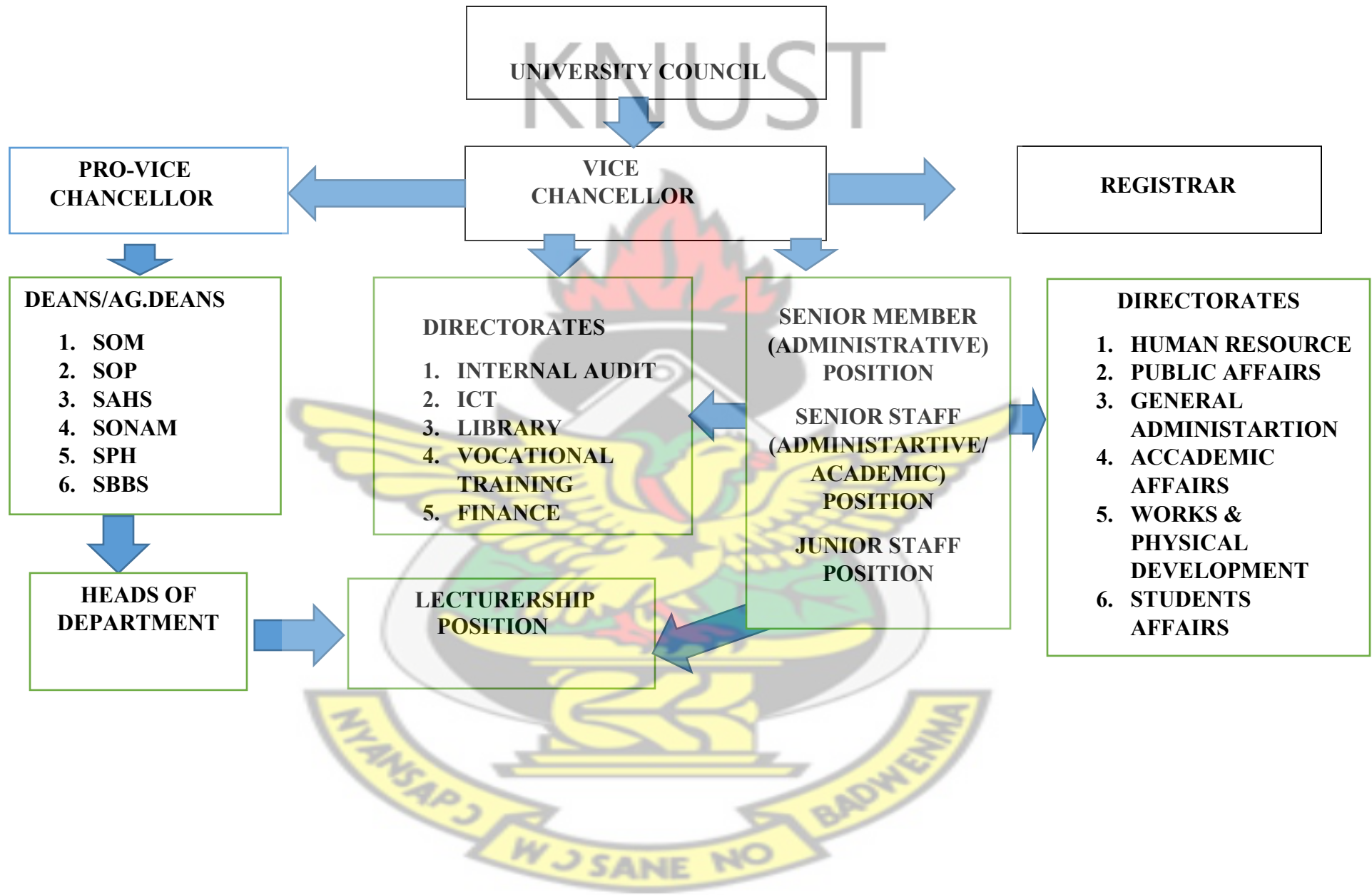
Staff categories in University of Health and Allied Sciences (UHAS) comprise of senior members, senior staffs and junior staff. The senior members encompass the Vice-Chancellor, Pro-Vice-Chancellor and Registrar (These three administrative and principal academic officers are often called senior management group), Directors and Deans who head various directorates and schools respectively, Senior Assistant Registrar, Assistant Registrar, Junior Assistant Registrars, Lecturers among others. The senior staff comprises middle-level managers. This includes but not limited to administrative/procurement assistants to Chief Administrative/Procurement Assistant etc. Their work is mostly based on instructions and guidelines provided by the senior members. The junior staff is mostly supervised by the senior staff and they are securities, artisans, cleaners, messengers among others. The study revealed that 36.8% of the sample population represents senior members. The senior staffs are representing 56.3% of the sampled population. The junior staff representing 6.9% of the sampled population as indicated below.

TABLE 3: STAFF COMPOSITION

	Frequency	Valid Percent
Senior Member	32	36.8
Senior Staff	49	56.3
Junior Staff	6	6.9
Total	87	100.0

Source (Field Survey), 2018

Figure 2: Information Flow Chart



4.3. RELATION BETWEEN EFFECTIVE INTERNAL COMMUNICATION AND PERFORMANCE MANAGEMENT IN UHAS

The study revealed that staff's performance depends on how well communication is done among senior members, senior staff and junior staff. Observation within the University settings denotes that, there is upward and downward flow of communication as indicated in the organogram Fig 1.0 above, especially in the context of admissions, staff turns to perform efficiently based on mechanism for cut off points and vital information and guidelines set in place by the Admission Board Committee to avoid admissions errors. As represented in the table below 84% of the sample population established indicated, there is indeed a relationship between effective internal communication and performance at work. Whereas 12.6% were indifferent about the relationship between staff performance and effective communication, the remaining 3.4% were of the view that there is no relationship between effective communication and staff performance.

TABLE 4: PERFORMANCE ON WORK DEPENDS ON EFFECTIVE INTERNAL COMMUNICATION

	Frequency	Valid Percent
True	73	84
False	3	3.4
Neither True Nor False	11	12.6
Total	87	100.0

Source (Field Survey), 2018

4.3.1 COMMUNICATION POLICIES IN UHAS

As represented in the table below 65.5% of the sample population established indicated, there are communication policy/policies that governs staff performance in the University. Whereas 20% were indifferent as to whether there are communication policies, the remaining 14.5% were of the view that there are no communication policies that govern their performance. The focus group discussion revealed that, there are communication policies drafted and approved by University management and these policies are design to provide a framework for good communication within University settings. Again, the purpose of these policies is to provide staff as well as students with the necessary information and guidelines in administiring the objectives of the University. The University's internal communication policies also outline the responsibilities of all staff in maintaining good communication practices. It's also addresses a two-way channel of communication among staff. Staff is educated on how and when to use these channels. The policy is said to highlights the importance of feedback when communicating. The policy is made to ensure that information is made available to all staff irrespective of their personality. Professionalism in communication is also encouraged. Communication policies that govern staff performance including but not limited to the code of conduct, staff email policy, staff appraisal policy, the condition of service for senior members, senior & junior staff.

**TABLE 5: COMMUNICATION POLICIES GOVERNING STAFF
PERFORMANCE**

	Frequency	Valid Percent
YES	57	65.5
NO	12	14.5
NEITHER YES NOR NO	18	20.0
Total	87	100.0

Source (Field Survey), 2018

4.3.2 UHAS MANAGEMENT INTERNAL COMMUNICATION MOTIVATES STAFF

The study revealed that the University management's internal communications keep staff motivated and engaged at work. Also, the University internal communication was discovered to have a clear define vision, democratic and is created to coach for success and practice random acts of motivation such as free medical care to all. Equity, fairness and justices are enshrined in the University's internal communication policies which make staff feel belonging thereby motivating them. Furthermore, it was revealed that "human beings are rational and can think, therefore an individual's level of appreciation may differ when it comes to motivation." As new technologies and software are being introduced in today's world, the University aims at obtaining innovative ideas to revise the university internal communication policies in other have competent and effective staff at all times. Also, as indicated in the table below, As represented in the table below 48.8% of the sample population inidacted that indeed, the University's management's internal communication keeps staff motivated and engaged at work. Whereas 23.3% of the sample population were indifferent as to wheather the University's management's internal communication keeps staff motivated and engaged at work, the remaining 27.9% were

of the view that the University's management's internal communication does not keeps staff motivated and engaged at work.

**Table 6: UHAS MANAGEMENT INTERNAL COMMUNICATION
MOTIVATES STAFF**

	Frequency	Valid Percent
TRUE	42	48.8
FALSE	24	27.9
NEITHER TRUE NOR FALSE	21	23.3
Total	87	100.0

Source (Field Survey), 2018

4.4 NATURE OF INTERNAL COMMUNICATION

It was discovered that UHAS has a laid down channel of communicating to staff. Whereas 65.5% of the sampled population is aware of this laid down channels, 10.3% were of the view that, there is no laid down communication channel. The remaining 24.1% of the population were indifferent as to whether UHAS has a laid down channel of communication or not. The focus discussion revealed that the channels of communication are mainly through written memos, face to face communication, telephone and emails.

Table 7: UHAS HAVE LAID DOWN CHANNEL OF COMMUNICATION

	Frequency	Valid Percent
True	57	65.5
False	9	10.3
Neither True Nor False	21	24.1
Total	87	100.0

Source (Field Survey), 2018

4.4.1 EXTENT OF EFFECTIVENESS OF COMMUNICATION CHANNELS

4.4.1.1 FACE TO FACE CHANNEL OF COMMUNICATION

This channel of communication was seen to improve teamwork and resourcefulness by staff. Junior staff, in particular, denoted that they can share ideas and express themselves more freely using face to face communication than writing and sending of letters and emails. Table 9 shows that 80.4% of the sampled population agreed that face to face communication is highly effective/ effective among staff in UHAS, , the remaining 10.3% of the population were indifferent as to whether face to face communication is effective or ineffective. The remaining 9.3% of the population stated that face to face communication is highly ineffective/ ineffective.

Table 8: FACE TO FACE COMMUNICATION

	Frequency	Valid Percent
Highly Effective	15	17.2
Effective	55	63.2
Neither Effective nor Ineffective	9	10.3
Ineffective	5	5.9
Highly Ineffective	3	3.4
Total	87	100.0

Source (Field Survey), 2018

4.4.1.2 COMMUNICATION BY TELEPHONE

The study revealed that telephone as a channel of communication is very essential especially when necessary information is needed. Instructions, notices and information are sometimes carried out through telephone calls. It was discovered that 11.5% of the sampled population agreed that communication by telephone is highly effective in UHAS, 54% states that it is effective while 24.1% were indifferent about the effectiveness of communication through telephone calls, the remaining 10.4% indicated that communication through telephone calls in UHAS is ineffective.

TABLE 9: TELEPHONE

	Frequency	Valid Percent
Highly Effective	10	11.5
Effective	47	54.0
Neither Effective nor Ineffective	21	24.1
Ineffective	5	5.7
Highly Effective	4	4.6
Total	87	100.0

Source (Field Survey), 2018

4.4.1.3 WRITTEN MEMOS

Furthermore, another channel of communication in UHAS is the writing of memos or the use of internal letters. Using the Likert scale, 37.9% of the sampled population has ranked the writing of memos as highly effective. Also, 49.5% rated the use of letters as a means of communication in UHAS as effective while the remaining 12.6% were indifferent about the effectiveness of letters as a means of communication. None of the sampled population ranks the writing of memos as ineffective. This implies that writing of memos is the most useful means of communication in UHAS compared to the other channels. Again it was revealed during a focus group discussion that, written memos or internal letters are being filed for future reference and where there is doubt or argument of any sort, the filled documents are used to clarify issues. This proved to be more effective than the other channels of communication in UHAS.

TABLE 10: WRITTEN MEMOS

	Frequency	Valid Percent
Highly Effective	33	37.9
Effective	43	49.5
Neither Effective nor Ineffective	11	12.6
Total	87	100.0

Source (Field Survey), 2018

4.4.1.4 COMMUNICATION BY EMAILS

Again mailing was revealed to be a useful means of communication in UHAS. The advantage of email is that it is easy to access and reference information and to give feedbacks even if one is far away. With the use of smartphones and tablets email has become very useful in transferring information from one staff to another. General information and notices to the University community are often done through emails since it is faster and cost-effective. It was discovered that every staff of UHAS has an email address created by the University which important notices and information are provided for staff. In measuring the extent of the effectiveness of email as a communication channel, 46% and 35.6% of the sampled population indicate that Email is highly effective and effective respectively. This implies that majority of the sampled population agreed that email is a very useful channel of communication representing 81.6%. Whereas 14.9 were indifferent about the effectiveness of email as a channel of communication 3.5% considered emailing as an ineffective means of communication. Focus group discussion revealed that junior staffs prefer face to face form of communicating to the use of emails. Even though others complain about slow internet services and how it is sometimes frustrating accessing one's email, the majority of staff accepted the usefulness of emails.

TABLE 11: COMMUNICATION BY EMAIL

	Frequency	Valid Percent
Highly Effective	40	46.0
Effective	31	35.6
Neither Effective nor Ineffective	13	14.9
Ineffective	3	3.5
Total	87	100.0

Source (Field Survey), 2018

4.4.1.5 GRAPEVINE COMMUNICATION (RUMOURS)

Also grapevine or rumour a means of communication even though not officially recognized as a channel of communication was found out be a means of communication by some staff. Majority of the sampled population representing 57.4% rank rumours to be the most ineffective channel of communication in UHAS, others still believe that grapevine or rumours are effective in the communication process of UHAS. See Table 13 below.

TABLE 12: GRAPEVINE (RUMOURS)

	Frequency	Valid Percent
Highly Effective	13	14.9
Effective	9	10.3
Neither Effective nor Ineffective	27	31.0
Ineffective	23	26.6
Highly Ineffective	15	17.2
Total	87	100.0

Source (Field Survey), 2018

4.4.2 BARRIERS AND BREAKDOWNS IN TRANSMITTING INFORMATION

It was revealed that the following barriers hinder the flow of communication in UHAS; selective listening, distraction, time pressure, communication overload, information distortion, rationalization and prejudice. Using Likert scale respondents were asked to describe the extent to which the above factors hinder information transmission in UHAS.

4.4.2.1 SELECTIVE LISTENING

It was revealed that majority of the sampled population ranked selective listening as a barrier to information flow. This is represented in Table 14 below. 13.8% of the population strongly agree to the assertion that selective listening hinders transmission of information. While 42.5% also agree with the assertion, 18.4% and 6.9% of the remaining population strongly disagree and disagree respectively with the assertion that selective listening hinders communication transmission. Again 18.4% were of the view that selective listening has both positive and negative sides and hence was indifferent whether to agree or disagree with the assertion.

It was discovered during a focus group discussion that selective listening even though is having some positive side during multitasking it is usually considered as a bad habit. Some staff feels insulted when they realized that you drift off when they are talking.

For effective performance management, selective communication should be avoided in order to allow free flow of information.

TABLE 13: SELECTIVE LISTENING

	Frequency	Valid Percent
Strongly Disagree	16	18.4
Disagree	6	6.9
Neutral	16	18.4
Agree	37	42.5
Strongly Agree	12	13.8
Total	87	100.0

Source (Field Survey), 2018

4.4.2.2 DISTRACTION

The study revealed that the main forms of distraction in UHAS are noise, power outage, and poor internet services. There is a lot of noise especially on Fridays at the southern campus of Trafalgar which is within the Regional Hospital. Since some of the schools are within the Hospital located by the main Ho-Aflao road, people taking copse from the morgue on Fridays make a lot of noise and also noise produced by vehicles and ambulance. There are also occasional power outages at the main campus but more frequent at the southern campus Dave, which makes internet connectivity inaccessible and hence vital and urgent information through emails cannot be accessed when needed most. Dispatch of memos becomes difficult when vehicles are not available at the time of dispatch due to the scattered nature of the campus.

In Table 15 below 59.4% of the sampled population simply agree that distraction is a barrier to effective communication in UHAS while 22.3% disagree with this assertion. Again 18.3% were indifferent whether distraction in the form of noise and other physical distraction serve as a barrier to information dissemination in UHAS.

TABLE 14: DISTRACTION

	Frequency	Valid Percent
Strongly Disagree	9	10.3
Disagree	10	11.5
Neutral	16	18.4
Agree	42	48.3
Strongly Agree	10	11.5
Total	87	100.0

Source (Field Survey), 2018

4.4.2.3 TIME PRESSURE

It was discovered that 67.8% of the sampled population agreed that time pressure is a barrier to transmitting information. Whereas 13.8% also disagree with the assertion that time pressure is a constraint to effective communication. 18.4% of the remaining population was indifferent about time pressure as a barrier of communication.

Table 15: TIME PRESSURE

	Frequency	Valid Percent
Strongly Disagree	8	9.2
Disagree	4	4.6
Neutral	16	18.4
Agree	44	50.6
Strongly Agree	15	17.2
Total	87	100.0

Source (Field Survey), 2018

4.4.2.4 COMMUNICATION OVERLOAD

Information overload prevents staff from thinking clearly about what they are supposed to do. It was discovered that 37.9% of the sampled population agreed that there is communication overload especially in the context of email overload and trending of instant messages. Whereas 19.5% of the sample population strongly agreed with the assertion that communication overload is a prevailing issue within the University settings. 10.3% and 13.9% of sample population strongly disagree and disagree respectively to the fact that communication overload is a barrier in transmitting information. 18.4% the remaining population was indifferent about communication overload being a barrier and breakdown in transmitting information.

Table 16: COMMUNICATION OVERLOAD

	Frequency	Valid Percent
Strongly Disagree	9	10.3
Disagree	12	13.9
Neutral	16	18.4
Agree	33	37.9
Strongly Agree	17	19.5
Total	87	100.0

Source (Field Survey), 2018

4.4.2.5 INFORMATION DISTORTION

It was discovered that face to face channel of communication and rumours (grapevine) have a high tendency to alter, omit, or re-organize information when communicating. It includes a collection of alterations from inaccuracy in transmission to deliberate prevarication. The greater

the distance between the events reported and the ultimate decision maker the higher the level of distortion tends to be.

Table 17: Information Distortion

	Frequency	Valid Percent
Strongly Disagree	8	9.2
Disagree	16	18.4
Neutral	16	18.4
Agree	27	31.0
Strongly Agree	20	23.0
Total	87	100.0

Source (Field Survey), 2018

4.4.2.6 PREJUDICE

This is an irrational, preconceived opinion that leads to preferential treatment to some people and unfavourable bias or hostility against others, due to ignorance. About 19.5% of the sampled population strongly agreed that prejudice exists and is a barrier to effective communication in UHAS. Also, 32.3% agreed, but 22.9% disagree with such a view while 25.3% were indifferent about prejudice in UHAS. The research revealed that some staffs are not happy with some forms of communication channels in the University and they feel that some are preferentially treated.

TABLE 18: PREJUDICE

	Frequency	Valid Percent
Strongly Disagree	7	8.0
Disagree	13	14.9
Neutral	22	25.3
Agree	28	32.3
Strongly Agree	17	19.5
Total	87	100.0

4.5 COMMUNICATION GAP

The research revealed that there are some communication gaps in UHAS as represented in Table 20 below. About 65.5% of the sampled population asserts that there are communication gaps while 20.7% were of the opposing view. Again 13.8% of the remaining population are indifferent about the communication gaps.

TABLE 19: COMMUNICATION GAP

	Frequency	Valid Percent
YES	57	65.5
NO	18	20.7
NEITHER YES NOR NO	12	13.8
Total	87	100.0

Source (Field Survey), 2018

4.5.1 EFFECTS OF COMMUNICATION GAP

Communication gaps have serious repercussion for performance management as revealed by the focus group discussion. This is because how well subordinates perform depends mainly on the extent to which information is being communicated and acted on. Understanding of instruction and orders leads to effective and efficient job performance. The Table 21 below shows that majority of the sample population representing 73.4% agreed that communication gap affects staff performance at every level of work in the University.

TABLE 20: EFFECTS OF COMMUNICATION GAP

	Frequency	Valid Percent
YES	58	73.4
NO	11	13.9
NEITHER YES NOR NO	10	12.7
Total	79	100.0

Source (Field Survey), 2018

Examples of such communication gap include:

Knowledge Gap takes place when two or more people discuss topics for which each has a different level of knowledge.

Perception Gap arises when the audience hears what a speaker says but they may miss subtle inflections in voice and pay no attention to body language. What one sees and what one hears depend on where one is standing concerning the projecting media.

Preconception Gap arises because everyone perceives events differently. Sometimes perceptions are relatively minor, but sometimes they have become so hardwired that they seem impossible to overcome.

4.5.2 MEASURES TO BRIDGE COMMUNICATION GAP

Measures to bridge communication gaps are determined by the nature of communication gaps that exist within a given period. The University management must first identify the communication gaps, in bridging such gaps, employees and employer must bear in mind that knowledge is power and for that reason, the foundation of knowledge at the workplace must be built on a clear understanding. The feedback mechanism, a clear channel of communication and communication skills must be streamlined by management periodically to reduce communication gaps within the University. Training programmes must be organized by management to address the existing communication gaps among staff. It must address the context of diversity at the workplace, individual perception, distortion of information based on grapevine information. It must also cover the elimination of jargon words which leads to communication gaps when communicating.

4.5.3. COMMUNICATION SKILLS

This seeks to measure the level of effective communication skills received by respondents using a Likert scale. In table 22, 55.2% of the sample population ranked communication skills received from superiors or colleagues or subordinates as effective. Whereas 18.4% rated such communication skills as highly effective, 16.1% however, sees communication skills to be ineffective and highly ineffective among staff. The remaining 10.3% are indifferent about the communication skills in UHAS. In order to bridge the communication gap the study advocates training of employees on interpersonal communication, corporate communication among others through workshops and seminars.

TABLE 21: COMMUNICATION SKILLS

	Frequency	Valid Percent
Highly Effective	16	18.4
Effective	48	55.2
Neither Effective nor Ineffective	9	10.3
Ineffective	10	11.5
Highly Ineffective	4	4.6
Total	87	100.0

Source (Field Survey), 2018

A summary of the key results presented in this study focused on the socio-demographic characteristics of the study participants and staff composition in UHAS. The following sections were also covered in the results: information flowchart developed from the study, relationship between effective communication and performance, communication policies in UHAS, and the extent of the effectiveness of communication channels. Finally, this chapter looked at barriers and communication gaps and their suggested solutions.

CHAPTER FIVE

SUMMARY OF FINDINGS, CONCLUSIONS AND RECOMMENDATION

5.1 INTRODUCTION

This chapter looks at summary of the research findings; conclusions are drawn and recommendation for policymakers and other stakeholders.

5.2 KEY FINDINGS

It was revealed that most of the employees in the University are within the parameters of their youth age, this serves as an incentive for innovation and adaptation of new technologies in communication which articulates performance at work.

The University's communication system is said to follow the characteristics of Max Weber's bureaucratic theory. According to Max Weber, these six principles would help management and employees to deliver internal communication effectively leading to a higher output performance of staff. This is in line with the communication system in the University. Communication in UHAS is systematic that internal communication flows from senior management through senior staffs to the junior staff and vice versa. It is designed to ensure the efficiency of employees in relation to their performance.

Also, the channels of communication consist of written memos, emails, face to face and telephone calls. This is supported by reported findings of Osoro, (2009); Kidombo, (2007) and Abok, (2013). They concluded that effective strategic plan implementation requires clear channels of communication instilled into the culture of the organization. Writing of memos proves to be the most effective means of communicating internally in the University. Written memos also enhance an effective feedback mechanism, stimulates work among employees as documents are referred to in the future.

Furthermore, urgent information was found to be communicated through telephone calls and sometimes via emails. It is important to convey the information at the right time to prevent the creation of a communication gap in the workplace. For instance, even though communication by emails was also revealed to be effective, poor internet infrastructure at times delays the information flow. Face to face communication always takes place within offices and departments. Haas (2006) establish that face to face communication is a most preferred form of communication between employees and their superiors.

It was also revealed that subordinates performance at work depends largely on the extent to which information is being communicated and acted upon. Understanding of instruction and orders leads to effective and efficient job performance. This denoted that there is link between internal communication and organizational performance. This is in line with the study carried out by Femi (2014) to find out the impact of communication on worker's performance. His study reveals that there is a link between effective internal communication and employee performance and engagement at work. He went further to state that, by improving the performance and commitment levels of employees; superiors need a frequent communication with subordinates.

5.3 CONCLUSION

Observation denotes that, staff performance depends on how well internal communication is done. Therefore, the University's management must do well to coach and mentor staff to communicate effectively. This intends would help the University to achieve its goals and objectives efficiently.

5.4 RECOMMENDATIONS

The study suggests that the University management must make it a point to revise their communication and performance management policies periodically to meet the interest of its staff.

The Human Resource Directorate must identify employee's deficiencies after performance appraisal is conducted. The Office must organize a workshop, on the job training and off the job training to enable employees to broaden their knowledge in bridging the gap of such deficiency. This would enhance and improve employee performance at work. The training would help employees to be abreast with the best practices geared toward productivity.

Employee orientation must be encouraged when there is recruitment. The objectives, goals of the University must be made clear to the newly appointed staff. Effective training of staff must accomplish the introduction of new technology

The study suggests that diversity in the Workplace must not be encouraged within the University settings. Disciplinary Committee must uphold the principles of ethics in resolving employee grievances.

Incentives, reward, etc. must motivate hard working staff. This would encourage other staff to put up their best when working.

The University's management must also make it a point to provide adequate communication and performance management materials and other resources for the effective functioning of its staff.

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QUESTIONNAIRE FOR STAFF OF UNIVERSITY OF HEALTH AND ALLIED SCIENCES

This study is being conducted in partial fulfillment of the requirements for the award of a Degree in Master of Public Administration on the topic: Building an Effective Performance Management System: the Role of

Internal Communication at University of Health and Allied Sciences, Ho

All information received would be used for academic purposes only and treated in the strictest of confidence.

Instructions: Please **do not** write your name on the questionnaire.

Date:

Section A: Demographic Data

1. Gender: 1) Male [] 2) Female [] 3) Other (specify)

2. Age: 1) 20-30 [] 2) 31-40 [] 3) 4-50 [] 4) 51-60 []

3. Current Marital Status: 1) Single [] 2) Married [] 3) Divorced []
4) Other (specify)

4. Qualification: 1) MSLC [] 2) G.C.E. O & A Level [] 3) SSSCE []
4) HND [] 5) Bachelor's Degree [] 6) Master's degree []
7) Other (specify).....

5. How long have been employed by University of Health and Allied Sciences?

1) 1 year [] 2) 2 years [] 3) 3years []
4) 4 years [] 5) 5 year and above []

6. What is your directorate/school of operation?

- | | |
|--|--|
| 1) Office of the Vice-Chancellor [] | 2) Office of the Pro-Vice Chancellor [] |
| 3) Office of the Registrar [] | 4) Human Resource Directorate [] |
| 5) Finance Directorate [] | 7) Internal Audit Directorate [] |
| 7) School of Pharmacy [] | 8) School of Medicine [] |
| 10) Other (specify) | |

7. Staff category? 1) Senior member [] 2) Senior staff [] 3) Junior staff []

Section B:

Sub-section A

This section seeks to find out your perception about the relations between effective internal communication and performance management in UHAS. Kindly circle the answers that best describe the question.

8. Your performance of work depends on the how well communication is done in the University.

- 1) True
- 2) False
- 3) Neither True nor False

9. Does the University have communication policies that govern staff performance?

- 1) Yes
- 2) No
- 3) Neither Yes nor No

10. The University management's internal communications keeps senior member, senior staff and junior staff motivated and engaged at work.

- 1) True
- 2) False
- 3) Neither True nor False

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Sub-section B

This section is made up of information relating to your perception and interpretation on the nature of internal communication used by management of UHAS in transmitting and managing information to increase the performance of its staff. Kindly circle the answers that best describe the question.

11. The University has a laid down channel of communication in transmitting information to increase the performance of its staff.

- 1) True
- 2) False
- 3) Neither True nor False

12. What channels do you frequently use when communicating at the work place?

- 1) Face-to-face []
- 2) Telephone []
- 3) Written (Memos) []
- 4) E-mail/internet []
- 5) Other (specify) []

13. How do you measure the extent of effectiveness of the following communication channels in UHAS? Kindly indicate your choice by marking [√] under the options given on the 5-point Likert scale (Highly Effective, Effective, Neither Effective Nor Ineffective, Ineffective, Highly Ineffective) below.

Highly Effective 1	Effective 2	Neither Effective Nor Ineffective 3	Ineffective 4	Highly Ineffective 5
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No.	Statement	Highly Effective	Effective	Neither Effective Nor Ineffective	Ineffective	Highly Ineffective
1.	Face-to-face					
2.	Telephone					
3.	Written (memos)					
4.	E-mail/internet					
5.	Grapevine (Rumors)					

14. To what extent do you agree or disagree to the following factors as barriers and breakdowns when transmitting information in UHAS? Rate your answer by marking [√] under the options given.

Strongly Disagree 1	Disagree 2	Neutral 3	Agree 4	Strongly Agree 5
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No.	Statement	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1	Selective Listening					

2.	Distraction					
3.	Time Pressure					
4.	Communication Overload					
5.	Information Distortion					
6.	Rationalization					
7.	Prejudice					

Section C:

Sub-section A

This section denotes information relating to communication gaps within the University. Kindly circle the answers which best describe the question.

15. Do you find communication gaps when performing a specific task?

1. Yes
2. No
3. Neither Yes nor No

16. If yes, does a communication gap affect the level of work you perform?

1. Yes
2. No
3. Neither nor No

17. Give examples of the communication gaps you find at work.

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18. What are the necessary measures you think is needed to bridge the mentioned-above communication gaps in order to improve one's organizational performance.

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Section C:

Sub-section B

19. Rate the following statements according to how you feel about the effective level of communication you receive in your current position. Rate your answer by marking [√] under the options given below

Highly Effective	Effective	Neither Effective Nor Ineffective	Ineffective	Highly Ineffective
1	2	3	4	5

No.	Statement	Highly Effective	Effective	Neither Effective nor Ineffective	Ineffective	Highly Ineffective
1.	Communication Skills					
2.	Method of communication used					
3.	Communication policies					
4.	Communication Tools					

5.	Communication Strategies					
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20. What should be done to improve employee performance in UHAS through organizational Communication?.

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Thank you.

End of Questionnaire

