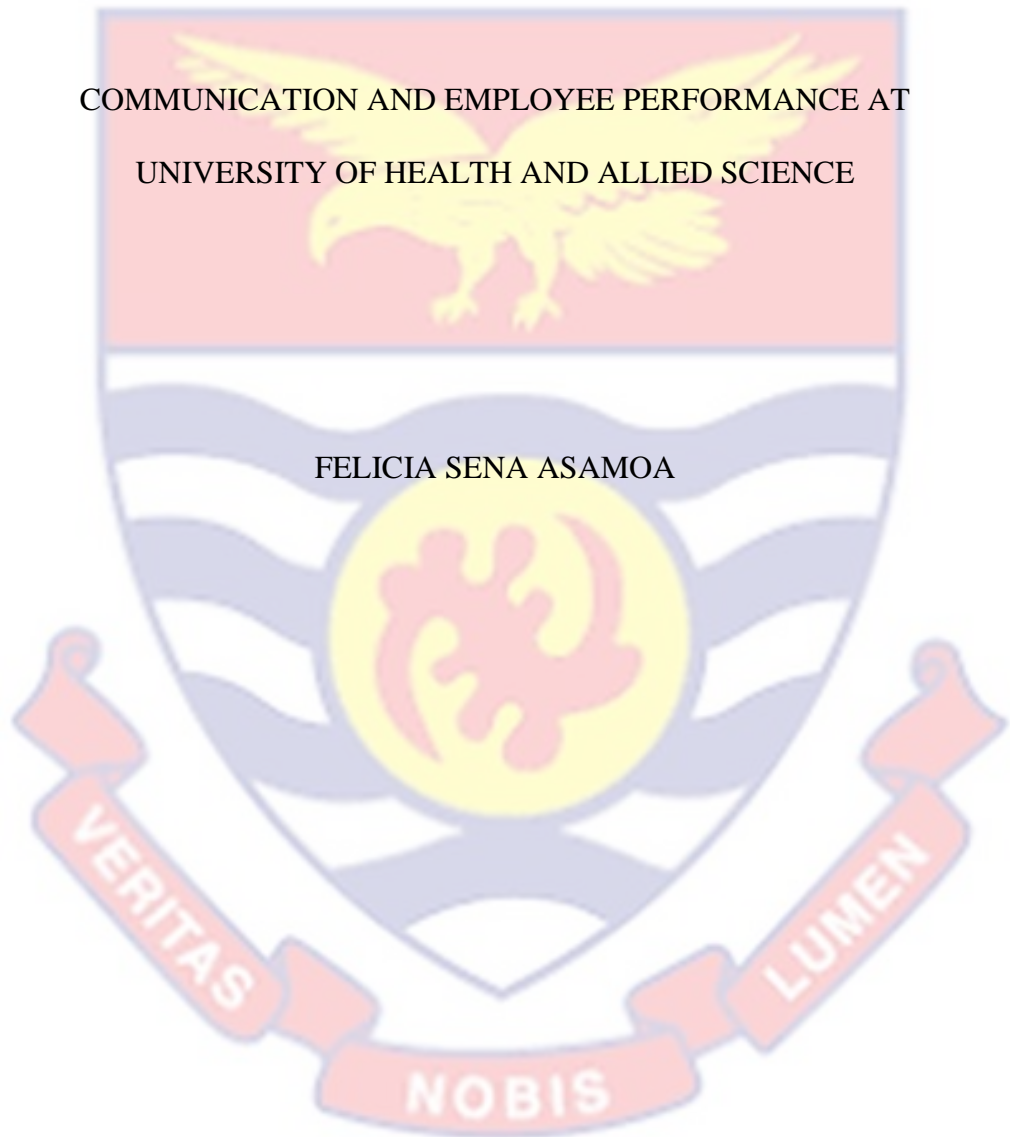


UNIVERSITY OF CAPE COAST

COMMUNICATION AND EMPLOYEE PERFORMANCE AT  
UNIVERSITY OF HEALTH AND ALLIED SCIENCE



2021

UNIVERSITY OF CAPE COAST

COMMUNICATION AND EMPLOYEE PERFORMANCE AT  
UNIVERSITY OF HEALTH AND ALLIED SCIENCE

BY

FELICIA SENA ASAMOA

Dissertation submitted to the Department of Management of School of Business,  
College of Humanities and Legal Studies, University of Cape Coast, in partial  
fulfillment of the requirements for the award of Master of Business  
Administration Degree in Management

NOVEMBER 2021

## DECLARATION

### Candidate's Declaration

I hereby declare that this dissertation is the result of my own original work and that no part of it has been presented for another degree of this university or elsewhere.

Candidate's Signature..... Date.....

Name: Felicia Sena Asamoah

### Supervisor's Declaration

I hereby declare that the preparation and presentation of the dissertation were supervised in accordance with the guidelines on supervision of dissertation laid down by the University of Cape Coast

Supervisor's Signature.....Date.....

Name: Dr. (Mrs.) Elizabeth C. Annan-Prah

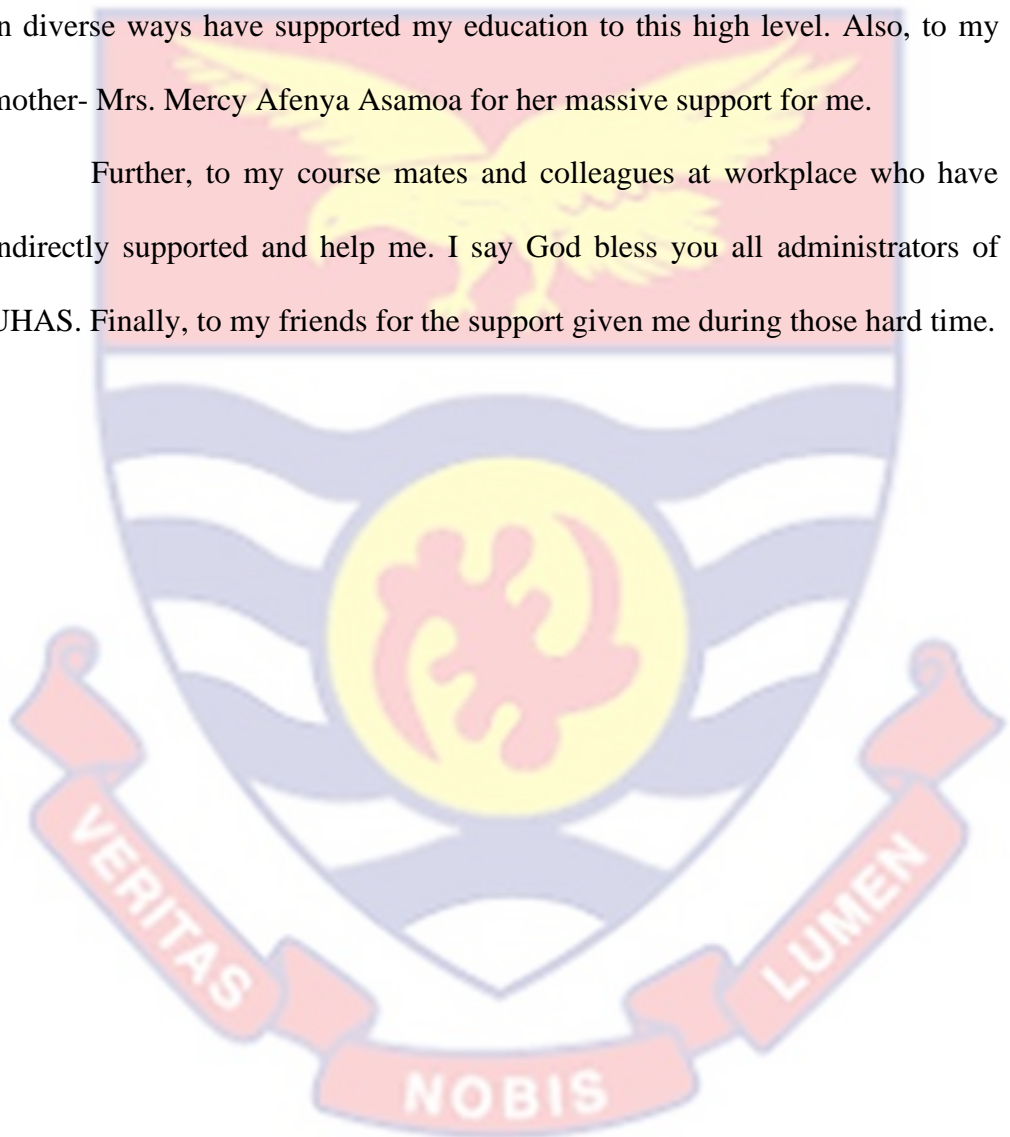
## ABSTRACT

This study sought to examine communication and employee performance at University of Health and Allied Science (UHAS). The specific objectives were to: assess the nature of communication; examine the relationship between communication and employee performance of employees and; examine the influence of communication on employees' performance at University of Health and Allied Science. The research approach was quantitative and a descriptive survey design was used for this study. The population for the study was ninety. However, the study adopted a census and data was gathered by the use of questionnaire which were personally administered on one-on-one basis. The results revealed that clear information on attitude needed are communicated to them; free and open dialogue; free exchange information and opinions; feedback from management. This enabled administrators to meet targets in a timely and efficient manner, demonstrates effective positive client service, present at work always, demonstrate willingness to learn new skills, share of information, develops and maintain professional working relationships with co-workers and supervisors. Further, it was found that there was a moderate and positive significant relationship between the two variables and based on the regression results, communication had a significant prediction on employees at UHAS performance. It was also concluded that having effective communication programmes help maintain liveliness at the workplace as communication is the lifeblood of every organization. Given the connection between efficient communication and employee efficiency, it was recommended that an increased effort should be made to ensure that management knowledge is complete and understandable.

## ACKNOWLEDGEMENTS

I extend my utmost gratitude to my supervisor; Dr. (Mrs.) Elizabeth C. Annan-Prah for her guidance and support throughout this project work. I would also want to extend my appreciation to my husband- Mr. Dennis Ayitey, my son Curtis Ayitey my sister- Miss Grace Mawuyram Asamoah who in diverse ways have supported my education to this high level. Also, to my mother- Mrs. Mercy Afenya Asamoah for her massive support for me.

Further, to my course mates and colleagues at workplace who have indirectly supported and help me. I say God bless you all administrators of UHAS. Finally, to my friends for the support given me during those hard time.



## DEDICATION

To my lovely husband, Mr. Dennis Ayitey



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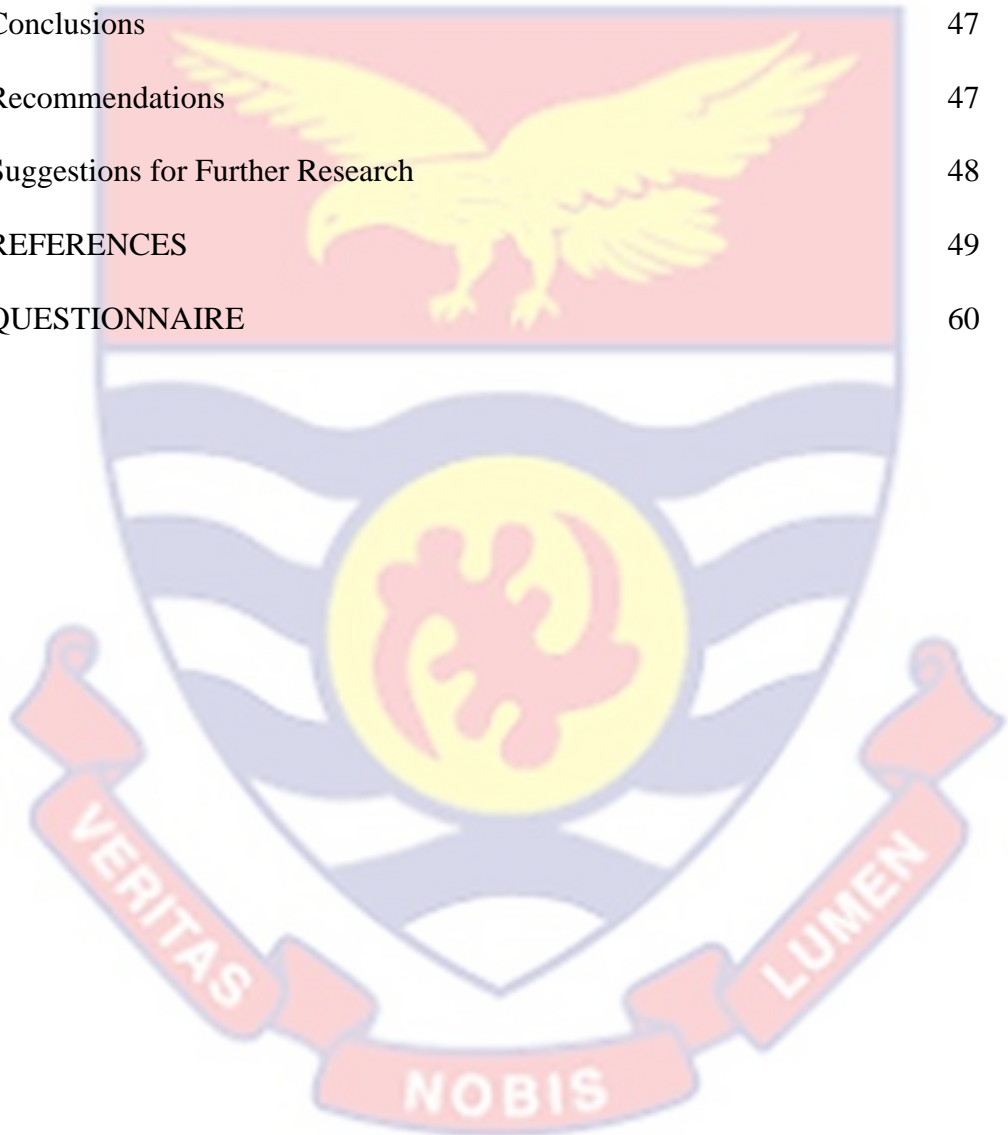
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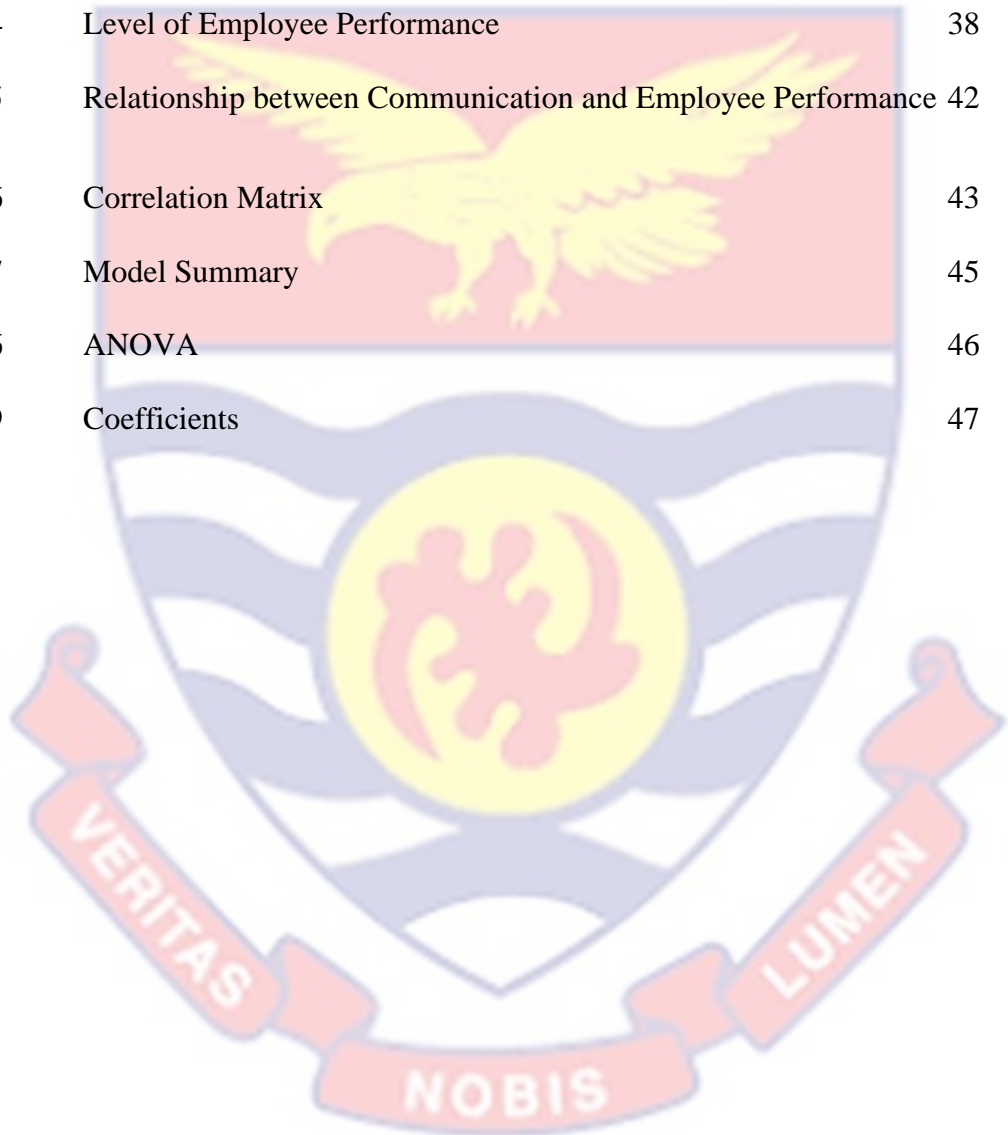
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## CHAPTER ONE

### INTRODUCTION

Organisations continue to make huge investments to build an atmosphere that is seemingly geared towards establishing the means of communication between the various structures within the organisation in order to increase efficiency and productivity. This section presented the background of the study which was centered on organisational communication and employee performance. It includes statement of the problem, the purpose of the study, objectives of the study, significance of the study, delimitation of the study, organisation of the study and the chapter summary.

#### **Background to the Study**

As the flow of information up and down the organisational hierarchy influences the efficacy, decision-making and morale of organisations, communication is an important part of the organizational process (Kumi-Kyereme, Awusabo-Asare, Biddlecom & Tanle, 2007). Effective communication is therefore considered to be the cornerstone of companies today (Von Krogh, Ichijo, & Ikujiro, 2000) or the lifeblood of all business organizations. Both private and public organizations, such as university institutions, rely on some form of communication to deliver their messages to their target audience or remind their target audience of their organization's mission and vision (Scott, Schmidt, Aunger, Garbrah-Aidoo & Animashaun, 2008).

Communication includes all the things a person does when he/she wishes to change the mind of someone else (Granjon, 2013). Emphasising the social aspect of communication, communication that takes place on the basis

of social life and forms the substance of the organizational structure, it also becomes a mechanism that seeks to create good relations between groups and organizations (Savci, Sula, Wang, Dogan & Arvas, 2005). Communication in management studies is also an important factor in the performance of organizations and is fundamental to theories of organization. Since communication is a process in which tasks are prepared, coordinated, directed, managed and regulated, it can be said that maintaining healthy and productive communication in organizations and institutions helps to minimize or remove tensions during these activities (Invernizzi & Romenti, 2011).

The cause of organizational regeneration and its stability and dynamism is relationships. Effective communication is one of the main factors in employees' success and not only provides the foundation for the organization's growth, but it also depends on the continuity of life in every organization (Dăneci-Pătrău, 2011). The majority of executives invest more than 75% of their time on communication. Communication not only ensures consistency and cooperation between units, but also extracts useful external environmental information and moves units, groups and individuals (Kaak, 2017). Effective communication requires efficient management and is improved by the organization's growth and development. As a consequence, improvements in communication processes need to be made in terms of the form, scale, structure, location and services that the organization provides.

Experience has also shown that ability to interact with subordinates and colleagues leads to knowledge, ideas, thoughts and feedback being exchanged, which eventually leads to increased involvement, a sense of solidarity and belonging and efficient output of the company. The reluctance

to exchange information, talk and provide feedback negatively affects the trust, morale, motivation and efficiency of employees. When good communication is at its optimum, the employee often hypes performance at the workplace. For instance, when the information on the policies and procedures of an entity is at its optimal level of clarity and accuracy; and also, when the information given is sufficient, factual and has good feedback (Neves & Eisenberger, 2012). In addition, the skills and abilities they possess will encourage them to demonstrate work behaviors that are acceptable and important to the job's performance.

Two-way communication has a beneficial effect on staff who perform profitably at work, according to Anchor (2009) and Eisenberger & Stinglhamber (2011). They develop some sort of conviction about their work that seeks to fulfill the socio-emotional (Eisenberger & Stinglhamber, 2011). In accordance with the study conducted by Eisenberger & Stinglhamber (2011) and Rhoades & Eisenberger (2002), employees are able to assess the readiness of organizations to appreciate and reward employees for productive and successful results. However, in tertiary institutions, the heads focus only on goal achievement, while ignoring that free flow of information and how well the workers understand these disseminations of information improve their morale to work harder. Similarly, when administrators in companies often believe that they have had enough communication with their workers only by instructing them about their regular schedules, there is a big issue (AlTaher, 2019).

It is important to remember that there are often different audiences one must remember when working within a university. With a variety of customers

ranging from faculty to staff, as well as students and possibly parents of those students, it can be difficult to pinpoint how to communicate with each audience that will prove effective. Dealing with different types of customers daily can also be hard to manage when it calls upon a person to have the ability to change communication styles and types at a rapid pace. When a conversation is opened up to multiple audiences it can prove to be even more difficult to keep those communication styles and types within an area that will be effective to all customers since it is likely that not everyone will prefer the same style and form of communication being used (Eisenberger & Stinglhamber, 2011).

At this point it is probably essential to inform employees within the higher education field that being able to communicate properly will help organizations within the field to navigate towards their goal being successful, as well as creating more fulfilling relationships amongst colleagues and external customers and ensuring that miscommunication does not occur on a regular basis (Sarkar, 2012). AlTaher (2019) asserted that one solution would be to make a communications handbook available to all staff members within a university on when to use different communication styles and forms with which audiences, as well as when these various forms and styles are appropriate to use. Also, Podkowińska (2018) mentioned that communication in higher education can be done in a way to provide process documentation and communicate to everyone as to where this documentation is located. This would involve documenting different processes that occur within universities, who the processes affect, and maybe to even give examples in which one would deviate away from the process in order to better handle a specific

situation. The importance in putting this information out to staff and faculty is essential in that it will not only eliminate any questions a person may have had about particular procedures, but it will also help to cut down on time spent trying to figure out who to take questions, ideas, what a process entails, and who is involved each process as well (Tokareva, Smirnova & Orchakova, 2019).

Studies have shown that effective communication helps employees to coordinate activities and achieve goals (Ainobushoborzi 2013; Rajhans, 2012; Neves & Eisenberger, 2012; Abugre, 2011; Tumbare, 2009; Wang, 2005). It is also vigorous in socialization, decision-making, problem solving and change-management processes. This again ensures that members of an organization or institution are working towards a common goal and purpose. Ainobushoborzi (2013) for instance asserted that clarity in communication, cooperation at work to get tasks completed and timely information about changes affecting work are statistically meaningful to labour productivity while Neves and Eisenberger (2012) emphasized that communication among employees is a positive indicator of performance as alluded by systems theory by Bertalanffy in 1968. According to him in organizational communication research, some main components of the systems theory have been identified that informs how effective communication leads to employee productivity or performance namely; wholeness, hierarchical and feedback.

### **Statement of the Problem**

The University of Health and Allied Sciences is the first public university established in the Volta region and is so far the only state university wholly dedicated to the training of healthcare professionals. The university



has set high standard of behaviour, promote traditional values which underpin life-long learning and achievement. How communication of these standards and values to university community are hampered and bleak according to Cedric (2018). Communication is largely influenced by people at top of the hierarchy without involvement of other structural authorities (UHAS Report, 2018). This has culminated in feed forward communication where top employees fail to listen to the considerations of lower employees due to lengthy reporting lines, thus weak communication that is difficult for the employee to comply with; such as conflicting authorities, and responsibilities that render certain subordinates accountable to more than one superior (UHAS, 2018). In certain cases, the communication distance between superiors and subordinates makes them typically feel that they are not trustworthy, appreciated or supported in their field of work.

The lack of effective communication networks appears to under-use the employees' skills and vital information, which could be a crucial contribution to formulating an effective communications strategy to minimize or eradicate apathy in performing their positions (Swann & Ghelfi, 2019). It is imperative that similar studies be reviewed and that their guidelines be implemented. Communication scholars tend to write mainly about non-tertiary education institutions. For instance, in the banking sector (Manafzadeh, Ghaderi, Moradi, Taheri & Amirhasani, 2018), government ministries (Akankwasa, Sebyala & Bwengye, 2015), Central bank communication in Ghana: (Omotosho, 2019), adolescent sexual activity in Ghana (Kumi-Kyereme, Awusabo-Asare, Biddlecom & Tanle, 2007). It clearly shows limited studies on communication in the tertiary institution. The main research

objective was to determine the effect of communication on employee performance using UHAS as a case.

### **Purpose of the Study**

The main purpose of the study is to examine communication and employee performance at University of Health and Allied Science (UHAS).

### **Research objectives**

Specifically, the study sought to

1. Assess the nature of communication at University of Health and Allied Science.
2. Examine the relationship between communication and employee performance of employees at the University of Health and Allied Science.
3. Examine the effect of communication on employees' performance at University of Health and Allied Science.

### **Research Questions**

To achieve the objectives above, the following research question were set to guide the study:

1. What is the nature of communication at University of Health and Allied Science?
2. What is the relationship between communication and employee performance of employees at the University of Health and Allied Science?
3. What is the effect of communication on employees' performance at University of Health and Allied Science?

### **Significance of the Study**

The study would provide UHAS management with meaningful information about the efficacy, reputation, and economics of their communication strategies, practices, and services. The study will allow UHAS heads to become aware of the impact of effective communication and how ineffective communication has adversely affected employee performance, and the study will therefore propose strategies to improve communication to boost employee performance. The study will indeed help students understand the communication and performance theoretical context. When establishing or running an enterprise, it will enable students to begin well. The study will be helpful to academia, as it would provide empirical findings in tertiary institutions on communication systems and networks. It will then act as a reference point for future studies and simultaneously fill the hole in research.

### **Delimitation**

The study is limited to only staff of UHAS due to resource constraint. Other tertiary institutions are excluded, but they can adopt the recommendations of this research. The study covered examined communication and employee performance at the University of Health and Allied Sciences (UHAS). The study specifically focuses on examining the nature of communication and its influence on the performance of employees at UHAS. In terms of content, there was countless number of issues that could have been looked at in terms of the types of communication and its influence on the performance of employees. However, this study delimited itself to the nature of communication and its influence on the performance of employees to the development and productivity of the university

### **Definition of Terms**

*Communication* is the process of sharing emotions, thoughts and information between two or more parties and thus, uncovering common meanings (Karakütük, 2011).

*Employee performance* refers to both the performance of the task and citizenship behaviour. Performance of tasks refers to actions that are specifically involved in operations that provide indirect support for the core technical processes of the company. While citizenship performance is characterized as individual actions that do not directly relate to their key task functions, but shape the organizational, social and psychological contexts that serve as the essential catalyst for task activities and processes.

### **Limitations**

The restrictions of the population to only administrators in University of Health and Allied Sciences render the findings, conclusions and recommendations applicable mainly to the organization but not all tertiary institution in the country. Getting clearance from authorities to carry out the data collection, some respondents not being available due to work load and some respondents not able to provide answers to all questions. This research encountered several problems especially gathering appropriate data for the analysis. Generally, apathy was the major problem since some of the respondents failed to answer the questionnaire. The respondents might not have disclosed their actual opinions on certain issues related to the hospital which could be confidential in nature. Therefore, bias in their responses was possible. Also, this study researched examined communication and employee

performance at the University of Health and Allied Sciences (UHAS) with the views from sampled respondents, which is a small representation of all the employees in the university. This may limit the inferences that can be drawn from this study as their views may not be applied to all the employees in the educational sectors in Ghana.

Finally, with hindsight, a mixed method (that is, both qualitative and quantitative methods) could have been adopted with interviews conducted, which would have provided an in-depth understanding of issues. Besides, using the qualitative method would have added to the weight of materials relating to the nature of communication and employee performance. Although this would have proved extremely time consuming, an interview with the others in higher positions, like the senior employees, would also have been useful. This would have helped to understand the rationale behind the nature of organisational communication and employee performance and know the links between these elements and how they could be improved.

### **Organisation of the Study**

The study was grouped into five parts. These are chapter one that included the background to the study, the problem statement, the study objectives, research questions, the significance of the study, the scope and limitation of the study, the study organization and the description of words. Chapter two was dedicated to the review of literature on the study of communication and employee performance. The description of methodology and procedure for the conduct of the research was included in Chapter three. Chapter four dealt with actual data analytics and data discussions. A review of

the findings, conclusions, recommendations and areas for further study was drawn up in Chapter five.



## CHAPTER TWO

### LITERATURE REVIEW

#### Introduction

The literature review for this study was divided into parts. The first part dealt with the theoretical framework that informed the study. The second part dealt with concepts, empirical review and conceptual framework. In effect, the chapter critically examined the concept of organization and organisational communication, the historical perspective of organisational communication, the different perspectives of organisational communication and the challenges associated with organisational communication. The chapter also examines the concept of employee performance, and the relationship between organisation communication and employee performance.

#### Systems Theory

The general system theory was originally proposed by Bertalanffy (1968) in his work, *General Systems Theory: Foundations, Development, and Applications*. This was sort to explain the relationship between parts and the whole of living organisms (Weckowicz, 2000). This provided a general analytical framework (perspective) for viewing an organization. Since then, the theory has been used in academic fields such as psychology, history and physiology (Fuchs, 2019; Soloviev & Belinskiy, 2018; Kumaran, Hassabis & McClelland, 2016). Studies conducted by theorists in management studies expose a digression from the classical and human relations model (Fatorachian & Kazemi, 2018). According to Rousseau (2015) the systems theory has more valid and applicable stance in internal communication.

In organizational communication research, some main components of the systems theory have been identified that informs how effective communication leads to employee productivity namely; wholeness, hierarchical and feedback (Nabukeera, Bwengye & Akankwasa, 2018). As studies show, the systems theory went on to become the basis of many interpersonal communication theories in group organization and individual communication (Soloviev & Belinskiy, 2018; Kumaran, Hassabis & McClelland, 2016). Systems theory became popular as a communication theory because it is believed that communication helps in defining and sustaining a system. Without communication a system will fall out of homeostasis because the feedback loop or channel is not functioning properly (Nabukeera, Bwengye & Akankwasa, 2018). Communication is the key to keeping an interpersonal system operating at its best. Systems theory plays an important role in communication theories because it helps develop strategies for effective communication, whether they are in individual, group or intercultural communication (Ince-Garcia, 2016; Otoo, 2016).

Using systems theory in communication helps better identify where a problem lies within an individual's life or within a group or organization (Soloviev & Belinskiy, 2018). Often times when this theory is not put into practice management can find themselves chasing ghosts of problems because they never truly identify the issue. Systems theory not only allows organisations to take a better look at a problem, but it also helps to identify why there is a problem. Conferring to Miller (2009), the concept of an organizational structure indicates that the relations within an organism are systematized by order of hierarchy rules. In this regard, components the main



systems are designed into subsystems, making up the whole system, which itself operates within a larger environment. According to Miller (2009), feedback enables decision makers in the organization to strategize to be on top of issues thereby building network relationships. Conferring to Husain and Nazim (2015), the systems theory operates from primary principles of inter-relatedness and interdependence. It can be said that the same basic principles form the basis from which communication higher education occurs.

UHAS has a hierarchical structure with the various sections functioning as a whole structure and all the staff working towards a common goal. The systems theory is therefore appropriate for this study. In view of this, the researcher would determine the effectiveness of communication leading to employee performance and to describe the nature of communication systems at UHAS. The Authority comprises different sections and in order to achieve organizational goals, these sections or departments need to work together in order to achieve these goals. This means that, there should be effective internal communication between the management and staff of UHAS to attain these goals.

### **Concept of Communication**

Communication is one of the concepts defined in many ways in the literature. For example, Navascués, Guryanova, Hoban and Acín (2015) consider communication as a whole concept comprising of speech and verbal symbols thereby constituting an exchange process, while Barnlund (2008) explains that communication as the exchange process in which the parties send and receive messages simultaneously. According to Ince and Gül (2001) communication is the exchange of ideas, emotions and opinions through

words, letters and symbols among two or more people. Altinöz (2008) defines communication as a means through which the task and the resources needed to carry out an assignment, the roles and duties and the expected results are made known to the subordinates. This means that communication is the transfer of information (a message) from one person to another. Thus, effective communication is therefore the transfer of message, followed by feedback, from the receiver to the sender, indicating an understanding of the messages (Kapoor, Gupta, Kumar, Jha, 2019).

Multidimensional aspect of the notion of communication along with its analyses from different viewpoints affects its definition, communication is needed to review, conceptualize and direct interaction in an organization. Communication covers all activities that an individual does when he wants to make a transformation in someone else's mind (Kapoor, Gupta, Kumar, & Jha, 2019). This is a meaning bridge between an individual or individuals and organization. Similarly, emphasizing social aspect of communication, communication that takes part on the base of social life and forms the content of organizational structure is a process which aims at conducting good relationships between groups and organizations (Dogan, 2005). This is because the competencies and skills they possess will enable them to exhibit work behaviors appropriate and relevant to the performance of the job. It is further theorized that employees are likely to be more productive if their performance is rewarded assuming that the reward received has value to them, as argued by the expectancy theory (Vroom, 1964). Despite these different definitions, the main point in communication lies within sharing. It is, therefore, the process of sharing emotions, thoughts and information between

two or more parties and thus, uncovering common meanings (Güney, Diker, Solmaz & Ayranci, 2012).

### **Organizational Communication**

According to Benoit (2011), organizational communication broadly studies corporate life as constituted through discursive processes such as conflict, teamwork and leadership. Internal organizational communication facilitates the flow of information among members of the organization. The effective flow of information among employees within an organization is facilitated by a vibrant internal communication system. These systems of communication could be upward, downward, vertical or horizontal which is based on the structure of command within an organization (Rakow, 2011). Apparently, organizational communication tends to exhibit what an organization stands for, the purpose of its existence, who the various clients are, the manner in which their workloads are accomplished and the chain of reporting among members. Communication in an organization serves as an adhesive that tightens all acts of the organization and it acts as magnifying glass by helping make things clearer (McNamee, 2011).

With the new age practices of managing organizations, management controls the members in an unofficial way. Employees execute their roles within the workplace as family because they communicate in an understandable manner. Robbins, Trontin, Duan and Dinneny (2014) noted that communication in such an organization takes distinctive bearing from an organization with a formal style of management. Their research further expressed the urgency which management has attached in creating avenue for employee to socialize. This is as result of good communication that has come

up as a result of communicating informally. Analyzing the above statements by Robbins et al. (2014), such experiences will be an advantage to unveil possible routes of communication and lessen barriers to effective communication. According to Mowle (2004), this would contribute to improving organizational outputs. Some organizational settings only do communicate effectively to stakeholders both within and outside the organization.

Unlike some decade ago when an office allocated to just a single employee creating a restricted working relation, modern day organizations have adopted the open office set-up environment. This is an environment where work-stationed desks are used and employees are able to communicate freely and assist each other in difficult times voluntarily (Burns, Baylor, Morris, McNalley & Yorkston, 2012). It buttresses the fact why personal lives information are made privy among employees at healthy workplace. In so doing, employees learn how to disseminate information among themselves and understand it correctly. A study conducted by Cornelissen (2008) reveals that naturally some employees would want to keep much distance from their colleagues outside office premises. Their intrinsic attitudes tend to create gap to effective communication. Such kind of employees assumes that, maintaining official rapport enhances formal work in its decent manner (Chui, Miller & Roberts, 2009).

Arguably, the researcher emphasized that many organizations do focus much on the employee's personal relationships. As part of this, they choose those they can relate well to foster good communication in the organization (Cornelissen, 2008). On the contrary, Gyrd-Jones, Merrilees and Miller (2013)

indicated that when there is too much ambiguity between the public and private defined scope, conflict may be evoked. Further to this, Gyrd-Jones et al mentioned that such communications between colleagues may be expressed without any boundary and therefore as results of that very strong alliance may be formed hence it could be out of the organizations' system of control. For instance, a discrete activity of an employee may be brought to bear during a meeting.

Again, there could be an instance where a rumour regarding management members' private life is brought into the public domain. Miller (2009) posits that such inactions inflame like a wide fire with the aid of today's modern social networking. In accordance to this, Cornelissen (2008) revealed that new age organizations have expressed interest of satisfying employees' needs as described in Maslow's Hierarchical of Need, while persuading the employees to act in conformity to the rules and regulations of the organization. There must be balances regarding the responsibility of both the organization and the employees. To this effect Cornelissen (2008) believes that investigating consequences of socio-emotional form of communication and workplace communication as well as organizational commitment would be of great value in accessing effective communication.

### **Employee Performance**

The term "employee performance" signifies individual's work achievement after exerting required effort on the job which is associated through getting a meaningful work, engaged profile, and compassionate colleagues/employers around (Karakas, 2010). Performance is a multicomponent concept and on the fundamental level one can distinguish the

process aspect of performance, that is, behavioural engagements from an expected outcome ((Mallick, Pradhan, Tewari & Jena, 2014). The behaviour denotes the action people exhibit to accomplish a work, whereas the outcome aspect is about the consequence of individual's job behaviour (Campbell, 2014). Apparently, in a workplace, the behavioural engagement and expected outcome are related to each other (Borman, & Motowidlo, 2017).

Borman and Motowidlo (2017) defined job performance in the context of task performance as “effectiveness with which job occupants execute their assigned tasks, that realizes the fulfilment of organisation's vision while rewarding organisation and individual proportionately.” Mero, Guidice and Werner (2014) has also synthesized the earlier propositions of task performance through relating it to organisational formal reward stating as “the demonstrated skill and behaviour that influences the direct production of goods or service, or any kind of activities that provides indirect supports to organisation's core technical processes.” An individual's ability to acclimatize and provide necessary support to the job profile in a dynamic work situation is referred to as adaptive performance (Pradhan & Jena, 2017; Werner, 2014).

Along with the task and adaptability, efforts have been carried out toward ascertaining the significance of non-job components of performance to create a better workplace (Viswesvaran, & Ones, 2000). Industrial psychologists have referred such non-job components as organisational citizenship behaviour contextual performance that refers to voluntary actions of employees (Rudall, Perl & Bateman, 2013) that benefit employers intangibly. Contextual performance is a kind of social behaviour demonstrated by individuals in a work set-up. Such behaviours are expected of an employee

but they are not overtly mentioned in one's job description. These kinds of unstated expectations are called social behaviour or extra role behaviour.

A kind of fellow feeling gets intensified through team spirit, wherein employees are able to share their issues and problems willingly and freely with each other within the organisation (Jaworski, & Kohli, 2013). Earlier researchers in this context have advocated that growth in team spirit within an organisation results in better employee performance and a happier workplace (Karanja, Muraguri & Kinyua, 2018; Imiru, 2018; Cohen & Kelly, 2019). Contextual performance is a kind of attitude like volunteering for extra work, helping others in solving difficult task, upholding enthusiasm at work, cooperating with others at the time of need, sharing critical resources and information for organisational development, abiding by the prescribed rules and regulations, and supporting organisational decisions for a better change (Coleman, & Borman, 2010; Lathalavanya & Thenmozhi, 2011). Employees would be able to perform all forms of job responsibilities when they can balance their work roles with life or social roles.

### **Communication and Employee Performance**

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

been suggested that the persons who are involved in communication processes need to possess both basic skills and abilities, otherwise, the information could be missed to understand appropriately, and furthermore it depends on the facilities available in organizations and the actions of managers to see the acceptability of information in order to have an accurate deliverance (Paulraj, Lado & Chen, 2008).

Furthermore, as one of the crucial elements, the managers have been asked to learn the feedback gained from the employees which probably affects their work motivation (Paulraj et al, 2014). This relates to the circumstances that are currently faced by the employees including the right time of delivering such information, thus, they may perform based on the messages they receive. In obtaining such a good performance, the managers must show the initiatives of developing and providing opportunities to learn new skills to their employees through the communication process. Prasad, DeRosa, and Beyerlein (2017) state, it is management responsibility to align support systems in the strategic design so that employees can communicate their needs and frustrations, as this will keep an organization functioning effectively and make the most of people who are an organizations greatest resource. Furthermore, other studies have investigated openness of communication have direct relationship with employee performance (Dwyer, 2005). In addition, supportive communication from fellows has received some attention as a source of employee performance (Ducharme & Martin, 2000).

In a related study by Tubbs and Moss (2008), it is disclosed that there is a correlation between quality communication and total performance within an organization. The absence of effective communication obstructs successful



organizational performance. In line of this for instance, members of an organization are able to share relevant work-related issues as well as information, which facilitates ideas in creativity and decision making (Robbins et al., 2010). Based on this, both organizational and individual goals and objectives are attained.

Individual in an organization corresponds with colleagues in many ways to allow them accomplish task and also achieve set goals of the organization. When a message is transmitted at a point, members inform each other and they work in agreement to resolve issues and assist themselves to improve upon their tasks. By following the chain of command or the hierarchical structures of an organization, it is seen that superiors conveys task through to the lower ranked; these lower ranked file relays feedback or make suggestions to the supervisors where members in the supervisory group debate on how to accomplish the goals and objective. Employees irrespective of their positions in an organization may communicate informally on non-work-related subject matters. These are noted to be about their individual lives, feelings, interests, beliefs and fantasies.

Furthermore, to the afore-mentioned, Frampton and Child (2013) argued that, anytime there is a close and strong correlation among individuals within an organization, realistically their stances are made known considering the connection and how much value is placed on such relationship. Intentionally or unintentionally, employees endeavor to create and uphold mutual linkages and communication to support themselves satisfactorily (Uysal, 2016).

### **Empirical Studies on Communication**

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

Rajhans (2012) similarly highlighted on employee motivations and performance. From his analysis morale, motivation and performance of employees has a clear reflection on the manner in which an organization communicates with its members. The aim of the study was to explore the inter-relationship between communication and motivation and its overall impact on employee performance. Rajhans' (2012), considers the results of a study of organizational communication and motivational practices followed at

a large manufacturing company, Vanaz Engineers Ltd., based at Pune, to support the hypothesis propounded in the paper.

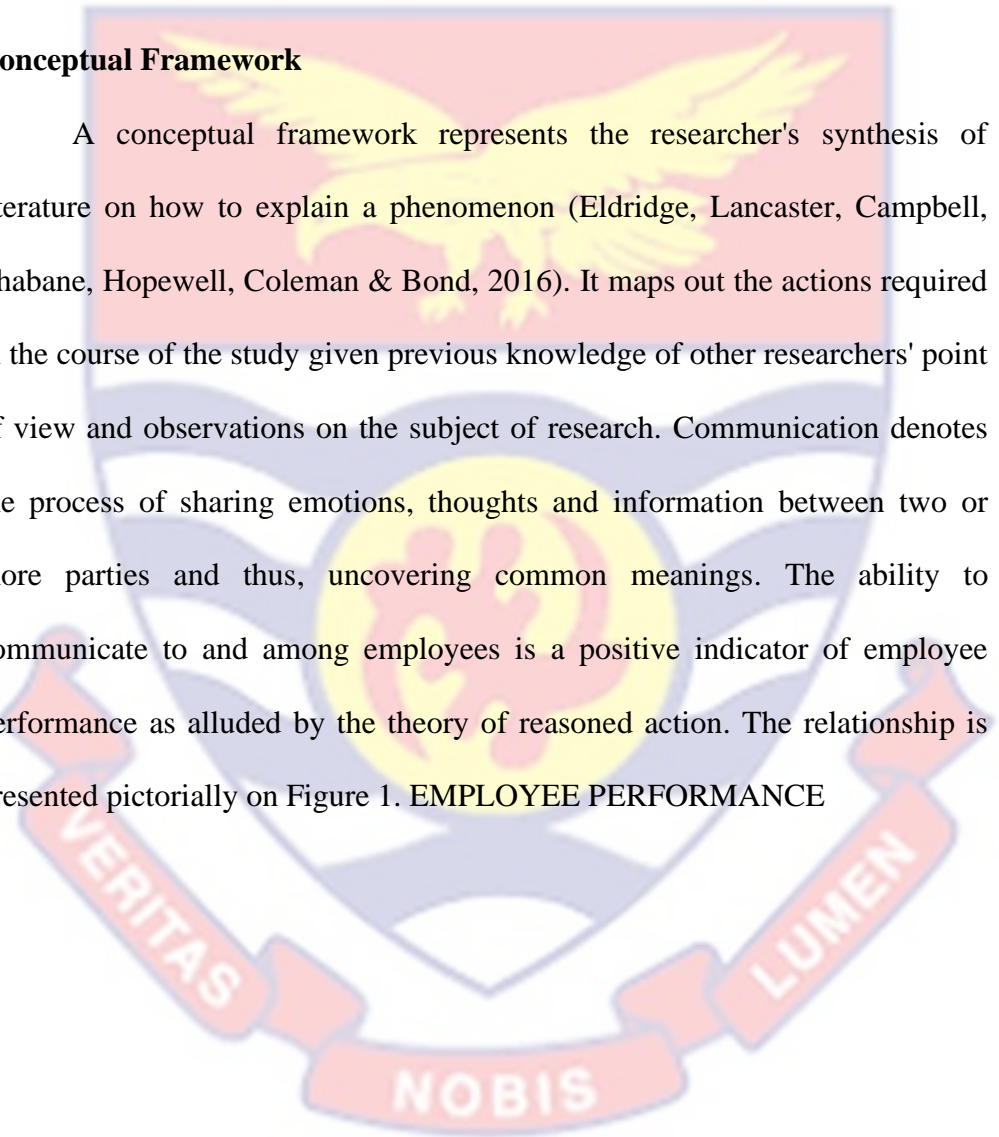
With a focus on employee communication, Tumbare (2009) did a research on an internal communication assessment of the Lilongwe City Assembly. Her study assessed the organizational communication of the Assembly. Explicitly, the effect of internal communication at the Lilongwe City was measured. The methodological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

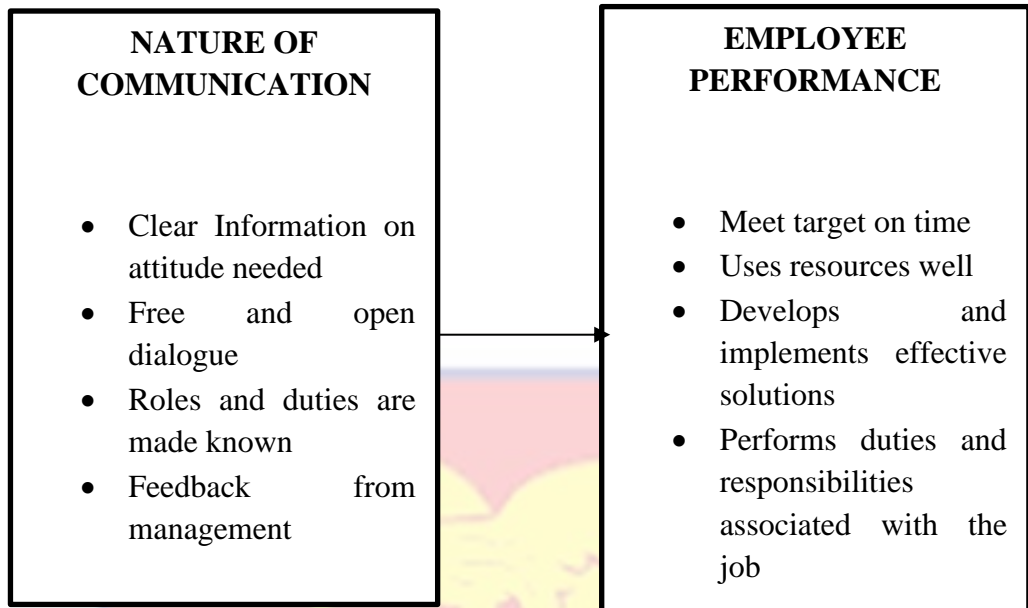
Further, Wang (2005) also presented a paper, which sought to investigate the functions of socioemotional-oriented communication and job-related communication in augmenting institutional commitment in the People's Republic of China. A statistical methodology was used to analyze data from a questionnaire.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

Conversely, the finding failed to establish any unique linkage between horizontal and social-emotional communications. The paper concluded that, vertical and job-related communication helps employees of governmental agencies in China to remain focus to the outlined objectives of their organizations.

### **Conceptual Framework**

A conceptual framework represents the researcher's synthesis of literature on how to explain a phenomenon (Eldridge, Lancaster, Campbell, Thabane, Hopewell, Coleman & Bond, 2016). It maps out the actions required in the course of the study given previous knowledge of other researchers' point of view and observations on the subject of research. Communication denotes the process of sharing emotions, thoughts and information between two or more parties and thus, uncovering common meanings. The ability to communicate to and among employees is a positive indicator of employee performance as alluded by the theory of reasoned action. The relationship is presented pictorially on Figure 1. EMPLOYEE PERFORMANCE





**Figure 1: Conceptual Framework**

Source: Author's construct (2021)

Communication is the independent variable while employee performance is the dependent variable. Communication is measured using how clearly information are given on attitudes and norms, how freely and open communication is in the organisations, how roles and duties are communicated, how feedback is given and how detailed and accurate are information given among others. On the other hand, employee performance construct is measured using task performance. The task performance indicates the effectiveness with which job incumbents perform activities that contribute to the organisation's technical core directly. For meet target on time, uses resources well, develops and implements effective and performs duties and responsibilities associated with the job. According to the researcher, when communication is effective will result in positive performance.

### Chapter Summary

The chapter discussed relevant literature on communication and employee performance. Among the various themes covered included concept of communication, organizational communication and employee performance. The chapter also discussed the theory underpinning the study. Further, empirical studies were reviewed on the relationship between communication and employee performance and ended with a conceptual framework explaining the relationship pictorially.



## CHAPTER THREE

### RESEARCH METHODS

#### Introduction

This chapter explains the research procedure adopted for the study. It describes the research design, population and the sampling techniques used for the study. Other components of the chapter include the data collecting procedure, research instrument, ethical consideration and analysing the data analysis.

#### Research Approach

The research approach is a quantitative. This approach to research is specific, well structured, have been tested for their validity and reliability, and can be explicitly defined and recognised (Gefen, Rigdon & Straub, 2011). It is argued that human behaviour, like physical phenomenon, the natural social sciences can be quantified in attributes (Kangai, 2012) and this is done through the quantitative research approach. This approach is considered apt because it enables the researcher to generate data through the standardized collection procedures based on highly structured research instrument(s) and well-defined study concepts and related variables. The research objectives require quantitative analysis as such it is imperative to adopt a quantitative approach. Creswell (2014) asserted that quantitative approach deals with explaining phenomena by collecting numerical data that are analysed using mathematically based methods (in particular statistics). Quantitative methods are frequently described as deductive in nature, in the sense that inferences from tests of statistical hypotheses lead to general inferences about characteristics of a population. Quantitative methods are also frequently

characterized as assuming that there is a single “truth” that exists, independent of human perception (Lincoln, Lynham & Guba, 2011). It was also found that the findings from quantitative research can be predictive, explanatory, and confirming (Williams, 2007 as cited in Bernard & Bernard, 2012).

### **Research Design**

The research design determines which established convention has been chosen for conducting a piece of research. The descriptive survey design was used for this study. Descriptive study design is a scientific method which involves observing and describing the behaviour of a subject without influencing it in any way. It involves gathering data that describes events and then organises, tabulates, depicts, and describes the data collection (Pignata, Lushington, Sloan & Buchanan, 2015). The descriptive survey design was chosen mainly because it comprises a cross-sectional design in relation to which data are collected predominantly by questionnaire or by structured interview (Buchanan & Bryman, 2007).

### **Study Unit**

The University of Health and Allied Sciences (UHAS) is the study unit of this current study. It is a public university located at Ho in the Volta Region of Ghana. UHAS is one of the youngest public universities in Ghana. Its operation started in September 2012, when the first batch of 154 students were admitted. The aims of the university include being able to provide higher education in the Health Sciences through teaching and research for persons suitably qualified and capable of benefitting from such education. Also, to disseminate knowledge and the results of research and their applications to the



needs and aspirations of the people of Ghana. Again, to provide clinical and other skills services to contribute positively to improving the health status and overall quality of life, and foster partnerships with outside persons and bodies. Its vision is to be a pre-eminent health research educational institution dedicated to community service. These mission and vision shall be realised by taking innovative approaches to research, teaching and engagement with society, informed by a culture of scholarship, academic and service excellence through effective communication to subordinates and departments. As such the need for communication.

### **Population of the Study**

Babbie, Halley and Zaino (2007) posit that study population is the group or community that a researcher intends to carry out a research on for the purpose of generalisation. Kotzab (2005) refers to a study population as the entire group of respondents or elements relevant to a research. The population for this research constitutes the junior and senior staff of the University of Health and Allied Sciences (UHAS). According to the Human Resource Directorate of the University, the population of the administrative staff of the university are as follows: 12 Principal administrative assistants, 34 senior administrative assistants, 16 administrative assistants and 28 seniors administrative, making a total population of ninety (90).

### **Sample and Sampling Procedure**

A subset of some part of a larger population that shares some set of characteristics of the larger group is termed as a sample (Zikmund, Babin, Carr & Griffin, 2013). Bambale (2014) emphasized that a sample of a population consists of that proportion of the number of units selected for

investigation. Similarly, Gravetter (2012) described sampling as the deliberate choice of a number of people who are to provide the data from which conclusions about those people can be drawn.

This study adopted a census survey because of the number where each member of the population participated in the study. A census survey collects complete information from all participants in the population (Champ, 2003). In other words, a census is often construed as the opposite of a sample as its intent is to count everyone in a population rather than a fraction (Cochran, 2007). Because of the size of the population, there was the need to use the entire population as a sample. This means that all junior and Senior Staff members of University of Ghana Cooperative Credit Union were included.

#### **Data Collection Instruments**

Research instrument is any type of written or physical device which is used to measure variables (Buchanan & Bryman, 2007). The type of instrument used for data collection depends on the data and the type of data to be collected. A choice of instrument would depend on many factors including validity and reliability, ease of administering, ease of acquisition of response, and ease of interpretation (Coughlan, Cronin & Ryan, 2007). The researcher having taken the above factors into consideration gathered primary data through the use of questionnaire which were personally administered on one-on-one basis. A questionnaire is a research instrument consisting of a series of questions and other prompts for the purpose of gathering information from respondents (Buchanan & Bryman, 2007).

Questionnaires are a cost-effective way to get input from large groups of individuals in a relatively short time frame. The questionnaire comprised of

three (3) sections, A, B and C. Section 'A' would cover items of demographic issues while Section 'B' concerned nature of communication at University of Health and Allied Science. The last section, section 'C' also contained items on the level of performance base on the nature and effectiveness communication. The questionnaires were made up of closed ended questions. Close-ended questions were relevant for the reason that they were easy to ask and quick to answer.

### **Reliability and Validity**

Reliability and validity are two key components to be considered when evaluating a particular instrument. Reliability, according to Bell, Bryman and Harley (2018) are concerned with consistency of the instrument, and an instrument is said to have high reliability if it can be trusted to give an accurate and consistent measurement of an unchanging value. Saunders and Lewis (2012) explained that internal consistency involves correlating the responses to each question in the questionnaire with those to other questions in the questionnaire. Cronbach Alpha which measures internal consistency was used and it measures the degree to which all items on a scale measure an underlying construct (Pallant, 2013). The individual consistency reliability should be 0.7 or higher. The individual consistency reliability should be 0.7 or higher. From Table 1, the Cronbach alpha for the variables; nature of communication, employees' performance and overall indicators ranged from 0.734 to 0.909. This implies that, all constructs and the scales used to measure the variables under study were reliable.

**Table 1: Reliability Statistics**

Variable	Cronbach's Alpha
Nature of Communication	.759
Employee performance	.909
Overall	.803

Source: Field survey (2021)

The validity of an instrument, on the other hand, refers to how well an instrument measures the particular concept it is supposed to measure (Saunders & Lewis, 2012). They further argued that an instrument must be reliable before it can be valid, implying that an instrument must be consistently reproducible and that once this has been achieved, the instrument can then be scrutinized to assess whether it is what it purports. To ensure validity of questionnaires, the researcher reviewed other relevant literature that would serve as evidence and also support the answers found using the questionnaire, relevance being determined by the nature of their research question and their own judgement (Tremblay, Carson, Chaput, Gorber, Dinh, Duggan & Zehr, 2016). Further, a draft of the designed questionnaire was submitted to the project supervisor for vetting, correction and approval before distributing it to the respondents.

#### **Data Collection Procedure**

After formal permission for the data collection is granted by management of the University, the questionnaires were self-administered to the respondents who will participate in the study. The purpose of the study was explained to them to pave way for retrieval of the questionnaires from the respondents without difficulty. This mode of primary data collection provided

the opportunity for the researcher to establishing rapport with the respondents, thereby ensuring higher recovery rate (Leedy & Ormrod, 2010). The questionnaires were distributed on week days, some in the morning and others in the afternoon. Also, completed questionnaires were retrieved as when respondents were notified. All questionnaires were received thereby obtaining a 100% return rate.

### **Data Processing and Analysis**

Collected questionnaires have to be managed properly if decision-making is to be made of it. Consequently, it is important that raw data is handled properly so as to transform it into information for the purpose of decision making. The questionnaires that were retrieved were first sorted out to find out those that were not answered and to check for consistency, clarity and accuracy of recording. Each of the questionnaires was given an identification number to avoid double entry or data loss. The questionnaires were coded using the SPSS Version 25.0 template. The SPSS aided in the analysis of the data collected. For objective one and two, descriptive statistics such as frequencies, percentages would be used in making the analysis. The third objective were analysed using regression analysis to measure the effect of communication on employee performance.

### **Ethical Issues**

Research ethics govern the standards of conduct for scientific researchers. It is important to adhere to ethical principles in order to protect the dignity, rights and welfare of research participants. Some of the ethical issues considered in the study included observing institutional protocol before

carrying out the data collection exercise at the university. An introductory letter was obtained from the Department of Human Resource Management to introduce the researcher to the management of the management of the university. The introductory letter was presented to management indicating the purpose of the study. This was done to seek for permission to elicit data from the employees. The employees were contacted with the help of management.

The respondents were also be informed about the purpose of the research and what objective it sought to achieve. Again, the respondents were encouraged to be objective in answering the items on the questionnaire. They were also assured of their anonymity and confidentiality of information provided through management. According to Malhotra and Birks (2003), a research is expected to be free from any bias and it must be scientifically sound and reported honestly, thoroughly and completely.

### **Chapter Summary**

Chapter three mainly dealt with the appropriateness of the research method and research design. It also discussed the population for the study, the sample size and the method used for the sampling, the research approach adopted, as well as how data was collected. It again discussed reliability and validity of data collected, in addition to how data was analysed.

## CHAPTER FOUR

### RESULTS AND DISCUSSION

#### Introduction

This chapter presents the findings that were obtained after the primary data were processed in SPSS (Version 25.0) configured with SPSS Process Macro through the application of appropriate statistical techniques. The study sought to examine communication and employee performance at University of Health and Allied Science (UHAS). The findings were chronologically presented to reflect the order of the specific objectives considered in this study. The findings were presented in Tables in a summarized form which provided the platform for easy understanding and interpretation. This section takes into consideration discussion of the findings in relation to previous empirical studies and findings.

#### Socio-Demographic Characteristics of Respondents

The socio-demographic information of the respondents is presented on Table 2 with descriptive statistical tools of frequency and percentage. The sex distribution of the respondents indicated that majority of the respondents were females 51 (56.7%) whilst the remaining 24 (43.3%) were males. This means that the workforce structure of the union is female dominated. This again provides the avenue where further comparative analysis can be performed based on sexual orientations in other studies.

**Table 2: Demographic information of respondents**

No	Variables	Options	Frequency	Percentage (%)
1	Sex	Male	39	43.3
		Female	51	56.7
		Total	90	100
2	Age range	20-24 years	13	14.4
		25-29 years	18	20.0
		30-34 years	27	30.0
		35-39 years	21	23.3
		40 years and above	11	12.2
		Total	90	100
3	Work experience	Less than 5 years	34	37.8
		5 years or more	56	62.2
		Total	90	100
4	Highest level of education	HND	21	23.3
		1 <sup>ST</sup> Degree	43	47.8
		Postgraduate	26	28.9
		Total	90	100

Source: Field survey (2021)

The response rate to the questionnaire administered was (90 out of 90) 100%. Regarding the age range of the participants, the study revealed that majority of the respondents 27(30.0%) were between 30-34 years' category. Again, it was found that 21 of the respondents were between 35-39 years category which signifies that 23.3%. This was followed by those who are 20-24 years category who constituted 20.0%. Furthermore, it was discovered that 11 (14.5%) of the respondents were 40years and above. A critical analysis of the age range indicated that the institution had relatively younger workforce structure. On the Highest level of education of the respondents, Table 2



revealed that 43 (47.8%) of the respondents were 1<sup>st</sup> degree holders, 26(28.9%) were post graduate holders and 21 (23.3%) were HND holders. The work experience section also revealed that 34(37.8%) had worked for less than 5 years and 56(62.2%) had worked for 5 years or more.

### **Analysis Pertaining to the Specific Objectives of the Study**

The second section of the chapter presents the results pertaining to the specific objectives of the study. Means, standard deviations, and simple regression analysis were used to tackle the objectives.

### **Nature of Communication at University of Health and Allied Science**

Research objective one sought to assess the nature of communication at University of Health and Allied Science and the results were presented thereof. Nine (9) indicators (items) were used to measure the nature of communication and the measurement of this was done using frequencies and percentages to measure their level of agreement where SD = strongly disagree, D = disagree, N = neutral, A = Agree and SA = Strongly Agree. Table 3 present the results of the nature of communication at University of Health and Allied Science.

**Table 3: Nature of Communication at University of Health and Allied Sciences**

Statement	SD	D	N	A	SA
Clear information on attitude needed	8(8.8%)	16(17.7%)	17(18.9%)	24(26.7%)	25(27.9%)
Free and open dialogue	6(6.6%)	13(14.4%)	20(22.2%)	27(30%)	24(26.7%)
Freely exchange information and opinions	13(14.4%)	17(18.9%)	22(24.4%)	21(23.3%)	17(18.9%)
Roles and duties are made known	9(10%)	15(16.6%)	19(21.1%)	28(31.1%)	19(21.1%)
Feedback always from management	8(8.8%)	13(14.4%)	16(17.8%)	27(30%)	26(28.9%)
Detailed and accurate information from management	7(7.8%)	11(12.2%)	17(18.9%)	30(33.3%)	25(27.9%)
Clear directives from top management	8(8.8%)	15(16.6%)	18(20%)	22(24.4%)	26(28.9%)
Consistent directives from top management	5(5.6%)	9(10%)	16(17.8%)	28(31.1%)	32(35.6%)
People say what they mean and mean what they say	2(2.2%)	13(14.4%)	17(18.9%)	31(34.4%)	27(30%)

Source: Field survey (2021)

The study findings in Table 3 indicate that majority 25(27.9%), 27(30%), 21(23.3%), 28(31.1%), 27(30%), 30(33.3%), 26(28.9%), 32(35.6%), and 31(34.4%) of the respondents agree or strongly agree respectively that: Clear information on attitude needed are communicated to them; there is free and open dialogue in the institution; members freely exchange information and opinions; Roles and duties are made known to them; there is always feedback from management; there is detailed and accurate information from management; there is clear directives from top management; consistent directives from top management; People say what they mean and mean what they say.

With regard to the results of the study, it can be inferred from the result that with the right attitude given to the administrators, most new skills can be mastered quickly. Also, clear roles and duties would increase their level of trust and commitment. They would then be motivated and satisfied. Clarity and consistency in directives would help in achieving greater acceptance of change. Further it can be asserted that with these nature of communication at the university, there would be increased employee engagement and higher levels of creativity as well as better workplace relationships. Again, industrial unrest and absenteeism may be reduction due freedom to speak.

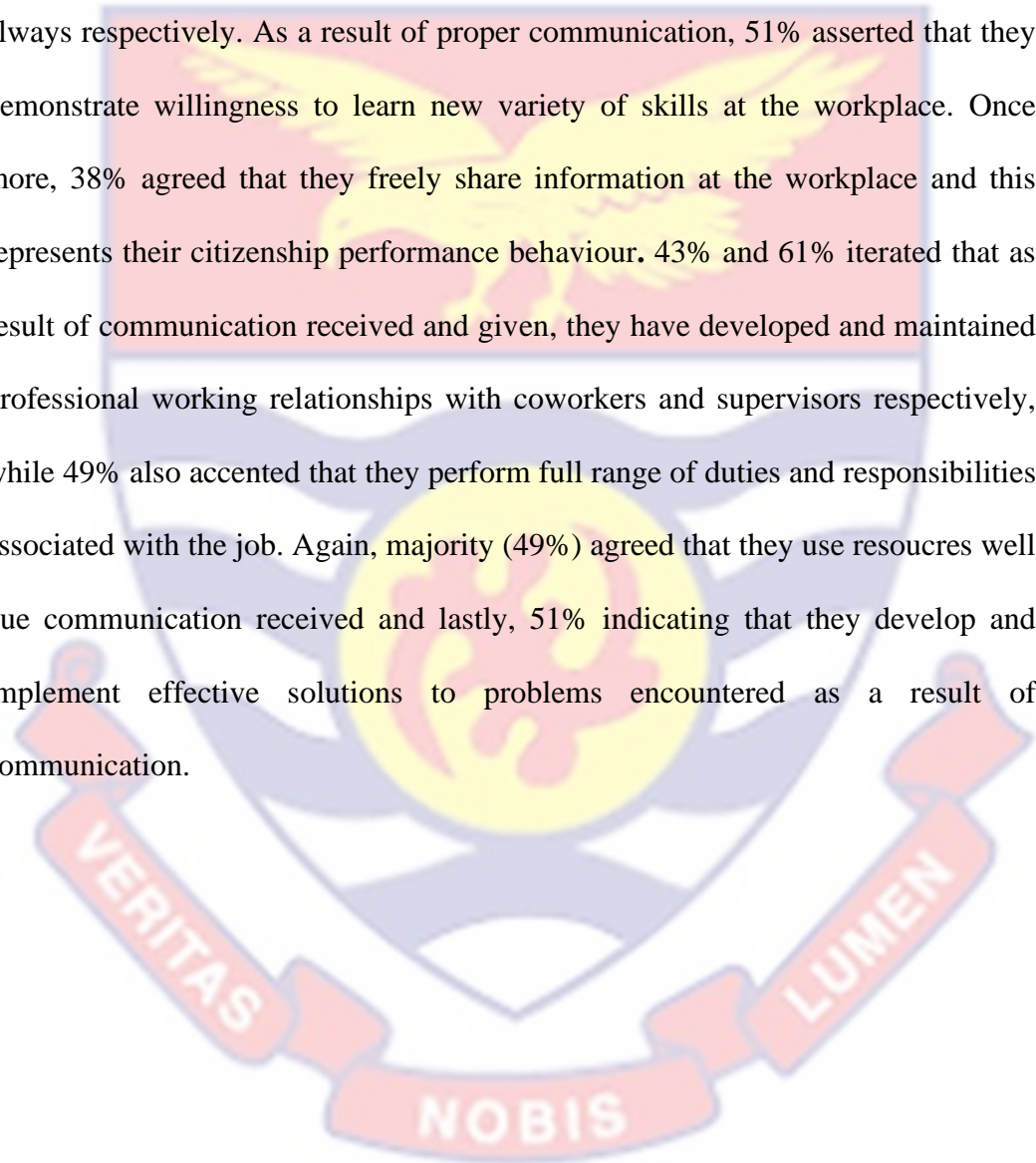
The findings of the result confirm to many studies. According to Mowle (2004), the result would contribute to improving organizational outputs. In a research conducted by Ainobushoborozi (2013) the following some features of the complete communication; an organization's reputation is established and improved through communication completeness. Besides, it is cost efficient with

crucial information remaining untouched whilst extra message is conveyed. Ainobushoborozi (2013) stressed that, it is the act of delivering an intended message in least possible words without foregoing the other essentials of information. Kacmar et al. (2003) and Neves and Eisenberger (2012) suggest that the case where employees do not mean what they say, accuracy and commitment to communication may be lacking. It also casts doubt on employees' commitment to the implementation of management decisions, organizational goals and other forms of communications received for which they provided responses. In addition, it also raises questions about the effectiveness of the channels of communication (i.e. downward or upward communication) being adopted. Puth (2002) and Tsai et al., (2009) indicate that effective management communication and commitment to what is said will help to effectively integrate managerial functions as well as improve employee commitment.

### **Preliminary Analysis**

It was imperative to assess the level of performance of employees at the University of Health and Allied Science before examining the relationship and regression with communication. The performance level was measured using ten (10) items. Also, the responses to the items were measured with five-point numerical scale such that one (1) represents the least agreement to the issues while five (5) represents the highest agreeing to the issues. Again, the items were evaluated in terms of descriptive statistics such as percentages, and frequencies. Table 4 therefore presents the level of performance of nurses at the University of Health and Allied Science as a result of the nature of communication.

As presented in Table 4, majority (44%) of the respondents indicated that due to the effective communication at the workplace they meet their targets on time and in an effective manner. Similarly, 50% of the respondents agreed that they demonstrate positive and effective client services and are present at work always respectively. As a result of proper communication, 51% asserted that they demonstrate willingness to learn new variety of skills at the workplace. Once more, 38% agreed that they freely share information at the workplace and this represents their citizenship performance behaviour. 43% and 61% iterated that as result of communication received and given, they have developed and maintained professional working relationships with coworkers and supervisors respectively, while 49% also accented that they perform full range of duties and responsibilities associated with the job. Again, majority (49%) agreed that they use resoucrs well due communication received and lastly, 51% indicating that they develop and implement effective solutions to problems encountered as a result of communication.



**Table 4: Level of Employee Performance**

Statements	Least	Slight	Moderate	Strong	Strongest
Meets targets in a timely and efficient manner	0%	17%	29%	44%	10%
Demonstrates effective positive client service	0%	7%	33%	50%	10%
Present at work always	0%	13%	28%	50%	9%
Demonstrates willingness to learn new skills	0%	8%	2%	51%	39%
Shares of information	0%	6%	19%	38%	37%
Develops professional working relationships with co-workers	0%	10%	15%	43%	32%
Maintains professional working relationships with co-workers	1%	20%	16%	61%	6%
Performs the full range of duties and responsibilities associated with the job	1%	8%	14%	49%	28%
Uses resources well	0%	7%	22%	54%	17%
Develops and implements effective solutions	0%	8%	2%	51%	39%

Source: Field survey (2021)

The findings imply that administrators at UHAS apparently, as a result of communication in the workplace exhibit citizenship behaviour and achieve outcomes as also mentioned by Borman and Motowidlo (2013). Also, it may imply that the effectiveness with which the administrators accomplish their assigned tasks, in turn realize the fulfilment of organisation's vision (Borman & Motowidlo 2017). Again, the result suggests that as a result of communication, they have the ability to acclimatize and provide necessary support to the job profile in a dynamic work situation (Hesketh, & Neal, 2017). Further, their efforts carried out may help ascertain the significance of non-job components of performance to create a better workplace (Viswesvaran, & Ones, 2000). It is beneficial to employers as Bateman and Organ (2013) who asserted that non-job components as organisational citizenship behaviour are voluntary actions of employees that benefit employers intangibly. Relationship with both coworkers and supervisors provide a kind of fellow feeling that gets intensified through team spirit, wherein employees would be able to share their issues and problems willingly and freely with each other within the organisation (Jaworski, & Kohli, 2013).

### **Relationship between the Communication and Employee Performance at University of Health and Allied Sciences**

The objective two sought to examine the relationship between communication and employee performance at University of Health and Allied Sciences. Pearson product-moment correlations analysis was conducted to that effect. Preliminary analyses were performed to ensure no violation of the assumption of normality, linearity and homoscedasticity. The findings are

presented on Table 5 and 6 respectively. Table 5 shows that composite analysis of the correlation between communication and employee performance whilst Table 6 shows that correlation between the indicators of the nature of communication and employee performance.

**Table 5: Relationship between Communication and Employee Performance**

		Communication
Employee Performance	Pearson Correlation	.533**
	Sig. (2-tailed)	.000

Source: Field survey (2021)

The correlational analysis shows that there was a statistically significant moderate positive correlation between communication and employee performance ( $r = 0.533$ ;  $p=0.000$ ;  $p<0.05$ ) signifying that higher levels of communication is associated with higher levels of employee performance whilst lower levels of communication was associated with lower levels of employee performance. This finding supports some previous empirical studies (Robbins et al., 2010; Rajhans, 2012; Ainobushoborozi, 2013; Chong, Khor, Lee, Ooi & Tan 2013; Perumal & Ajagbe, 2012). The result corroborates with Muda et al. (2014) and Paulraj, Lado and Chen (2008) who both stated that the importance of communication cannot be denied for organizations as applied to their ability to influence the bottom line as found in growing evidence linked with work productivity.

Also, it is in line with Paulraj et al. (2014) who mentioned that as one of the crucial elements, the managers have been asked to learn the feedback gained from the employees which probably affects their work motivation. Furthermore, other studies have investigated openness of communication have direct



relationship with employee performance (Chong, Khor, Lee, Ooi & Tan 2013; Perumal & Ajagbe, 2012; Dwyer, 2005). In addition, supportive communication from fellows has received some attention as a source of employee performance (Ducharme & Martin, 2000). In a related study by Tubbs and Moss (2008), it is disclosed that there is a correlation between quality communication and total performance within an organization.

The study also sought to uncover the correlation between the individual indicators of the nature of communication and employee performance. Preliminary analyses were performed to ensure no violation of the assumption of normality, linearity and homoscedasticity. The findings were presented on Table 6.

**Table 6: Correlation Matrix**

Constructs		Employee Performance
Clear information on attitude	Pearson Correlation	0.202
	Sig. (2-tailed)	.004
Free and open dialogue	Pearson Correlation	0.143
	Sig. (2-tailed)	0.00
Free exchange of opinions	Pearson Correlation	0.168
	Sig. (2-tailed)	0.01
Roles and duties are made known	Pearson Correlation	0.178
	Sig. (2-tailed)	0.01
Clear directives from management	Pearson Correlation	0.261

	Sig. (2-tailed)	0.05
Consistent directives from top management	Pearson Correlation	0.213
	Sig. (2-tailed)	0.02
Feedback from management	Pearson Correlation	0.403
	Sig. (2-tailed)	0.005

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Source: Field survey (2021)

A close observation of the findings in Table 6 shows that there was a statistically significant weak positive correlations between clear information on attitude and employee performance ( $r = 0.202$ ;  $p < 0.05$ ); free and open dialogue and employee performance ( $r = 0.143$ ;  $p < 0.05$ ) denoting that with high levels of free and open dialogue being associated with high levels of employee performance and vice versa; roles and duties made known and employee performance ( $r = 0.178$ ;  $p < 0.05$ ) denoting that with high levels clear roles and duties being associated with high levels of performance of employees and vice versa; clear and consistent directives from management and employee retention ( $r = 0.261$ ;  $0.213$ ;  $p < 0.05$ ) respectively with high levels of clear and consistent directives being associated with high levels of employee performance and vice versa. Feedback from management and employee performance was the highly correlated among the other relationships ( $r = 0.403$ ;  $p < 0.05$ ).

## Influence of Communication on Employees’ Performance at University of Health and Allied Science

The objective three sought to examine the influence of communication on employees’ performance at University of Health and Allied Science. Regression analysis was done where the linearity and the relationship between the two variables were analysed with communication as the independent variable and employee performance as the dependent variable. Nine items were transformed together as one and was regressed on employee performance whose indicators were also transformed as one. Table 5 gave the model summary of the output and it displayed the R, R squared, adjusted R squared, and the standard error. R is the Pearson product moment correlation coefficient which indicates the strength and direction of the linear relationship between the dependent variable (employees’ performance) and the independent variable (communication).

**Table 5: Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.533 <sup>a</sup>	.284	.275	5.55847

a. Predictors: (Constant), Communication

Source: Field survey (2021)

Hence from Table 5, communication and employees’ performance are positively correlated, and the strength of the relationship was moderate at (.533). The R squared, the coefficient of determination, is the proportion of variation in the dependent variable explained by the regression model. Thus, about (28.4%) of

the variation in employee performance is explained by the communication at the workplace. Adjusted  $R^2$  is reported when it substantially differs from  $R^2$ . But since there is no difference between the two, the adjusted  $R^2$  will not be reported in this study.

Table 6 is the ANOVA table which provides the test significance for R and  $R^2$  using the F-statistic. The F statistic is the regression mean square (MSR) divided by the residual mean square (MSE). If the significance value of the F statistic is small (smaller than say 0.05) then the independent variables do a good job explaining the variation in the dependent variable. In this analysis, the  $p$ -value is well below .05 ( $p = .001$ ). Therefore, it can be concluded that the R and  $R^2$  between communication and employee performance at University of Health and Allied Sciences is statistically significant, and therefore communication can significantly impact on employee performance.

**Table 6: ANOVA<sup>a</sup>**

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	1884.603	1	1884.603	56.101	.000 <sup>b</sup>
Residual	5408.477	89	33.593		
Total	7293.080	90			

a. Dependent Variable: Employee Performance

b. Predictors: (Constant), Communication

Source: Field survey (2021)

Table 7 provides information that is useful for understanding the regression equation. Under the column marked unstandardized coefficient and sub-column B, the numerical value for the first row, labelled (constant), is the value for the intercept (a) in the regression equation. The numerical value on the second row, labelled as communication in this case (representing the independent variable), is the value for the slope (b) for the regression equation. Based on these results, the researcher can report the following regression equation, predicting employee performance based on the existing communication.

$$Y (\text{Employee performance}) = 25.437 + .834X (\text{Communication}).$$

Taking the values for the slope and the intercept in the resulting regression equation, the researcher can make the following accessions: According to the intercept, when there is no communication at the institution, employee performance will be 25.437, and according to the slope, any effective communication engagement will lead to an increase in employees' performance by (83.4%) and that is significant enough. Therefore, communication with the workplace has a strong significant effect on their performance.

**Table 7: Coefficients<sup>a</sup>**

Model		Unstandardized		Standardized	t	Sig.
		Coefficients		Coefficients		
		B	Std. Error	Beta		
1	(Constant)	18.5	1.641		11.326	.000
	Communication	.834	.071	.758	7.490	.000

a. Dependent Variable: Employee Performance

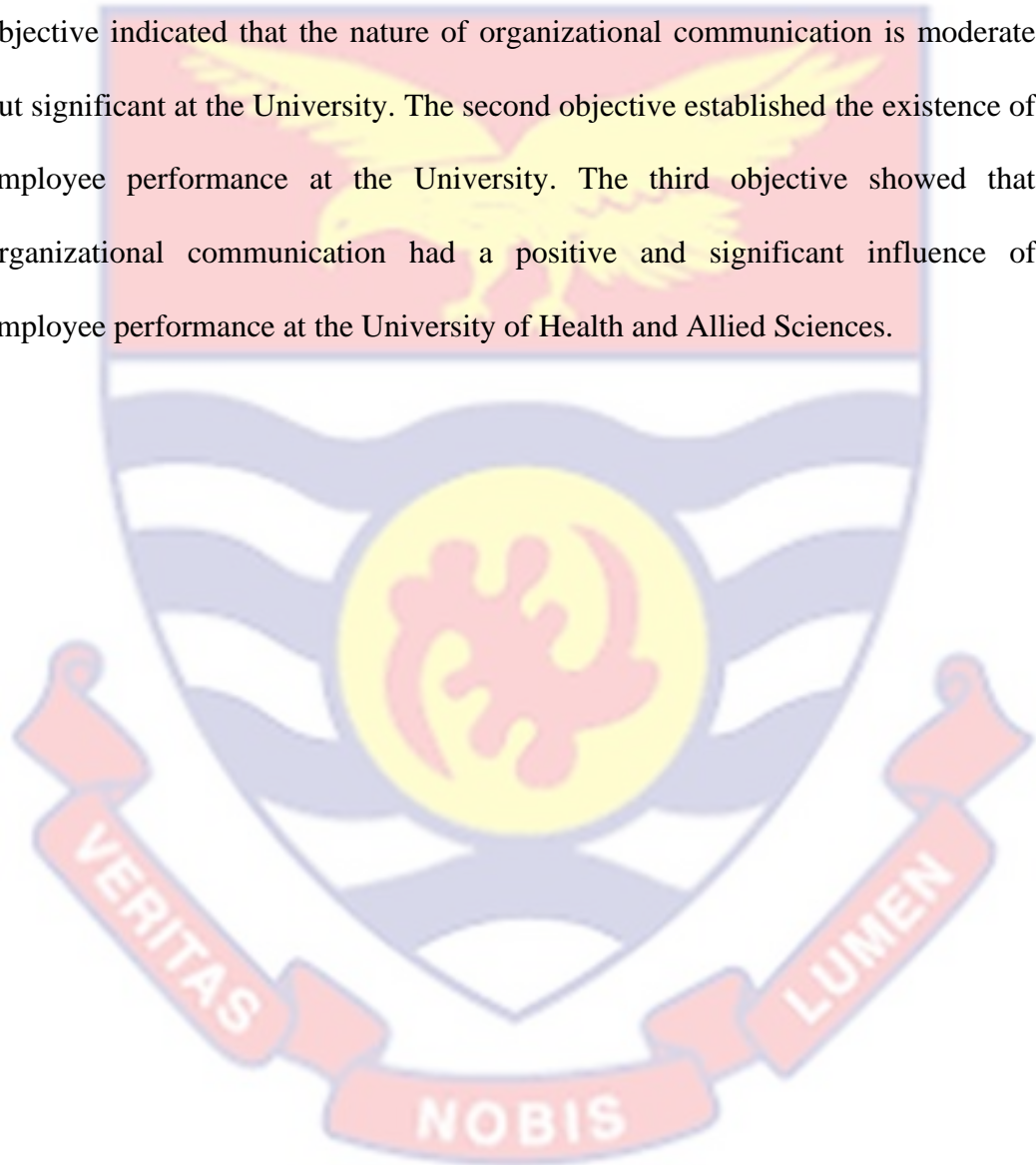
Source: Field survey (2021)

It is to note that, this finding was in line with many studies (Ducharme & Martin, 2000; Dwyer, 2005; Wang, 2005; Tubbs & Moss, 2008; Tumbare, 2009; Robbins et al., 2010; Rajhans, 2012; Ainobushoborozi, 2013). For instance, Ducharme and Martin (2000) asserted that supportive communication from fellows has received some attention as a source of employee performance and openness of communication have direct relationship with employee performance (Dwyer, 2005). In a related study by Tubbs and Moss (2008) they disclosed that there is a correlation between quality communication and total performance within an organization. The absence of effective communication obstructs successful organizational performance.

In line of this for instance, members of an organization are able to share relevant work-related issues as well as information, which facilitates ideas in creativity and decision making (Robbins et al., 2010). It the result corroborates with Ainobushoborozi (2013) whose findings showed that asking for clarity in communication, cooperation at work to get tasks completed and timely information about changes affecting work are statistically meaningful to labour productivity in civil engineering projects. Also, it in line with Rajhans (2012) who similarly highlighted that motivation and performance of employees has a clear reflection on the manner in which an organization communicates with its members. Again, to Tumbare (2009) the communication between subordinates and co-workers seems to be satisfactory and aid performance while Further, Wang (2005) findings were that, social-emotional-oriented communication among employees is a positive indicator of performance.

## Chapter Summary

The chapter has provided an analysis of the data with respect to the key objectives of the study. The chapter began with a provision of key descriptive characteristics to understand the nature of the respondents of this study. The first objective indicated that the nature of organizational communication is moderate but significant at the University. The second objective established the existence of employee performance at the University. The third objective showed that organizational communication had a positive and significant influence of employee performance at the University of Health and Allied Sciences.



## CHAPTER FIVE

### SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

#### Introduction

This chapter presents the summary, conclusions and recommendations of the study. The summary and conclusions are based on the findings captured in chapter four. The chapter also presented the recommendations of the study based on the study's conclusions. The chapter concluded with suggestions for further research.

#### Overview

The main purpose of the study was to examine communication and employee performance at University of Health and Allied Science (UHAS). Specifically, the study sought to

1. Assess the nature of communication at University of Health and Allied Science.
2. Examine the level of performance of employees as a result of communication in the University of Health and Allied Science.
3. Examine the effect of communication on employees' performance at University of Health and Allied Science.

The study was underpinned by the theory of reasoned action and the approach was a quantitative. The descriptive survey design was used for this study with a total population of ninety administrators comprising principal administrative assistant, senior administrative assistants, administrative assistant and senior administrators. Questionnaire was the research instrument used and descriptive



statistics such as frequencies, percentages and inferential statistics- regression tool were for the analysis.

### **Summary of Key Findings**

The first objectives sought to assess the nature of communication at University of Health and Allied Science. As a result, frequencies and percentages were used to measure the responses. The results revealed that clear information on attitude needed are communicated to them; there is free and open dialogue in the institution; members freely exchange information and opinions; Roles and duties are made known to them; there is always feedback from management; there is detailed and accurate information from management; there is clear directives from top management; consistent directives from top management; People say what they mean and mean what they say.

The second research objective of the study sought to assess the level of performance of employees at the University of Health and Allied Science. The items used were evaluated in terms of percentages. In summary, the findings were that as a result of the nature of communication at they workplace, the administrators and among others able to meets targets in a timely and efficient manner, demonstrates effective positive client service, present at work always, demonstrate willingness to learn new skills, share of information, develops and maintain professional working relationships with co-workers and supervisors, perform the full range of duties and responsibilities associated with the job and use resources well

The third objective also examine the effect of communication on employees' performance at UHAS. Based on this objective, the study first carried out a correlation analysis and found a moderate and positive significant relationship between the two variables. Moreover, based on the regression results, it was found that, communication has a significant prediction on employees at UHAS performance.

### **Conclusions**

This study has provided an overview and relevant discussion on communication and performance of UHAS workers. From the study's findings, it was concluded that, having effective communication programmes help maintain liveliness at the workplace as communication is the lifeblood of every organization. It is also concluded that employees' performance tends to be good due to a good nature of communication. Further, it was concluded that, there is a positive significant relationship between communication and employee performance. It further concluded that indicators such as free and open dialogue, freely exchange information and opinions, roles and duties are made known, feedback always from management, detailed and accurate information from management play a role in the relationship between communication and employee performance.

### **Recommendations**

Based on the study's findings and conclusions, the following recommendations were hereby made:

1. Given the connection between efficient communication and employee efficiency, increased efforts should be made to ensure that management knowledge is complete and understandable.
2. It is recommended that feedback be welcomed. The movement of information should not only be downward, but also upward. Understanding, compatibility, the display of positive attitudes, the smoothness of communication, the development of positive results, and ensuring that workers respond to the messages exchanged will all benefit from this.

### **Suggestions for Further Research**

This study was limited to only administrators within the University of Health and Allied Sciences. As such further research can be extended to cover other administrators in tertiary institutions in Ghana to broaden the scope of the variables. Also, the researcher employed a cross-sectional study and in a dynamic business environment, the outcome of this study may not hold in the future hence a longitudinal approach is recommended for future studies.

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**UNIVERSITY OF CAPE COAST**  
**DEPARTMENT OF MANAGEMENT**

**QUESTIONNAIRE**

Dear respondent, the researcher is a final year student from the Department of Human Resource Management, School of Business, College of Humanities and Legal Studies, University of Cape Coast, Ghana. The purpose of the study is to examine communication and employee performance at University of Health and Allied Science (UHAS). Your sincere answers to the questions below would be most appreciated. Any information provided would be used purely for academic purpose and would be treated confidentially. Filling the questionnaire will take 10-15 minutes.

Please tick (✓) answers or options where appropriate and provide answers where applicable.

**SECTION A: GENERAL AND SOCIO-DEMOGRAPHIC CHARACTERISTICS**

1. Age  
a. 20-24 [ ] b. 25-29 [ ] c. 30-34 [ ] d. 35-39 [ ] e. 40 years and above
2. Sex  
a. Male [ ] b. Female [ ]
3. Highest Educational

Qualification.....



4. Number of years with the organisation.....

5. Does your organisation practice work life balance for employees?  
 a. Yes [ ] b. No [ ]

**SECTION C: Nature of Communication at University of Health and Allied Science.**

Please indicate your agreement to the following statements related to the nature of communication at University of Health and Allied Science using the scale: Strongly Agree (SA), Agree (A), Neutral (N), Disagree (D), Strong Disagree (SD)  
 SA tick the 1 = least agreement 5 = Strongly Agreement to the items.

Statements	SD	D	N	A	SA
Clear information on attitude needed					
Free and open dialogue					
Freely exchange information and opinions					
Roles and duties are made known					
Feedback from management					
Detailed and accurate information from management					
Clear directives from top management					
Consistent directives from top management					
People say what they mean and mean what they say					

**SECTION C: Employees Performance**

Please indicate your agreement to the following statements as performance level of employees at the University of Ghana Cooperative Credit Union using the scale: Strongly Agree (SA), Agree (A), Neutral (N), Disagree (D), Strong Disagree (SD) SA tick the 1 = least agreement 5 = Strongly Agreement to the items.

<b>Performance Indicators</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
Demonstrates effective positive client service					
Present at work always					
Demonstrates willingness to learn new skills					
Shares of information					
Develops professional working relationships with co-workers					
Maintains professional working relationships with co-workers					
Performs the full range of duties and responsibilities associated with the job					
Meets deadlines in a timely and efficient manner					
Uses resources well					
Develops and implements effective solutions					

**Thank you very much!!!**