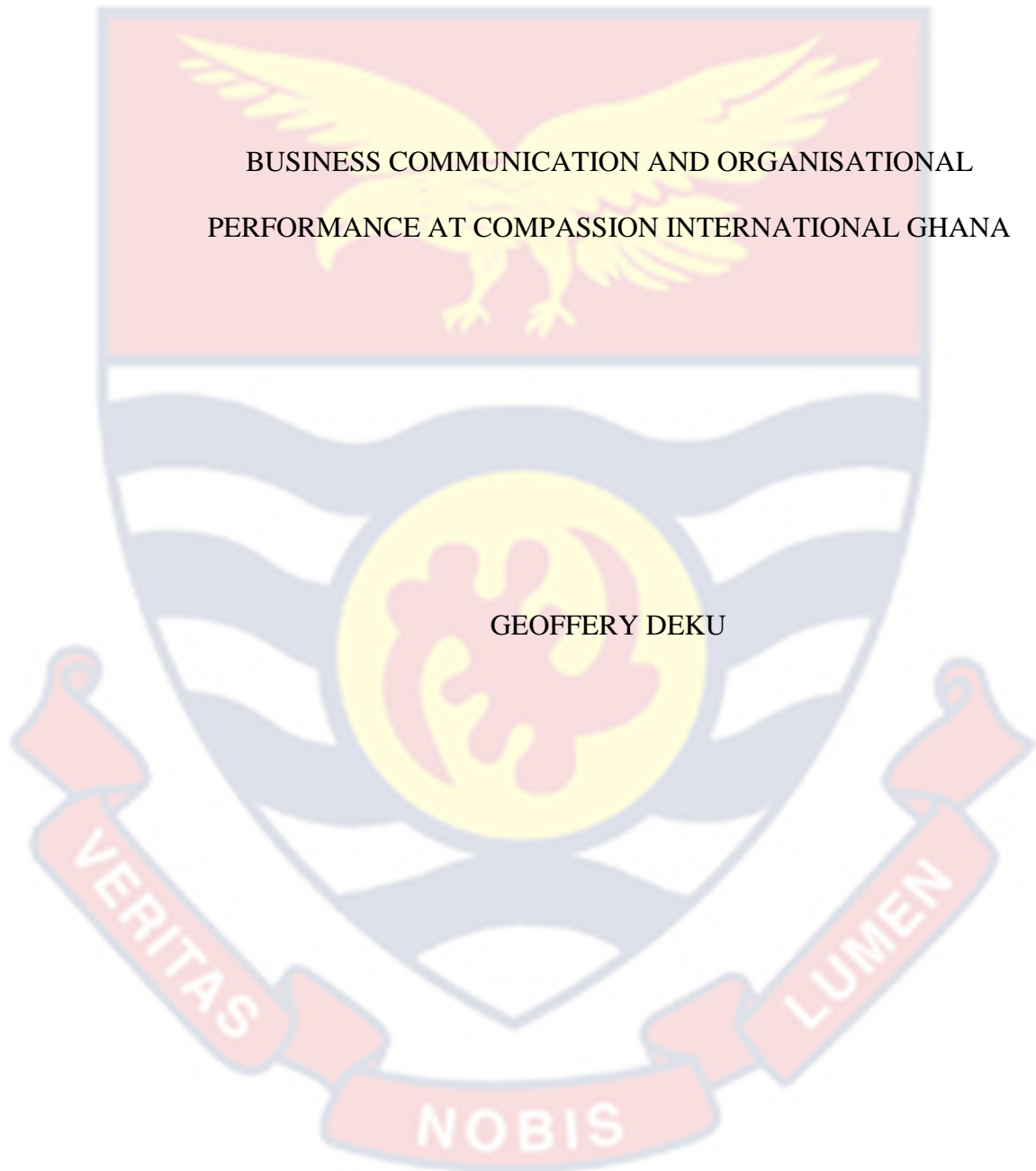


UNIVERSITY OF CAPE COAST



BUSINESS COMMUNICATION AND ORGANISATIONAL
PERFORMANCE AT COMPASSION INTERNATIONAL GHANA

GEOFFERY DEKU

2023

UNIVERSITY OF CAPE COAST

BUSINESS COMMUNICATION AND ORGANISATIONAL
PERFORMANCE AT COMPASSION INTERNATIONAL GHANA

BY

GEOFFERY DEKU

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

JULY 2023

DECLARATION

Candidate's Declaration

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

Candidate's Signature: Date:

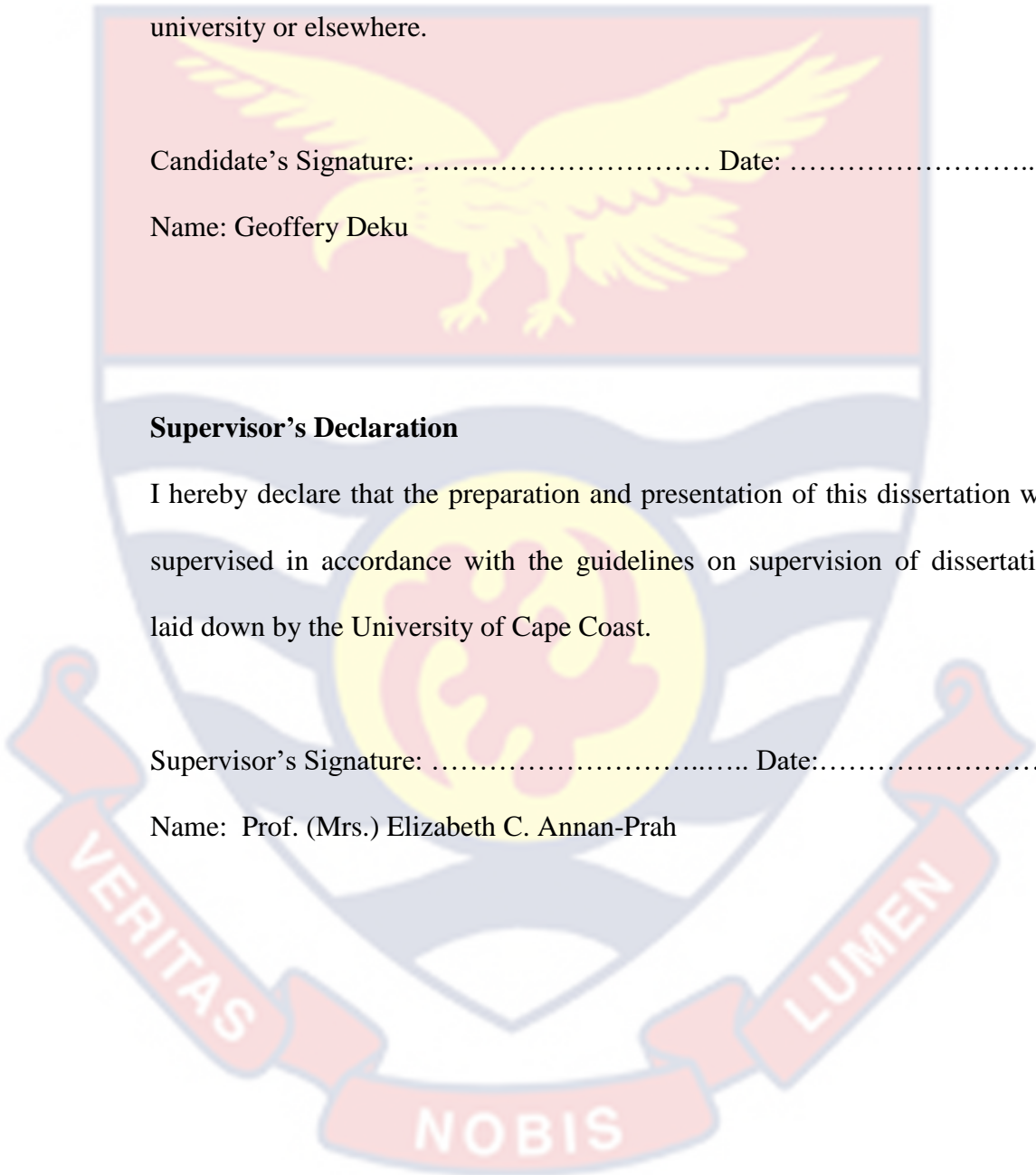
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Supervisor's Declaration

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

Supervisor's Signature: Date:

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



ABSTRACT

The purpose of this study was to investigate business communication and organisational performance at Compassion International Ghana. In order to accomplish the objective of the research project, the study devised a set of three objectives. These were; to investigate the relationship between horizontal communication and organisational performance at Compassion International, Ghana; to investigate the relationship between downward communication and organisational performance at Compassion International, Ghana; and to investigate the relationship between upward communication and organisational performance at Compassion International, Ghana. The study employed the explanatory design. The data gathering tools were questionnaire. The quantitative research methodology was used in the investigation. The study's sample size was 262 which was selected by using the simple random sampling approach. In order to conduct an analysis of the aims of the research, a structural equation model was used. Analysis was done on both the internal consistency and the divergent consistency of the conceptions. With respect of the first objective, there was a positive and significant relationship between downward and upward communication and organisational performance at Compassion International Ghana. The study also found that there was a negative and significant relationship between horizontal communication and organisational performance among employees of Compassion International Ghana. The study recommends that the firm must encourage a culture where open and transparent communication is valued and promoted.

KEYWORDS

Horizontal Communication

Upward Communication

Downward Communication

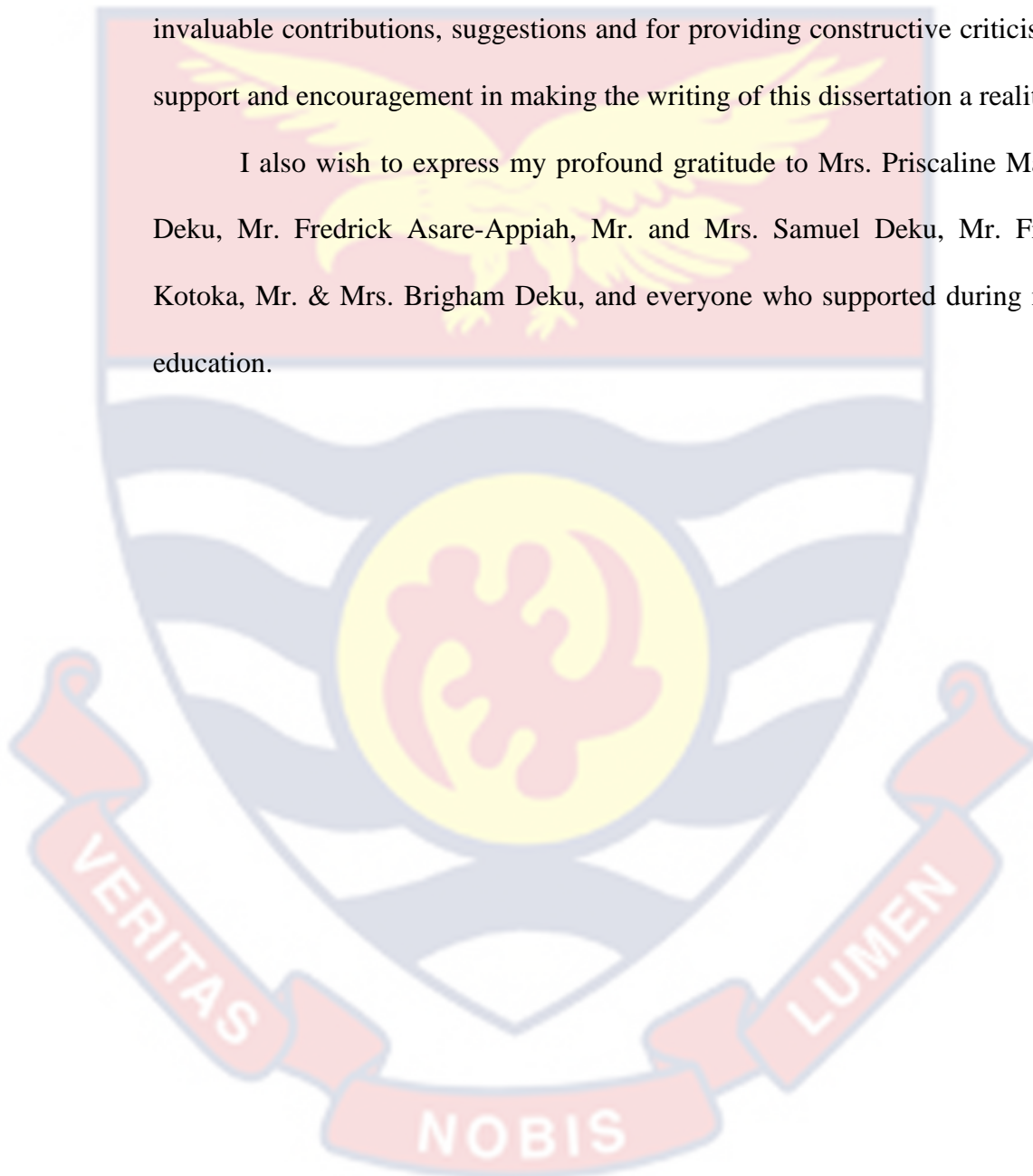
Organisational Performance



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DEDICATION

To Mrs. Priscaline Mary Nkunu-Deku and all staff of Asuogyman

Compassion International Assisted Projects



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CHAPTER ONE

INTRODUCTION

Business communication plays a vital role in organisational performance. It encompasses the exchange of information, ideas, and feedback within and outside the organisation. Effective communication enables coordination, collaboration, and alignment of goals, leading to improved organisational performance. The performance at Compassion International has been reduced. Reports have shown that, lack of proper communication channels have caused this poor performance. This study therefore seeks to analyse the effect of business communication on organisational performance at Compassion International Ghana.

Background to the Study

When it comes to its fundamental operations, every organisation is dependent on communication. In order to convey information to their audience about the organisation's mission and vision, policies and procedures, tasks and obligations, and numerous activities that take place within the company, communication is utilized (Ibrahim, Hanif, & Ahsan, 2019). Research has proven that communication can either develop or destroy the survival of an organisation, despite the fact that communication may appear to be a straightforward process. So, in order for a company to continue existing, it is necessary to have an effective communication plan. The communication process serves as a link between those who make decisions and all of the employees. It has been asserted that communication can lead to interpersonal conflict in organisations when it is carried out in an ineffective manner. The people's experiences and their backgrounds have a significant impact on what

they hear or interpret. Individuals have preconceived notions about what other people are going to say, and if these preconceived notions do not fit into their framework of reference, modifications are made until they do (Bhati, 2013).

Communication is derived from the Latin word "communis," which meaning "to share" (Smilkova & Boykov, 2020). The term "communication" was first used in the 16th century. Therefore, this indicates that sharing would make it possible for one to participate and work together, which is why it is considered a social activity. However, there is no communication if there is no common understanding that arises from the transmission of symbols (whether they are verbal or non-verbal) (Pratama, 2019). For the purpose of achieving organisational goals, effective communication is a strategic component. Nevertheless, inefficient communication inside an organisation can lead to feelings of ambiguity, apprehension, and unhappiness, all of which contribute to a decrease in productivity at the workplace. Because of this, it is essential for managers to communicate effectively with their departments' employees. The degree to which a manager is able to achieve the objectives of the organisation is directly proportional to his or her capacity for effective communication (Top, Abdullah, & Faraj, 2020). According to Nnamseh and Akpan (2015), a significant number of executives possess a lack of comprehension regarding the nature of communication and the significance it plays in the achievement of business objectives.

The ability to communicate effectively strengthens organisational relationships and reduces the likelihood of lockouts and strikes. Ineffective communication can sometimes be a hindrance to the accomplishment of the objectives and purposes of an organisation. As a result of communication

breakdowns, there have been a number of costly mistakes and wastes made. Among the various factors that can contribute to confusion and ineffective planning in many organisations, one of the most significant causes is a lack of good communication. This is due to the fact that communication is the source of information that managers use when making decisions that have an impact on the performance of the organisation. According to Gameda and Lee 2020, the communication skills of a manager are highly important not just in the process of making decisions but also in conveying the outcomes and the goals of those decisions to another group of individuals.

In the majority of organisations, managers frequently focus their attention on achieving their goals and anticipate that the department of human resources will be responsible for playing the role of successful communication. Because of this, the open flow of information that helps staff members understand this material is becoming increasingly difficult to maintain. Because the fulfillment of necessities in terms of satisfactory and accurate information regarding the organisation and their roles to be accomplished can enhance performance, the contribution of employees to their jobs is the most important factor for development and excellence in the organisation (Greenberg & Baron, 2008). This is what makes the contribution of employees to their jobs the most important factor.

According to Auer et al. (2018), the systems theory is more applicable to communication than other theories would be. It acknowledges the significance of communication as a means of facilitating effective operation among the numerous components that make up the organisations. According to the theory of systems, the characteristics and functions of the parts are

determined by the whole (Waweru, 2002). This indicates that the primary systems are meant to be assembled into subsystems, which together constitute the entire system, which functions within a more extensive context. Considering that the systems theory is based on the fundamental concepts of inter-relatedness and interdependence, it is possible to assert that the same fundamental principles serve as the foundation upon which communication auditing is carried out. Each and every organisation has a hierarchical structure, with the many departments operating as a whole structure and all of the employees working together to achieve a shared objective. As a result, the systems theory is suitable for the investigation described here. After taking this into consideration, the researchers would investigate the impact that efficient communication has on the productivity of the organisation.

Furthermore, Puth (2002) suggested in his research that the employees of an organisation are the most precious resources that the organisation possesses, and that the performance of these employees can be improved by the sharing of information regarding policies. Compassion International Ghana has been shown a gradual decline in performance over the course of the past few years. It can be challenging for newly hired employees to navigate the communication channels that are available within the organisation. It is for this reason that efficient corporate communication is considered to be of critical importance in terms of the effectiveness of an organisation (Kinoti, 2012). In the event that a thought or idea is conveyed in such a way that the mental picture that is viewed by the recipient is identical to the mental picture that was envisioned by the sender, then perfect communication would have occurred. Any concept, regardless of how brilliant

it may be, is pointless until it is communicated to others and comprehended by them. Therefore, it is the role of managers to stimulate the flow of information in order to improve the performance of the organisation as well as the productivity of the employees. Because of this, communication is quite important for all of the participants because it incorporates the majority of the managerial purposes.

Statement of the Problem

There has been a little decline in the performance of personnel within the organisation. According to Nartey (2021), the workers at Compassion International Ghana have experienced a twenty percent decline in their productivity over the course of the past five years. According to a number of researches, low employee performance can be ascribed to a variety of variables, including stress (Slim & Peters, 2014), inadequate resources (Mensah, 2018), and a lack of training and development (Darku, 2017). According to Kamau (2019), there have been a few studies that have looked at communication as a significant component that affects employee performance. According to research conducted by Allaghan (2004) and Salako (2016), communication is the channel via which individuals make an effort to exchange meanings with one another. Each and every encounter between humans is a sort of communication. It is impossible to do anything in the business sector if one does not communicate effectively with their bosses, employees, clients, suppliers, and customers.

According to the findings of a number of studies (Garnelt, Marlowe, & Pandey, 2008; Pandey & Garnelt, 2006), effective corporate communication has the potential to improve the outcomes of an organisation. The influence of

communication on the formation of perceptions and opinions on individuals, groups, organisations, governments, and even society as a whole. among communication serving as a tool for management, it is commonly anticipated that it will facilitate the sharing of information among members, the coordination of operations, the reduction of superfluous managerial responsibilities and rules, and eventually the enhancement of organisational performance (Eunju, 2009).

To add insult to injury, there has been no investigation into the phenomenon that focuses primarily on administrative staff in the educational sector (Chen & Wei, 2020; Pongton & Suntravuth, 2019). This is because the previous researchers primarily used data from the private sector or from organisations of this kind in order to carry out their study. In light of this, there has been a paucity of evidence regarding the connection between organisational communication and employee performance through empirical research in the context of Ghana up until this point.

An investigation will be carried out with this particular perspective in mind. Within the context of Compassion International Ghana, the purpose of this study is to investigate the impact that business communication has on the performance of employees.

Purpose of the Study

The purpose of this study is to assess the effect of business communication on employee's performance at Compassion International Ghana.

Research Objectives

The following are the specific objectives of the study:

1. To analyse the effect of downward communication on organisational performance among employees of Compassion international Ghana.
2. To evaluate the effect of horizontal communication on organisational performance among employees of Compassion international Ghana.
3. To assess the effect of upward communication on organisational performance among employees of Compassion international Ghana.

Research Questions

The following questions were asked in order to achieve the specific objectives:

1. What is the effect of downward communication on organisational performance among employees of Compassion international Ghana?
2. What is the effect of horizontal communication on organisational performance among employees of Compassion international Ghana?
3. What is the effect of upward communication on organisational performance among employees of Compassion international Ghana?

Significance of the Study

The findings of the study are significant in the following ways. From the study findings, Compassion International Ghana was highlighted on the importance of an organisation having an effective communication strategy which should take full account of its vision and values. The research may help management to know the tactics that can be applied to increase performance in government organisations through ensuring effective communication methods. The findings may help the future academicians who would wish to expound more on the area of study for reference.

Delimitation

The study was focused on assessing the impact of effective communication on the organisational performance, effective communication as an independent variable, and organisational performance as the dependent variable since the two are inter linked.

Limitation

The study used the structural equation model. Most often, structural equation modeling is not based on raw data as input information, but on the empirical covariances of all indicator variables. Therefore, it is not possible to estimate more model parameters than there are (distinct) entries in the empirical co- variance matrix.

Organisation of the Study

The study was organised into five chapters. Chapter one consists of the background of the study, the statement of the problem, objectives of the study, significance of the study and limitation of the study. Chapter two was on a review of related literature. This chapter provides the fundamentals of the study and therefore help to shape the nature and direction of the study. Chapter three was on the research methods of the study. It covers the research design, the population and sampling procedures, data and data collection procedure, research instruments, as well as method of data processing and analysis. Chapter four was on results and discussions of the study while Chapter five was on the summary of the findings, conclusions and recommendations for the study.

CHAPTER TWO

LITERATURE REVIEW

Introduction

This chapter presents a review of related studies on the topic “effect of business communication of organisational performance”. The chapter is organised in various sections. First section presented a review of the theories underpinning the study. The second section explained the concepts under the study. Third and fourth section analysed the empirical review and the conceptual framework respectively.

Theoretical Review

The study is centered on two basic theories. These includes the system theory and Cybernetics Theory.

System Theory

The majority of communication academics have continued to connect and, as a result, integrate corporate communication across a variety of levels of study, ranging from the micro level of organisation to the macro level of organisation. The social cognitive theory developed by Albert Bandura in 1986 and the transtheoretical model developed by Jams Prochaska et al. in 1994 both state that the general conduct of an individual is always generated based on the viewpoints of the larger community and the social environment. The conclusion that can be drawn from this is that interventions that are designed to ensure successful communication within an organisation must always include all activities that promote positive changes in the larger organisational environment.

In a similar vein, the majority of studies on persuasion have concentrated on the ways in which communication at the individual level influences the behavior of an individual in general. The vast majority of scholars have attempted to provide an explanation for the continual altering character of most organisations, particularly in light of the fact that these organisations are currently being produced and, as a result, modified through various interactions between various groups and systems. Within an organisation, the encounters that are most likely to result in positive organisational change are typically those that take place between members of the organisation.

As a result of poor communication inside the organisation, the majority of the early studies concentrated on the behavioral changes that occurred among employees. The majority of these research found that changes in behavior were typically influenced by a number of different factors, such as the trustworthiness of the source of data or information, fear, the type of arguments, and personality characteristics, amongst a great number of other factors. From the 1960s onward, the majority of studies that are relevant to business have placed an emphasis on the cognitive processing of data or information that ultimately leads to persuasion. In contrast, current research has shown that business and managed communication is a crucial and strategic tool for cooperations to accomplish their desired growth in terms of profitability and performance (Ebrahimi et al, 2014). This comes as a result of the fact that these tools are not only vital but also strategic.

Cybernetics Theory

Within the scope of this investigation, the researchers constructed their theoretical framework on the basis of "The Cybernetics theory" proposed by Ashby and Wiener (1960). This theory places an emphasis on the mathematical theory of communication and control systems through the utilisation of regulatory feedback. It is possible for feedback to be either positive (when the desired result is attained) or negative; instantaneous (when the response is immediate) or delayed [when the response is delayed]. The effectiveness of a certain message that has been communicated or of a situation that has taken place can be evaluated through the use of feedback. The field of research known as cybernetics focuses on the communication and control of regulatory feedback in both living and non-living systems (such as organisms, organisations, and machines), as well as in combinations of these types of systems. According to Hee et al. (2019), its primary focus is on the manner in which everything, whether it be digital, mechanical, or biological, operates in order to manage its behavior, process information, react to information, and adapt or be modified in order to better perform those three primary objectives.

When these theories are applied to the topic under investigation, it becomes clear that effective communication and organisational performance in Compassion International Ghana are not just dependent on the flow of communication between the various departments and faculties that make up Compassion International Ghana. Within the University, there are fourteen faculties that are comprised of both academic and non-academic departments. Giving directions, sending text messages, calling for meetings, and producing

memos and circulars are not enough for management to feel content with their work. In order to enable members of the staff to be aware of issues that concern them and to participate effectively in those concerns, it is necessary to individually notify staff members about new policies and innovations that have been implemented within the university system.

Conceptual Review

This section explains the underlying constructs and terms of the study. Concept of communication and employee performance were analysed.

Overview of Communication

Ramah (1985) defines communication as the transmission and reception of ideas, feelings and attitudes verbally or non-verbally to produce a favourable response. Draft (2000) defines communication as the process by which information is exchanged and understood by two or more people usually with the intention to motivate or influence behavior. Communication refers to the exchange of information between a sender (source) and a receiver (destination) so that it is received, understood and leads to action (Obamiro, 2008). Obilade (1989) defines communication as “a process that involves the transmission of message from a sender to the receiver. Folarin (2003) defines communication as “any means by which a thought is transferred from one person to another”. Communication is the process by which any person or a group shares and impacts information with/to another person (or group) so that both people (or groups) clearly understood one another (Soola, 2000).

Not just giving information, it is the giving of understandable information and receiving and therefore, the transferring of a message to another party so that it can be understood and acted upon (Ode, 1999).

Ugbojah (2001) defines communication as the process which involves all acts of transmitting messages to channels which link people to the languages and symbolic which are used to transmit such messages. It is also the means by which such messages are received and stored. It includes the rules, customs and conventions which define and regulate human relationship and events. In its simplest form, however, communication is the transmission of a message from a source to a receiver or the process of creating shared meaning (Baran, 2004). It has been shown that there exist various definitions for communication, as there are different disciplines. While some definitions are human centred, others are not. For example, communication system may incorporate computers, as well as less sophisticated reproducing devices such as photocopiers. A photocopier may see communication as meaning different thing from the way a marketer preconceives it. Similarly, a gospel preacher may think communication is something, which is of course different from what a journalist thinks it is. Therefore, there is no single definition of communication agreed upon by scholars. Psychologists, sociologists, medical practioners, philosophies and communication specialists, all define communication based on their orientations and perspectives.

Psychologists defined communication as the process by which an individual (the communicator) transmits stimuli (usually verbal symbols) to modify the behaviours of the other individuals (communicates). This definition describes what many extension workers and change agents hope to achieve. Sociologists see communications as the mechanism through which human relations exit and develop. Some people define communication rather narrowly, saying communication is the process whereby one person tells

another something through the written or spoken word. This definition, from a book written by a journalist, seems reasonable for those in that field. So, there are definitions of communication as there are various disciplines. Communication is from a latin word-communis, which means common or shared understanding. Communication therefore is a purposeful effect to establish commonness between a source and receiver (Schramn, 1965). Whatever is being shared could be associated with knowledge, experience, thought, ideas, suggestions, opinions, feelings etc. For the purpose of this paper, communication is defined as the process of exchanging or sharing information, ideas and feeling between the sender and the receiver.

Channel of Communication

Horizontal Communication

Horizontal communication is associated with exchange of information or ideas across the same level or departmental unit in an organisation. Otoo (2016) indicates that with horizontal business communication, the message is effectively transmitted along a specific or defined level in an organisation hence may not move beyond that particular level. Horizontal communication helps employees to directly share essential information, actively participate in problem solving processes and collaborate to ensure successful execution of different assigned duties and responsibilities.

Effective horizontal communication normally results in a higher quality of information exchange in an organisation. This is based on the fact that it occurs directly between the different employees working in the same departmental or at the same level in the organisation. Research indicates that most organisations rely on horizontal communication to ensure proper

coordination of the different activities in the various departments of the organisation. The other importance of horizontal communication is that it helps in the development stronger relationships among the employees. This in the long run improves the general productivity and performances of the entire employee group in an organisation (Osborne & Hammoud, 2017).

Downward Communication

Downward communication is associated with messages being transmitted right from superiors to the different subordinates in the organisation (Rukmana, 2018). In this case information flows from the top management to lower-level employees. The transmission of messages under downward communication is done from top to bottom along the organisation's hierarchy. Under this form of communication, employees are able to share knowledge and information with other different superiors at the different levels of management. Osborne & Hammoud (2017) indicate that interacting and sharing ideas with the most experienced and qualified managers or superiors motivate employees to perform better in an organisation.

Upward Communication

Most business researchers have described upward communication as the mode of communication that involves transfer of information from subordinates to their managers or superiors in an organisation (Al-Tokhais, 2016; Wang, 2011). Studies indicate that under upward communication, the different essential messages and information are shared from the bottom to top along the defined hierarchy of a particular organisation (Odiye, 2015; Rukmana, 2018). Upward communication is normally utilized when subordinates request for different opinions or information from their superiors.

Research indicates that upward communication helps to trigger different decisions from the top leadership or management of an organisation. The different aspects of upward communication improve the levels of cooperation between the employees and the top management or superiors. Studies indicate that upward communication in any business entity allows employees to freely express their opinions or feelings concerning the nature of the job and other pressing issues at the workplace (Tian, Shuga, Qalati, Answar & Khan, 2020). This has a great impact on their ability to perform efficiently on their different task or obligations.

Organisational Performance

Organisations perform various activities to accomplish their organisational objectives. It is these repeatable activities that utilize processes for the organisation to be successful that must be quantified to ascertain the level of performance and for management to make informed decisions on where, if needed, within the processes to initiate actions to improve performance. The research project by Pratama (2019) main objective was to investigate the effects of communication strategies on organisational performance at Kenya Ports Authority. It also sought to find out how open-door policy of communication influences organisational performance, to assess how group effort enhances organisational performance, to analyse how organisational structure can improve organisational performance and to identify the roles of formal communication channels on organisational performance. The main conclusion drawn from the research was communication strategies play a central role in high-performance. The research concluded that for any organisational performance to be effective, the

communication should be an open communication environment is one in which all members of the organisation feel free to share feedback, ideas and even criticism at every level. Inclusive—is one in which explicit steps are taken to decisions that affect their day-to-day work.

Organisations with a secretive communication environment shut people out, which can stifle involvement and result in lost ideas and opportunities. Companies whose managers successfully engage employees in conversations about their work, their ideas and their perspectives on issues related to products, services, customers, and the business environment develop a culture of inclusiveness that generates results. Result driven-Business communication should be measurable results. Organisations need to think about what employees need to know to do their jobs effectively, to interact with customers effectively and to serve as ambassadors outside of the organisation. Organisations should try to incorporate effective communication strategies that will help enhance the organisational performance (Kurdi, Alshurideh & Alnaser, 2020).

A case study conducted by Newman, Ford and Marshall (2020) on the National Hospital Insurance Fund in Nairobi to determine effective communication on organisational performance discovered that lack of proper communication is a challenge to organisational performance. This was mainly seen in the issue of effective customer service. If information was not transmitted by one person to the other exhaustively, the customer was likely to not get quality service which is the gauge that measures employee efficiency and overall organisational performance. Performance, therefore, can be defined as the evaluation of the constituents that try to assess the capability

and ability of a company in achieving the constituents' aspiration levels using efficiency, effectiveness, or social referent criteria. Quantitatively, performance and the dimension of scale are interrelated, i.e., it is generally quantifiable in different dimensions. As an example, the performance level can be expressed as a percentage or an absolute value in a way that makes it easy to understand for directors (Chien et al., 2020).

According to Macleod et al. (1997), the quantitative expression of performance targets is the only way to render them meaningful. Furthermore, performance refers to the nature and quality of an action performed in a company to achieve the accomplishment of its primary functions and tasks to produce profit. Communication is an integral component of any performance improvement approach. Organisations eager to accomplish strategic goals establish well defined communication strategies. A well-defined strategy is one that engages employees and aligns with the organisation's business goals. According to Richard et al. (2009) organisational performance encompasses three specific areas of firm outcomes: financial performance (profits, return on assets, return on investment); product market performance (sales, market share) and shareholder return (total shareholder return, economic value added).

Empirical Review

This section briefly discusses the empirical studies and researches that have been carried out and published on the communication and organisational performance.

Business Communication and Organisational Performance

Kalogiannidis (2020) noted that effective communication from the management to the employees encourages them to work more satisfactory and if it is a service company being well informed will enhance customer relations. Also, the better-informed employees are the less likely they are to spread anonymous and possibly damaging miss-information. Some of the methods include annual reports and accounts, advertisements shown to employees before being taken to the press, all employees know of top management appointment and company policies thus through downward communication. Internet communication as an effective communication, this is especially very instrumental in including information required by mobile staff. He also keeps employees and those they serve equipped with the key factors about the organisation such as current performance, plans and strategies. The benefits of this include greater morale, better informed staff, increased trust and awareness. (Atambo & Momanyi, 2016).

Effective communication between employees with their management encourages them to have the ability to belong, to join in, to contribute and to be more than receivers. They may have thought that only means of communication with management was through trade unions and only when they had something to complain about which is not the case when communication is effective. Effective communication gives a sense of belonging and ownership to the organisation which ensures improved delivery to the customers. Effective communication to employees gives them less idea to spread anonymous and possibly damaging rumors or misinformation (Putri, 2018). This therefore saves the organisation the costs of dealing with

damaging information. A work force that is in constant communication with employee's respects has pride in the management and believes that being treated fairly will bring the morale to work, effective communication among employees creates understanding and support for management among employees which enables them co-operate more effectively (Elvie, 2019). But however different organisations have different tricks of communication that help them to stay standing otherwise they can collapse. This is because some organisations put out communications with a hidden agenda and you find that management at a top level have their own information and the lower level have a different information that is communicated to the outside world and this is because humans like hierarchies of power therefore decision making is always at the top for example in 2008, there was an economic crisis in the us due to misinformation of organisations.

According to Otoo (2016), most effective leaders or managers in are those that clearly understand the different aspects of communication and its general impact on the organisation's setting or structure. Possession of knowledge on the relevance of business communication enables managers to improve the nature of communication in the organisation which in the long run yields positive results most especially concerning employees' productivity performance.

Odine (2015) indicates that effective communication is a very reliable vehicle that helps employees to fulfill their organisational obligations. To enhance productivity in an organisation, managers must be willing to promote free-flowing communication across the different departmental units in the organisation. Managers have an obligation of clearly communicating the

different organisational goals and objectives to the employees and other stakeholders and this acts as an inspiration or motivating factor to the employees.

Jiang et al. (2020) also indicate that effective communication helps to build trust between employees and the top leadership of the organisation which encourages the former to perform efficiently on the job. Maintaining a desirable level of effective communication between managers and employees helps the former to successfully control and monitor progress of the different activities being undertaken by employees in the organisation.

Otoo (2016) suggests that emphasising a good flow of information across the entire workforce in the organisation helps in achieving the different strategic goals and objectives. Odine (2015) revealed that communication is not necessarily about talking, listening, and writing but rather involves people interacting and understanding each other as well as sharing knowledge or ideas about different issues. Various studies have revealed that effective communication enables managers to share goals with other stakeholders of the organisation both internally and externally.

Chien et al., (2020) opined in a study "effective organisational communication: a key to employee motivation and performance" that organisational communication plays a vital role in employee motivation and performance as real changes are taking place in modern organisations which confront the new reality of tighter staffing, increased workloads, longer hours and a greater emphasis on performance, risk-taking and flexibility. Today's organisations are run by multi and crossfunctional teams which show little tolerance for unquestioned authority. To deal with this situation, the art of persuasion and the effort to find the correct emotional match with your

audience is necessary. This match means that it is not enough for communication to be a one-way ticket (Torrington and Hall, 1991) as cited in Rajhans 2012.

Oyetunde & Oladejo (2012) in a study titled “communication approach and firms’ performance: appraisal of Nigerian Bottling Company (Coca Cola), Ilorin-Nigeria” submitted that research findings no doubt have validated the synergistic relationship between communication approach and efficient performance of NBC, Ilorin plant.

Budur and Poturak (2021) identified certain elements necessary for effective communication. His work outlined goals, attitudes, and criteria for effective communication. Credit is attributed to him for outlining two-way communications between employees and management in the existing organisational communication literature. He suggested that “communication is a line function, a two-way sharing of information. This demands the freedom and opportunity to ask questions, get answers and exchange ideas”. However, Gemeda and Lee (2020) pointed out that effective communication can only be possible if management and employees collaborate and work together. The findings of his study demonstrated that employees were significantly important to the success of internal communication and internal communication played a great positive role in shaping or molding employee performance within the organisation. Effective communication can encourage employees to improve their work environment through positive contributions.

Hafeez et al., (2019) conducted a study which examined the impact of effective communication on labour productivity in civil engineering projects at Kampala Central division. A measure of the existing relationship between

effective communication and labour productivity, and other explanatory variables included work duration spent in a company, educational qualifications, timely information on changes at work, cooperation at work and adequate training provided to employees. It was discovered that asking for clarity in communication and timely information about changes affecting work are meaningful to labour productivity. Also, to achieve the targeted productivity level, managers should confirm clarity or understanding of instructions, provide enough training to employees, make sure cooperation at work exists by providing incentives and finally, develop a good communication plan for timely information delivery on changes affecting work.

Conceptual Framework

In order to achieve the objective of the study, effective communication was demarcated into three components; horizontal communication, downward communication and upward communication. The relationship between the forms of communication and organisational performance were analysed. The conceptual framework is presented in figure 1.

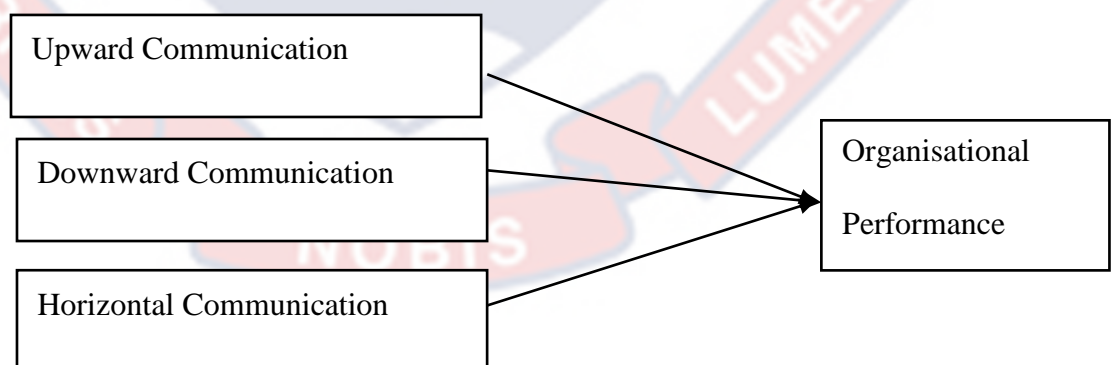


Figure 1: Conceptual Framework

Source: Author's Construct (2023)

Chapter Summary

This Chapter analysed the theoretical framework, underpinning this research. The concept within the study was explained from other researchers' perspective. The empirical review of other researchers was also analysed in order to identify the results from other research on the subject matter.



CHAPTER THREE

RESEARCH METHODS

Introduction

The chapter discusses the methods employed for this research. The methodology consists of the design of the research, approach of the research, study population, research sample size, sampling technique, instrument for the survey, procedure for collecting data, and the statistical analysis employed for the research.

Research Paradigm

The positivist research paradigm was utilized for this investigation. It is the belief of positivism that the scientific method is the sole means by which truth or reality can be established. Therefore, from the perspective of positivists, each and every research endeavor ought to be scientific. According to Bogdan and Biklen (2003), the positivist research paradigm is an excellent choice for determining the factors that contribute to a phenomenon or for putting a theory to the test.

Research Design

According to Saunders and Lewis (2013), there are three primary sorts of research designs, which are the descriptive, the explanatory, and the exploratory. According to the findings of the study, the use of an explanatory survey design would be beneficial in enhancing the evaluation of the connection between Compassion International Ghana's business communication and the organisation's overall success. If the purpose of the study is to investigate the causal relationship between the variables, then the explanatory research design is the suitable choice. Due to the fact that the

study investigated the connection between the business communication and the performance of the organisation at Compassion International Ghana, this is considered to be relevant.

Research Approach

Saunders, et al (2012) indicated that, research approach consists of quantitative and qualitative research approach. In qualitative research approach, data is gathered by spoken language or written procedure. In qualitative research numbers are not used to describe the data (Polkinghorne, 2005). Hence, such data can be gathered through observations, and interviews with participants. This makes it not appropriate for this study.

With respect to the quantitative research approach, hypothesis is tested by comparing the data collected with what is expected to occur theoretically. Quantitative research approach has the ability of enhancing the speed of the research. In addition, it gives large exposure to series of events which allows the combination of statistics in a large sample (Amarantunga & Baldry, 2002). More so, quantitative approaches enable the application of statistical method, hence, it makes it easy for generalising the results from the research. Also, quantitative approach takes the guesswork to a more concrete conclusion. This is because the results are usually based on quantitative measures instead of mere interpretation and hence enables future applications and comparisons with other studies. The quantitative approach was deemed appropriate for the study.

Population

Population is the focus group in which the investigator is involved in collecting data and drawing conclusions (Leedy & Ormrod, 2010). The study

population is the subject of the initiative of a researcher (Ozili, 2018). The target population for this research consists of all employees of Compassion International Ghana. The population for this analysis comprised all 802 staffs (CIG Report, 2022).

Sample and sampling procedure

The idea of sampling is based on the selection of some elements in a population usually due to the fact that population is too substantial for one particular researcher to attempt to study all the individuals (Cooper & Schindler, 2014). The simple random sampling technique was employed. This was appropriate because it gave all respondents equal chance to be part of the study. The research adopts the finite population sample size formula suggested by Krejcie and Morgan (1970). A sample size of 262 is ideal for a finite or established target population of 802, from their table.

Source of Data

Primary data constitute the major source of data used in this study. The primary data was collected through a survey instrument administered to staff of Compassion International Ghana.

Data Collection Instrument

Questionnaire was used to collect data from respondents. The questionnaire was demarcated into three sections. Section A covered the demographic information including sex, age, gender, level of education, number of years spent in the department, number of hours spent and employment type. Section B covered channels of communication. Under this section, the three components of the organisational communication were listed. Section C were based on the organisational performance.

Data Collection Procedure

To make collecting the questionnaire simpler, the researcher offered to the respondents a letter of reference from the Department of HRM of UCC. The questionnaires was distributed to the respondents after they gave their approval. The collection activity will be conducted over a four-week period to achieve a high and timely response rate. The activity will primarily be completed during the respondents' designated times.

Some of the respondents, will be given the option of filling out the surveys on their own. The exercise will be carried out with the assistance of some highly trained and motivated National Service personnel. These assistants would have complete control over each question item, allowing them to assist respondents whenever they encountered problems. Unfavorable time periods for respondents due to hectic job activities, and fear of information leakages despite guarantees would be some of the challenges encountered during the exercise. Also, some of them were unwilling to fully participate in the exercise since they saw it as time consuming and unprofitable.

Data Analysis

After collecting enough data from respondents, the data was thoroughly reviewed to ensure that any errors resulting from incomplete or incorrectly filled questionnaires were eradicated or severely reduced. The data was then meticulously coded and updated to eliminate any missing values. The data was entered and processed using Smart PLS and SPSS software after it was coded. Tables were created to present the results. Statistical approaches such as descriptive and inferential tools were also used to examine the data.

Frequencies, percentages, averages, and standard deviations were used as descriptive statistical tools, while linear regression was used as an inferential statistical tool. Structural equation modeling was used to analyse the study's objectives.

Ethical Consideration

Credible evidence was provided by the researcher to suggest to the respondents that the information provided by them is for only academic purposes. This was communicated to the respondents. This was done by showing to the respondents the student Identity Card of the researcher to prove that the researcher was a student and undertaking such a program at UCC and for that matter the information gathered was purely for academic purposes. Confidentiality and respondent's anonymity was assured to the respondents. To ensure respondents confidentiality and anonymity, the respondents names were not required. Participating in the research by the respondents was optional. Besides, the participants were given enough time to answer the research questionnaires.

Chapter Summary

This chapter presented specific research methodology used in the study. It covered research design, population, sample and sampling procedure, instruments used, data collection procedure as well as data analysis procedure. It also provided justification for the methods and data instruments employed in the study.

CHAPTER FOUR

RESULTS AND DISCUSSION

Introduction

This chapter analyses the data for the research. The chapter begins by analysing the demographic characteristics of the respondents. This is then followed by the reliability and validity tests. The results in relation to the objectives of the study are then analysed.

Demographic Characteristics

This section analysed the demographic characteristics of the respondents. The characteristics included gender, age range, educational level, number of years at the department, hours worked per day and employment type. The result is presented on Table 1.

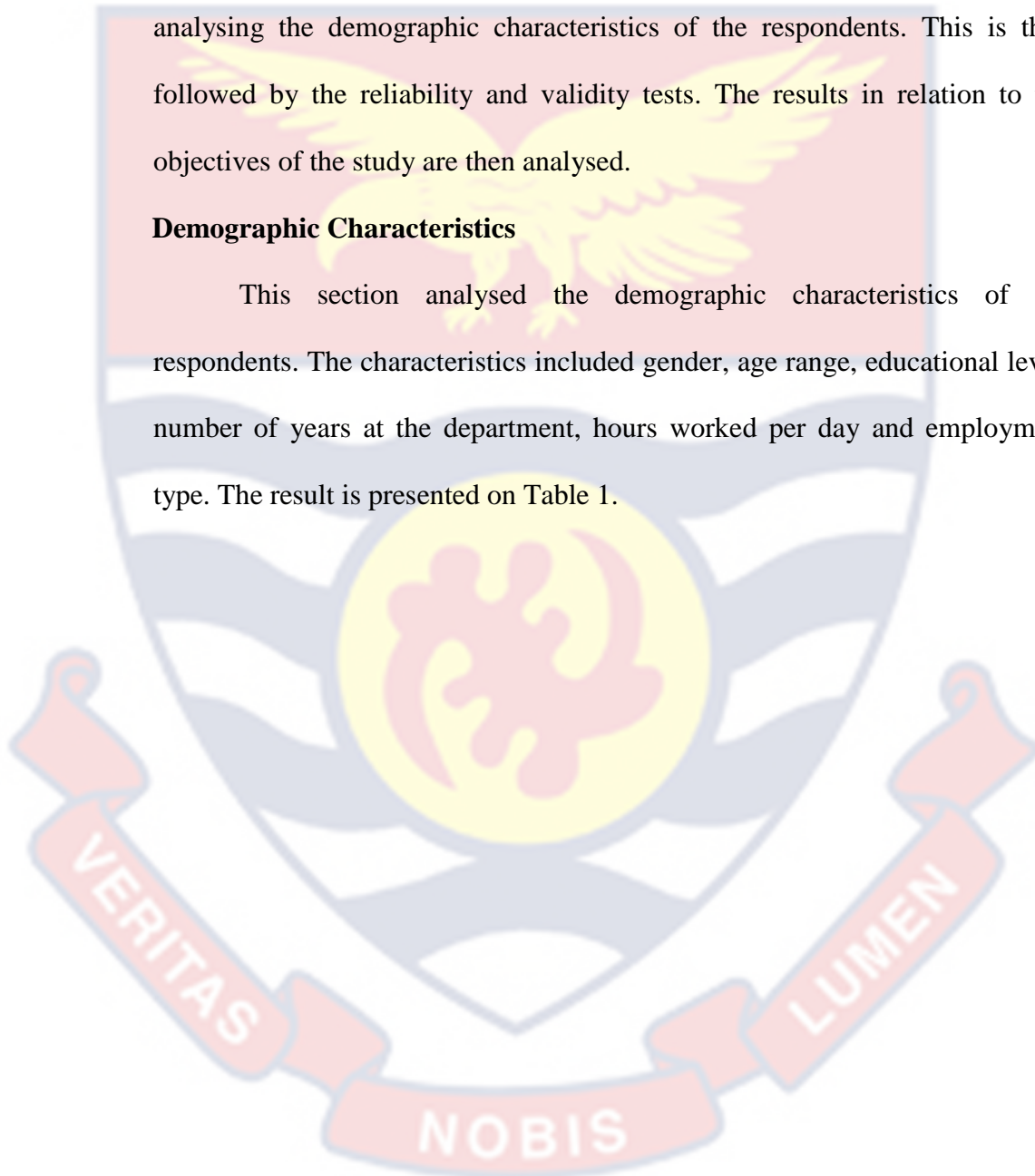


Table 1: Demographic Characteristics

Variable	Frequency	Percent
Gender		
Male	159	60.7
Female	103	39.3
Age range		
18-24	30	11.5
25-34	128	48.9
35-44	45	17.2
45-54	55	21.0
55 and above	4	1.5
Educational Level		
Non formal	13	5.0
Primary Education	37	14.1
Secondary Education	24	9.2
Tertiary /Education	188	71.8
Number of Years at the Department		
<5	38	14.5
5 to 8	89	34.0
9 to 13	54	20.6
14 to 17	48	18.3
18 to 20	33	12.6
Hours worked per day		
< 4 hours	39	14.9
4 to 8 hours	183	69.8
> 8 hours	40	15.3
Employment Type		
Full Time	210	80.2
Part Time	52	19.8
Total	262	100.0

Source: Field Survey (2023)

From Table 1, out of 262 respondents, 159 of the respondents were males. This represented 60.7 percent of the respondents. One hundred and three (103) respondents were females. This also represented 39.3 percent of the respondents.

One hundred and eight respondents (128) were between the ages of 25 to 34 years. This was the age group with the highest average. This represented 48.9 percent of the respondents. Respondents between the ages of 45 to 54

years were 55. This represented 21 percent of the respondents. Forty-five (45) of the respondents were between the ages of 35 to 44 years. This represented 17.2 percent of the respondents. Thirty (30) of the respondents were between the ages of 18 to 24 years. This also represented 11.5 percent of the respondents. Four (4) of the respondents were 55 years and above. This represented 1.5 percent of the respondents.

One hundred and eighty-eight (188) of the respondents were holding tertiary certification. This represented 71.8 percent of the respondents. Thirty-seven (37) of the respondents were holding primary education. This also represented 14.1 percent of the respondents. Twenty-four (24) of the respondents were holding secondary education. This represented 9.2 percent of the respondents. Thirteen (13) of the respondents had no formal education. This also represented 5 percent of the respondents.

Eighty-nine (89) of the respondents had worked for 5 to 8 years at the department. This represented 34 percent of the respondents. Fifty-four (54) of the respondents had served between 9 to 13 years at the department. This also represented 20.6 percent of the respondents. Forty-eight (48) of the respondents had worked for 14 to 17 years at the department. This also represented 18.3 percent of the respondents. Thirty-eight (38) of the respondents had less than 5 years working experience. This represented 14.5 percent of the respondents. Thirty-three (33) of the respondents had 18 to 20 years working experience. This represented 12.6 percent of the respondents.

One hundred and eight-three of the respondents worked between 4 to 8 hours per day. This represented 69.8 percent of the respondents. Forty (40) of the respondents were working for more than 8 hours every day. This

represented 15.3 percent of the respondents. Thirty-nine (39) of respondents were working less than 4 hours every day. This also represented 14.9 percent of the respondents.

Two hundred and ten (210) of the respondents were full time employees. This represented 80.2 percent of the respondents. Fifty-two (52) of the respondents were part-time employees. This also represented 19.8 percent of the respondents.

Assessment of Measurement Models for the Study

The measurement models that were used for the investigation are the primary emphasis of this section. The evaluation of the indicator loadings comes first in this part of the section. Indicator loadings, internal consistency reliability (also known as composite reliability), convergent validity (AVE-average variance extracted), and discriminant validity are some of the aspects of the measurement model that are evaluated throughout the process (Fornell-Lacker and HTMT). In order to provide indications for the evaluation of the measurement model, a dependable PLS algorithm was put through its paces. The findings are summarised in the tables that are shown below.

Assessing Indicator Loadings

The data in Table 2 reveals that some of the indications have been removed. In order to make the overall model more reliable, the study eliminated all indicators that had a loading score lower than the suggested threshold of 0.7 (Hair et al, 2016). Twenty-four (24) out of twenty-seven (27) items scored significantly over the threshold, which was established at 0.7, while all of the ones that fell within the individual variables were kept.

Table 2: Cross Loadings

	Downward Communication	Horizontal Communication	Organisational Performance	Upward communication
DC2	0.870	0.554	0.634	0.346
DC3	0.867	0.52	0.723	0.256
DC4	0.888	0.612	0.62	0.247
DC5	0.88	0.5	0.587	0.509
DC6	0.871	0.575	0.641	0.446
HC1	0.582	0.842	0.52	0.637
HC2	0.544	0.848	0.43	0.598
HC3	0.502	0.900	0.502	0.562
HC4	0.515	0.879	0.538	0.59
HC5	0.588	0.865	0.492	0.547
HC6	0.554	0.871	0.438	0.592
OP1	0.697	0.539	0.77	0.361
OP2	0.659	0.519	0.947	0.783
OP3	0.676	0.467	0.939	0.75
OP4	0.62	0.444	0.917	0.706
OP5	0.647	0.56	0.916	0.75
UC1	0.336	0.564	0.64	0.769
UC2	0.212	0.613	0.666	0.853
UC3	0.687	0.599	0.672	0.889
UC4	0.672	0.513	0.685	0.859
UC5	0.701	0.601	0.665	0.88
UC6	0.755	0.597	0.715	0.876
UC7	0.762	0.622	0.768	0.903
UC8	0.631	0.491	0.417	0.749

Source: Field Survey (2023)

The indications of horizontal communication, vertical communication, upward communication and organisational performance loaded at 0.7 or higher, as shown in Table 2. Given that the lowest value for downward communication was 0.867 and the maximum value was 0.888. Horizontal communication indicators loaded between 0.842 and 0.879. The highest indicator for organisational performance was 0.947 with the minimum being 0.770. Upward communication had a higher indicator of 0.903 with a minimum of 0.749.

Assessing Internal Consistency Reliability

In this particular investigation, the composite reliability was used in order to determine the level of internal consistency and dependability possessed by the various structures. Cronbach's alpha is not the most effective way to quantify internal consistency; the composite reliability is a more acceptable metric (Rossiter, 2002). According to the findings shown in Table 3, which show that all of the latent variables investigated in this research are trustworthy since their loadings were all very close to the 0.7 criterion (Kock, 1988). Upward communication factor received the highest score of composite reliability (0.946), followed by the organisational performance factor (0.94). This was also followed by horizontal communication (0.938). The variable with the least composite variable was downward communication (0.927). In addition, the findings of the convergence validity are shown in Table 3.

Table 3: Validity and Reliability

	Cronbach's alpha	Composite reliability (rho_a)	Composite reliability (rho_c)	Average variance extracted (AVE)
Downward Comm.	0.924	0.927	0.942	0.766
Horizontal Comm.	0.934	0.938	0.948	0.753
Org. Perf.	0.94	0.94	0.955	0.81
Upward comm.	0.944	0.946	0.954	0.721

Source: Field Survey (2023)

Before a data collection instrument can be considered dependable, Cronbach (1951) suggests that its Cronbach alpha value should be at least 70 percent. According to the findings shown in the table that is located above, the levels of reliability achieved were higher than those considered to be acceptable (Cronbach's alphas $>.70$, Average Variance Extracted $>.50$, and

composite reliability $>.70$), as suggested by researchers (Fornell & Larcker, 1981). In addition, the factor loadings, which ranged from 0.7 and above, demonstrated high convergent validity. The discriminant validity of the measurement model was also evaluated as part of the overall evaluation process.”

Assessing Discriminant Validity

In “order to establish discriminant validity, a construct has to demonstrate that it is singular and can reflect phenomena that are not captured by any of the other constructs “in the model (MacKinnon, 2008). In order to determine the discriminant validity of the HTMT and the Fornell-Lacker criterion's results, this research was carried out. The Fornell-Larcker criteria is a comparison that is made between the square root of the AVE values and the correlations of the latent variables (Fornell & Larcker (1981). To be more specific, the square root of the average variance explained for each construct need to be higher than the greatest correlation it has with any other construct (Hair et al (2013). According to the findings in Table 4, the square root of each variable has a correlation that is much higher than its correlations with the other constructs that were investigated in this research. This indicates that every construct is one of a kind and that no two constructions capture the same phenomena in the same way.”

Table 4: Fornell-Lacker Criterion

	Down. Com.	Hori. Com.	Organ. Perf.	Upw. Com.
Down Com.	0.875			
Hori. Com.	0.331	0.868		
Organ. Perf.	0.236	0.265	0.900	
Upw. Com.	0.448	0.178	0.137	0.849

Source: Field Survey (2023)

The performance of the Fornell-Larcker criteria is quite low, particularly when the indicator loadings of the constructions that are being considered differ just little from one another (e.g., all indicator loadings vary between 0.60 and 0.80). The efficacy of the Fornell-Larcker criteria in identifying discriminant validity difficulties increases when indicator loadings fluctuate more significantly; nonetheless, the criterion's performance in evaluating the overall discriminant validity remains very low (Voorhees, Brady, Calantone, & Ramirez, 2009). Henseler, Ringle, and Sarstedt (2015) suggest evaluating the heterotrait monotrait ratio (HTMT) of the correlations as a potential solution. According to Henseler and colleagues (2015), a latent construct is said to have discriminant validity when the HTMT ratio of the construct is less than 0.850. The findings are provided in Table 5, and they reveal that the HTMT values are significantly lower than 0.850.

Table 5: Heterotrait-Monotrait Ratio (HTMT)

	Down. Com.	Horiz. Com.	Organ. Perf.	Upw. Com.
Down. Com.				
Horiz. Com.	0.48			
Organ. Perf.e	0.285	0.597		
Upw. Com.	0.308	0.122	0.58	

Source: Field Survey (2023)

Assessing the Structural Model

Table 5 presents the findings, which reveal that HTMT values are much lower than 0.850. The results of determining whether or not the indicators in this research exhibit multicollinearity are shown in Table 6. In the context of PLS-SEM, a possible collinearity issue is indicated by a tolerance value of 0.20 or lower and a VIF value of 5 or higher, respectively (Hair et al., 2011). To be more explicit, if the Variation Indicator Fit level of an indicator is 5, it suggests that the other formative indicators connected with the same construct account for eighty percent of the indicator's variance. Based on the data that were obtained from this study, it was determined that there was no multicollinearity between the indicators.

Table 6: Collinearity amongst Constructs

	VIF
Down. Com. -> Organ. Perf.	1.63
Horiz. Com. -> Organ. Perf.	1.888
Upw. Com. -> Organ. Perf.	2.042

Source: Field Survey (2023)

Additional proof that the standard method does not include any bias may be seen in Table 6, which presents the VIF's results. According to the criteria that were proposed by Kock and Lynn (2012), the occurrence of a VIF value that is greater than 3.3 is proposed as an indication of pathological collinearity, and it is also proposed as an indication that a model may be contaminated by common method bias. Both of these indications were proposed as a result of the work that was done by Kock and Lynn (2012). Both of these signals are founded on the standards that Kock and Lynn put up in their proposal (2012). Because of this, the researcher is able to say that the

model is free from the problem of vertical or lateral collinearity as well as common method bias if all of the VIFs that come from a comprehensive collinearity test have a value that is equal to or lower than (Kock, 2013). In addition, the researcher is able to say that the model is free from the problem of common method bias."

Assessing Coefficient of Determination and Predictive Relevance

According to Hair et al. (2014), a level of significance of 0.25, 0.5, or 0.75 for a structural model's coefficient of determination (R^2) is considered to have a low level of significance, moderate level of significance, and large level of significance, respectively. In addition, the author said that a predictive relevance (Q^2) of "0.02, 0.15 and 0.35," as well as an effect size (f^2) of "0.02, 0.15 and 0.35," are each regarded as being "little," "mid," and "large," respectively, for structural models. The following conclusion is one that may be drawn from the data that is shown in Figure 2: Downward communication. Horizontal communication and upward communication showed a moderate coefficient of determination (0.702) and together they accounted for 70.2 percent of the variation in organisational performance. The results show that the model has a modest level of predictive relevance when it is applied to the endogenous variable. This is based on the examination of the predictive relevance of the model (0.209). This indicates that the independent variables are capable of generating accurate predictions about the dependent variable. The results of the impact size indicate that each variable has a very little influence on the endogenous variable.

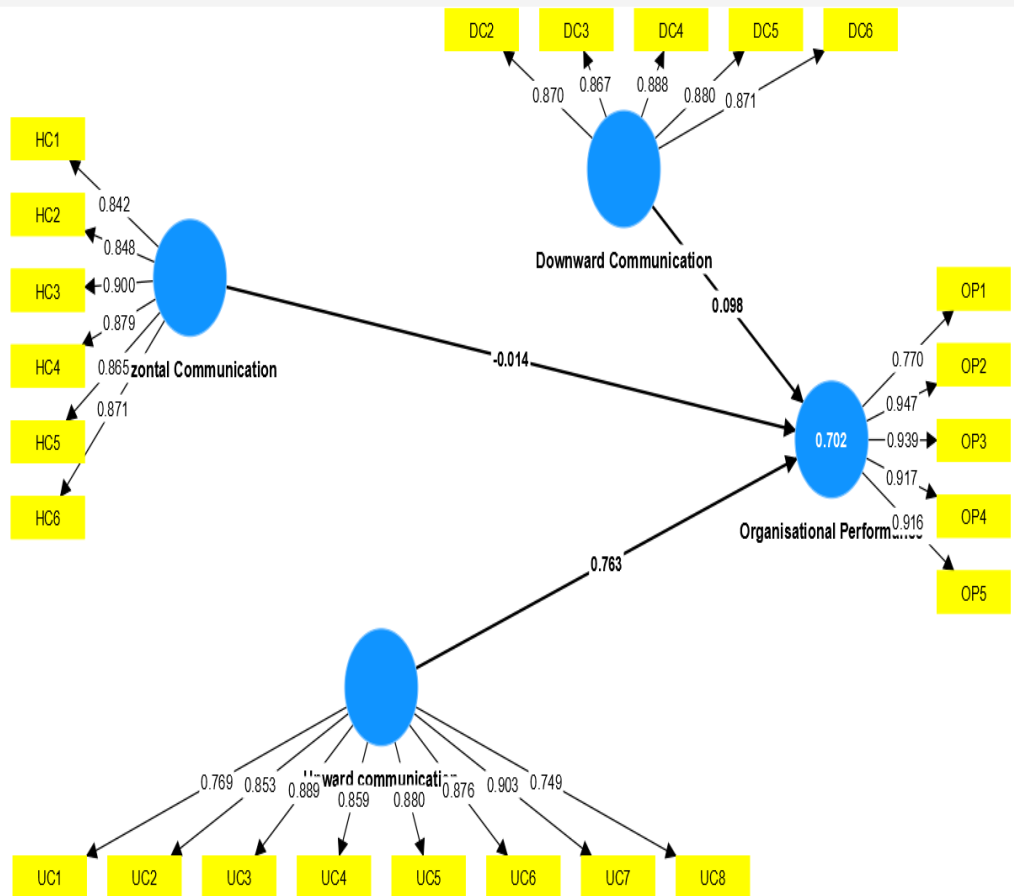


Figure 2: Structural Equation Model
Source: Field Survey (2023)

Table 7: Regression Output

Path	T-statistics	R ²	Adjusted R ²	Q ²	P-value	f ²
OP		0.702	0.693	0.209		
DC	0.098	2.882			0.002	0.892
HC	-0.014	-2.333			0.010	0.699
UP	0.763	6.203			0.000	1.721

Source: Field Survey (2023)

Table 7 shows the direct relationship business communication and organisational performance. The result is presented on Table 7.

Downward communication and organisational performance

The first objective of the study was to analyse the effect of downward communication on organisational performance. From Table 8, there was a positive and significant relationship between downward communication and organisational performance [$B=0.098$; $t(262)=2.882$; $p< 0.05$]. A unit increase in downward communication would lead to a 0.098 increase in organisational performance. This was significant at 1 percent significant level. Downward communication refers to the flow of information from higher levels of an organisation's hierarchy to lower levels. It includes the transmission of goals, objectives, instructions, feedback, and other relevant information from managers or supervisors to their subordinates. Downward communication plays a crucial role in influencing organisational performance in several ways. Downward communication helps in clarifying the organisation's goals and objectives, ensuring that all employees understand and align their efforts towards achieving them. When employees are aware of the organisation's vision and mission, it enhances their understanding of their roles and responsibilities, leading to improved performance. Also, effective downward communication provides clear instructions and guidelines to employees regarding their tasks and responsibilities. It helps in minimising ambiguity and confusion, ensuring that employees understand what is expected from them. Clear communication about job requirements and expectations enables employees to perform their tasks more efficiently and effectively.

Moreover, downward communication can also serve as a motivational tool. When managers effectively communicate with their subordinates, providing feedback, recognition, and constructive criticism, it enhances

employee engagement and motivation. Regular communication helps employees feel valued, informed, and connected to the organisation, which positively impacts their performance and commitment. Downward communication facilitates the provision of performance feedback from managers to employees. Constructive feedback helps employees understand their strengths and areas for improvement, enabling them to enhance their performance. Timely and specific feedback can guide employees in achieving their goals, making necessary adjustments, and developing professionally.

Downward communication can foster a culture of innovation and learning within an organisation. When managers communicate their expectations, goals, and challenges, it encourages employees to contribute their ideas, suggestions, and solutions. Open channels of communication can lead to improved problem-solving, creativity, and continuous improvement, ultimately enhancing organisational performance. Effective downward communication contributes to shaping the organisational culture. When communication is transparent, consistent, and respectful, it sets the tone for open and honest communication throughout the organisation. A positive communication climate encourages collaboration, trust, and a sense of belonging, which can have a significant impact on overall performance.

Downward communication influences organisational performance by aligning goals, providing task clarity, motivating employees, facilitating feedback and learning, fostering innovation, and shaping the organisational culture. When implemented effectively, downward communication contributes to improved employee performance, engagement, and ultimately, organisational success.

The findings are consistent with studies by Diamantidis and Chatzoglou (2019), Soleh et al., (2020), Luthfi et al., (2022) and Kalogiannidis (2020) who found that downward communication influences employee performance. On a contrary, Chen and Wei (2020) and Pongton and Suntrayuth (2019) also found that downward communication influences employee performance negatively and insignificantly respectively.

Horizontal communication and organisational performance

The second objective of the study was to analyse the effect of horizontal communication on organisational performance. From Table 8, there was a negative and significant relationship between horizontal communication and organisational performance [$B=-0.014$; $t(262)=-2.333$; $p<0.05$]. That is, a unit increase in horizontal communication would lead to a 0.014 decrease in organisational performance. This was significant at 5 percent significant level. While horizontal communication can have several positive impacts on organisational performance, it can also have negative effects if not managed effectively. Horizontal communication can lead to information overload, especially when there are excessive emails, meetings, or discussions that are not relevant or focused. Too much communication without clear objectives or priorities can result in employees feeling overwhelmed, leading to decreased productivity and difficulty in prioritising tasks.

Also, horizontal communication can lead to a lack of coordination among teams or departments. If there is a lack of clarity or consistency in the exchange of information, it can result in misalignment, duplication of efforts, or conflicting actions. This lack of coordination can lead to inefficiencies, delays, and decreased overall performance. Moreover, when horizontal

communication is not clear or concise, it can lead to misinterpretation or misunderstanding of information. Ambiguity, incomplete messages, or different communication styles can result in miscommunication, which can lead to errors, rework, and decreased performance. It is crucial to ensure that the message is accurately conveyed and understood by all parties involved. Horizontal communication can sometimes be hindered by departmental silos or a lack of willingness to share information across teams or departments. When information is hoarded or withheld, it can impede collaboration, innovation, and problem-solving. Silos restrict the flow of knowledge and limit the organisation's ability to leverage diverse expertise and resources.

Horizontal communication lead to conflicts or resistance, particularly when there are differing opinions, priorities, or interests among individuals or departments. Disagreements, competition, or power struggles can arise, negatively impacting teamwork, morale, and overall performance. It is important to manage conflicts constructively and encourage open dialogue to prevent them from escalating and affecting productivity. Excessive horizontal communication that is not relevant or focused can lead to distractions and time wastage. Constant interruptions, unnecessary meetings, or prolonged discussions can divert employees' attention from their primary tasks, resulting in decreased productivity and missed deadlines. The finding of the study is also consistent with Prayogi, Lesmana and Siregar (2019), Diamantidis and Chatzoglou (2019) and Song et al., (2019). They found that there was a significant relationship between horizontal communication and employee performance. Riyanto, Endri and Herlisha (2021), Alqudah, Carballo-Penela

and Ruzo-Sanmartin (2022), and Yue, men and Ferguson (2019) found a contradictory results.

Upward communication and organisational performance

The third objective of the study was to analyse the effect of upward communication on organisational performance. From Table 8, there was a positive and significant relationship between upward communication and organisational performance [$B=0.763$; $t(262)= 6.203$; $p< 0.05$]. That is, a unit increase in upward communication would lead to a 0.763 increase in organisational performance. This was significant at 5 percent significant level. Upward communication refers to the flow of information from lower levels of an organisation's hierarchy to higher levels. It involves employees providing feedback, suggestions, reports, and other relevant information to their managers or supervisors. Upward communication has a significant influence on organisational performance in several ways. Upward communication allows employees to provide feedback, share their perspectives, and voice their concerns. It creates a platform for employees to express their ideas, suggestions, and opinions, which can contribute to improving processes, products, and overall performance. When employees feel their voices are heard and valued, it enhances their engagement and commitment to the organisation.

Upward communication enables employees to report problems, challenges, or inefficiencies they encounter in their work. By sharing this information with their managers, potential issues can be identified and addressed promptly. Upward communication helps in preventing small problems from escalating into larger ones, leading to improved performance

and smoother operations. Upward communication promotes a culture of learning and innovation within an organisation. Employees who are encouraged to share their ideas and insights can contribute to innovation, process improvements, and creative problem-solving. When upward communication channels are open and receptive to new ideas, it fosters a learning environment that drives continuous improvement and enhances organisational performance.

Upward communication provides an opportunity for employees to seek guidance, express their career aspirations, and discuss their development needs. By communicating their goals and aspirations to their managers, employees can receive feedback, support, and opportunities for growth. When employees feel supported in their professional development, it increases job satisfaction and motivation, which positively impacts their performance. Also, upward communication ensures that valuable information from employees reaches decision-makers. Managers can gather insights and data from frontline employees to make more informed decisions. Employees who are closest to the operational processes often have valuable insights that can influence resource allocation, strategic decisions, and overall organisational performance.

Upward communication contributes to employee morale and trust in the organisation. When employees have opportunities to provide input, receive feedback, and see their suggestions being taken seriously, it fosters a sense of trust and openness. A positive upward communication climate promotes transparency, fairness, and collaboration, which creates a conducive environment for high-performance and employee satisfaction. Upward

communication influences organisational performance by facilitating employee feedback and engagement, identifying and resolving problems, promoting learning and innovation, supporting employee development, informing decision-making, and fostering trust and morale. By establishing effective upward communication channels and encouraging employees to participate in the process, organisations can harness the valuable insights and contributions of their employees, leading to improved performance and organisational success.

The findings of this study is consistent with studies by Saputra (2021), Ramli (2019), Kim (2020) and Pratama (2019) who found upward communication influences organisational performance.

Chapter Summary

The chapter analysed the objectives of the study. The study used the structural equation model. Tables were used to present the study's results. The study found that downward communication, horizontal communication and upward communication have significant effect on organisational performance.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATION

Introduction

The study analysed the effect of business communication on organisational performance at Compassion International Ghana. This chapter covers the summary, conclusion and the recommendation of the study. Also, suggestions for future studies are also stated.

Summary

The purpose of this study was to investigate the effect of business communication on organisational performance at Compassion International Ghana. In order to accomplish the primary goal of the research project, the study devised a set of three objectives. These were; to investigate the relationship between horizontal communication and organisational performance at Compassion International, Ghana; to investigate the relationship between downward communication and organisational performance at Compassion International, Ghana; and to investigate the relationship between upward communication and organisational performance at Compassion International, Ghana.

The cybernetics theory and system theory were the primary focuses of this research. Since the purpose of the study was to investigate the connections between a number of different factors, the research methodology used was an explanatory one. The data gathering tools were questionnaire. The quantitative research methodology was used in the investigation. The study's sample size was 262 which was selected by using the simple random sampling approach. In order to conduct an analysis of the aims of the research, a structural

equation model was used. Analysis was done on both the internal consistency and the divergent consistency of the conceptions. Additionally, an investigation on multicollinearity was carried out. In the end, the structural equation model-pls was used for the purpose of determining the nature of the link between the variables.

With respect of the first objective, there was a positive and significant relationship between downward communication and organisational performance at Compassion International Ghana. The second objective showed that there was a negative and significant relationship between horizontal communication and organisational performance among employees of Compassion International Ghana. Also, the third objective of the study was to analyse the effect of upward communication on organisational performance. The study found that there was positive and significant relationship between upward communication and organisation performance Compassion International Ghana.

Conclusions

In conclusion, effective communication within an organisation is crucial for enhancing organisational performance. Downward communication aligns goals, provides clarity, motivates employees, and fosters a positive organisational culture. Horizontal communication promotes collaboration, knowledge sharing, problem-solving, and teamwork. Upward communication encourages employee feedback, problem identification, innovation, and employee development.

However, it's important to note that communication can have both positive and negative impacts on organisational performance.

Miscommunication, information overload, lack of coordination, conflicts, and distractions can hinder performance if communication is not managed effectively.

To maximize the positive influence of communication on organisational performance, organisations should promote open and transparent communication channels, establish clear guidelines, encourage active listening, provide training on effective communication skills, and foster a culture that values feedback, collaboration, and continuous learning. By nurturing effective communication practices, organisations can create an environment that enhances employee engagement, problem-solving, innovation, and ultimately leads to improved organisational performance.

Recommendations

The following recommendations are based on the conclusions drawn from this study;

1. One of the first things you should do is foster an environment that values and encourages open and honest communication. It is important for leaders to demonstrate leadership by actively listening to others, delivering feedback that is constructive, and being approachable. Encourage employees to voice their ideas, problems, and thoughts without fear of retaliation and encourage them to do it immediately.
2. Establish both formal and informal communication channels within the organisation in order to promote the flow of information throughout the entire community. Make use of various technologies, including but not limited to email, intranet portals, instant messaging, and

collaborative platforms, in order to guarantee effective and precise communication.

3. Make available to employees of all levels training programs that focus on the development of good communication skills. This involves engaging in active listening, communicating in a clear and succinct manner, and adjusting one's communication style to suit the needs of various audiences. Increasing the communication abilities of your staff members can lead to improved understanding and increased opportunities for collaboration.
4. Place an emphasis on the significance of upward communication, which is a form of communication in which employees feel at ease expressing feedback, discussing ideas, and complaining about issues. For the purpose of encouraging active participation and engagement among employees, it is recommended to establish methods such as suggestion boxes, regular feedback sessions, or staff surveys.
5. Foster horizontal communication and collaboration amongst the various teams or departments; encourage horizontal communication. Encourage the development of chances for cross-functional projects, sessions for the exchange of information, and meetings between departments in order to foster teamwork and a common understanding of the objectives of the organisation.
6. Evaluation of the efficiency of the organisation's communication channels and procedures should be performed on a continuous basis. In order to discover areas for development, it is important to solicit feedback from employees regarding their experiences with

communication. The impact of communication on the performance of the organisation should be evaluated on a regular basis, and any necessary adjustments should be made in order to improve efficiency.

Suggestions for Further Research

It is suggested that further studies to carry out examines how business communication can influence organisational performance of Compassion International Ghana. Replicating this study on a longitudinal basis will help in revealing how business communication will affect organisational performance in the long-term.



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APPENDICES
UNIVERSITY OF CAPE COAST
QUESTIONNAIRES

The researcher is conducting a study on the topic “*EFFECT OF BUSINESS COMMUNICATION ON ORGANISATIONAL PERFORMANCE AT COMPASSION INTERNATIONAL GHANA*”.

Please your response provided for this academic purpose will be treated with high confidentiality.

THANK YOU.

SECTION A

DEMOGRAPHIC CHARACTERISTICS

Please tick the box that is application to you.

1. Sex distribution Male Female

2. Age range of respondents in years:

18-24 25-34 35-44 55-65 65-above

3. Educational level:

Non formal Primary Education

Secondary Education Tertiary Education

4. How many years have you spent in this Department?

< 5 5 – 10 11 – 20 20 – 30 > 30

6. How many hours on the average do you spend at work a day?

< 4 4 – 8 > 8

7. Employment type Full time Part Time

SECTION B**FORMS OF COMMUNICATION**

Kindly tick a number that best represents your opinion on each statement.

1=strongly disagree, 2= disagree, 3= neutral, 4= agree, 5= strongly agree

	1	2	3	4	5
HORIZONTAL COMMUNICATION					
I maintain good language when interacting with fellow employees					
I normally share knowledge with my colleagues on essential issues					
I perform better by discussing with my colleagues on the job requirements					
I always listen to the advice from my fellow employees.					
I always seek essential information from my colleagues in my department.					
Sharing information keeps employees motivated to perform better					
DOWNWARD COMMUNICATION					
Easy flow of information from my superior improves my job performance					
My views and ideas are given attention by my manager					
I derive motivation from communicating with the top management team					
I have knowledge on the nature of my tasks as provide by my manager					
My manager ensures that I have a continued access to essential information					
I access essential information from my manager					
UPWARD COMMUNICATION					
I provide quick feedback to my superior concerning any request fir particular explanations.					
I request information from my manager about different work issues.					
Top management makes decisions based our request fir particular information.					
Attending to my needs on time improves my performance.					
I am always appreciated for offering certain information.					
I raise any queries about the nature if					

the job					
I discuss with my superiors on what to change in the organisation					
Superiors encourage us to work better through upward communication					

SECTION C

ORGANISATIONAL PERFORMANCE

Kindly tick a number that best represents your opinion on each statement.

1=strongly disagree, 2= disagree, 3= neutral, 4= agree, 5= strongly agree

	1	2	3	4	5
The organisation consistently achieves its goals and objectives.					
The organisation effectively allocates resources to meet its objectives.					
The organisation encourages innovation and continuous improvement.					
The organisation fosters a positive work culture and environment.					
The organisation provides employees with the necessary training and development opportunities.					
The organisation promotes teamwork and collaboration among its employees.					
The organisation effectively communicates its vision and values to its employees.					

Thank you