UNIVERSITY OF CAPE COAST

COMMUNICATION STYLES AND PERFORMANCE OF EMPLOYEES

AT TAKORADI TECHNICAL UNIVERSITY, TAKORADI

JOSEPHINE ANSAH

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BY

JOSEPHINE ANSAH

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DECLARATION

Candidate's Declaration

I hereby declare that this dissertation is the result of my own original research

and that no part of it has been presented for another degree in this University or

elsewhere.

Candidates   Signature……………………………………Date………………

Name: Josephine Ansah

Supervisors' Declaration

I hereby declare that 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.

Principal Supervisor's Signature………………… Date…………………

Name: Dr. Aborampah Mensah–Amoah

ABSTRACT

Proficient communication has a positive effect on employees. Some previous studies in the communication literature revealed that communication style is a main driver of organizational, employees' performance and satisfaction. The study set out to investigate the relationship between communication styles and employees' performance. The main purpose of this study is to examine the relationship between communication styles and employees' performance. Thus, using quantitative approach and descriptive study design, census sampling technique in sampling 378 respondents of Takoradi Technical University, questionnaires for data collection, multiple linear regressions to test hypotheses and Statistical Package for Social Science (SPSS) version 16 for data input, transformation and analysis. The study concluded that communication styles significantly affect employees' performance. Again it was concluded that communication styles significantly affect employees' commitment. It was further concluded that communication styles significantly affect employees' absenteeism. Lastly, it was also concluded that communication styles do not have any significant influence on employees' turnover. In view of this, the study recommends that managers and leaders who are determined to achieve high employees' performance, increase employees' commitment, reduce absenteeism and avoid employees' turnover should exhibit communication styles with stronger prediction in the organisation and on situational demand.

KEY WORDS

Communication style

Employees' performance

Employees' commitment

Absenteeism

Turnover

ACKNOWLEDGEMENTS

DEDICATON

To my husband and children.

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CHAPTER ONE

INTRODUCTION

Communication is one of the most basic functions of management; the manager can make a good decision, think out well conceived plans, establish a sound organization structure, and even be well linked by his associates. According to Ricketts (2005), leader communication in itself has played a fundamental role in nearly every aspect of society and orgainsation management. Therefore, communication styles exhibited by organisation management, supervisors and leaders must have effect on the performance of employees or the organisation as a whole because technology is fast changing roles and faces of organisation, employees commitment, how they absent from work and their intent of quitting the organization. So managers and leader of institutions must adopt, act and communicate in situationally contingent manner by adopting appropriate styles. Contingency theory posits that in today's global dynamism leaders need to communicate in certain way depending on the situation they found themselves in order to achieve the goal of the organisation. In this chapter, the study begins with introduction, followed by background of the study, problem statement, purpose, objectives, significance, delimitation, limitation, definition of terms, organisation of the study and summary of the chapter.

Background of Study

Every organisation such as educational institution exists to optimise performance for the good of its students and other stakeholders. The realisation of this optimum performance is highly dependent on the way and manner managers, leader and head of departments and section used the necessary

communication style to communicate goals of the institution. Getting right calibre of employees in the educational institution such as the Universities may not be enough to ensure greater performance until recognition is given to the style of communication which exists in the organisation. Thus, the role of communication style in an organisation cannot be over emphasised, because it also influences employees' commitment, absenteeism and turnover. Communication style is one of the most dominant and important happenings in organisations (Harris & Nelson, 2008). With communication, someone can interact and socialize (Greenberg & Baron, 2000).

Organisation needs communication to streamline their tasks. Communication in the organisation called as formal organization is the sending process and receiving the entire organisation's message through formal and informal group in the organisation (Wiryanto, 2005). Kuchi (2006) posits that communication style is a form of means people in organisation express and exchange information regarding the operations of an enterprise. It is the exchange of ideas, facts and emotions by two or more persons by the use of words, letters and symbols. Communication styles   is required in transmitting ideas and opinions, making plans, executing decisions, sending and fulfilling requests and cracking deals. These in one way or the other elicit commitment, reduces absenteeism and turnover. Also, communication style is the act of conveying intended meanings from one entity or group to another through the use of mutually understood signs and semiotic rules (Norton, 1978).

Studies have shown that different aspects of effective communication such as high frequency, openness and accuracy, commitment, performance feedback, and adequacy of information about organizational policies and

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procedures are positively related to employees' feelings of happiness in the work place and job performance (Kacmar, Witt, Zivnuska & Gulley, 2003; Neves & Eisenberger, 2012). A strong relationship has been found between managerial communication, perceived organizational support (POS), turnover and employee performance (Neves & Eisenberger, 2012). Positive perceived organizational support (POS) was found to improve employee sense of well-being, happiness, absenteeism and job satisfaction (Eisenberger & Stinglhamber, 2011; Neves & Eisenberger, 2012; Rhoades & Eisenberger, 2002).

Various studies have shown that employees develop beliefs concerning their value to the organization in order to satisfy socio-emotional needs and to determine the organization's readiness to recognize and reward increased work effort and performance (Eisenberger & Stinglhamber, 2011; Rhoades & Eisenberger, 2002). Communication is considered as one of the key ingredients in employees' performance which includes commitment, absenteeism and turnover. Even when employees have clear work objectives, right skills and a supportive work environment the job would not be done without dynamism in communication styles to achieve these work objectives. It is undeniable fact that there exists a positive correlation between communication styles and employees and their productivity in both private and public tertiary Universities and largely this depends on the type of communication style managers and leaders used in communicating these goals and objective.

This study assumes that communication style should be flexible and dynamic because contemporary employees of educational institution today are becoming more enlightened due to the emergence of technology and global

factors. Therefore, leadership of tertiary institutions need to adopt the required communication styles to get the best commitment, reduce absenteeism and turnover of their employees. It is further argued that these tertiary institutions and its employees will be successful when good communication is exhibited throughout the institution which enable all employees understands the goals and objectives and pursue it achievement. That the low performance of Ghanaian tertiary university in the sub – Saharan academic and research league is due to the failure of leadership adopting appropriate communication styles in a given situation to communicate and drum home goals and objectives in every facets of the institution. This raises the question whether communication styles demonstrated in the institution has any effect on performance? Hence, this study seeks to examine the relationship between communication styles and employees' performance in the Takoradi Technical University.

Statement of the Problem

Studies on communication in general such as (Gondal & Shahbaz, 2012; Korkosz, 2011; Agarwal & Garg, 2012; Brandes & Darai, 2014) focused on organizational performance. Other works also look at employee job satisfaction (Bulutlar & Kamasak, 2008; Syallow, Mberia & Bosire, 2017), commitment (Marchalina & Ahmad, 2017), engagement (Mbhele, 2016), perception of Justice (Mehmet & Hasan, 2011). Some studies on communication styles also concentrates on employees' performance (Al-Tokhais, 2016; Khuong, Linh, Toan, & Phuong, 2016; Adeogun, Abiona, Ajayi & Amuludun, 2016; Nwata, Ulunwa, Philip, Umoh & Amah, 2016).

However, all the aforementioned studies were conducted in Europe, America and Asia countries, only few have been done on communication styles

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and employees' performance in Africa for example: Nigeria (Adeogun, Abiona, Ajayi & Amuludun, 2016; Nwata, Ulunwa, Philip, Umoh & Amah, 2016), Kenya (Anne, Mberia & Bosire, 2017) etc. Thus, studies on communication styles and employees' performance are rear in Ghana. Findings in the earlier mentioned studies were also indifferent and need further probe in other areas.

Additionally, previous literature does not offer guidance or lead on how communication styles affected employees' performance, commitment, absenteeism and turnover at different levels and departments in an organization. More so, the Takoradi Technical University has struggled and faced lots of agitation over the years either for salary or management practices or behaviours which did not go well with employees, therefore they absent from work or put up intention of leaving the institution, this maintained the questions on whether managers and leaders of the institution has failed to adopt appropriate communication styles to meet the demand of employees in order to enhance performance, commitment, absenteeism and turnover. Failure to check these factors in institution such as Takoradi Technical University have put the goals of institution lean way. Based on this, the study seeks to investigate the relationship between communication styles and employees' performance in Takoradi Technical University (TTU) and thus sought to contribute to knowledge.

Purpose of the Study

The main purpose of this study was to examine the relationship between communication styles and employees' performance in Takoradi Technical University.

Objectives of the Study

1. To examine how communication styles affects employees' performance in Takoradi Technical University.

2. To investigate how communication styles affects employees' commitment in Takoradi Technical University.

3. To investigate how communication styles affects employees' absenteeism in Takoradi Technical University.

4. To examine how communication style influence employees' turnover in Takoradi Technical University.

Research Hypotheses

Based on the above objectives it is hypothesized that:

H 1: Communication styles significantly affect employees' performance.

H2: Communication styles significantly affect employees' commitment.

H3: Communication styles significantly affect employees' absenteeism.

H4: Communication styles significantly influence employees' turnover**.**

Significance of the Study

This study helps academicians and researchers to understand how communication styles influence employees' performance. It is to also identify areas of further research in the development of communication and employees' performance literature. Research work serve as a knowledge hub that enable the Management of Takoradi Technical University (TTU), Takoradi to acquire an in depth knowledge in communication styles. It also provides employees in the organisation with knowledge on communication styles required for high performance. It further suggests ideas to Management of Takoradi Technical University (TTU), on how to use communication style to bring industrial

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harmony which is pre-requisite for high performance and productivity. The research work when disseminated to the libraries would serve as a source of reference to some students who would like to conduct research into similar work in the near future. This study helps policy makers (government and regulators) identify communication styles that bring improvement in organisations and employees' performance.

Delimitation of the Study

The study was based in Takoradi in the Western Region. The study covers five faculties in the University and limits the research to the teaching and non-teaching employees of the University. The study was focused on establishing how communication styles influences employees' performance looking at five communication styles. Respondents include all employees of five faculties of the University using census sampling having considered the characteristics of the population.

Limitation of the Study

This research work was besieged with some drawbacks and challenges. It was difficult for the researcher to gather the needed information for the work due to hectic bureaucratic tendency in acquiring information from the staff and employees of the Institution. Thus, employees were reluctant in releasing information for the fear of confidentiality issues. Also, time was a constraint to complete the research project. Finally, financial resources to carry out the project work also posed challenges.

Definitions of Terms

Communication the act of conveying intended meanings from one entity or group to another through the use of mutually understood signs and

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semiotic rules. Communication is also define as forming of communicative motivation or reason, Message compositions (further internal or technical elaboration on what exactly to express), Message encoding (for example, into digital data, written text, speech, pictures, gestures and so on), Transmission of encoded message as a sequence of signals using a specific channels or medium, Decoding of the reassembled encoded message (Burgoon, Guerrero, & Floyd, 2010).

Employees' Performance: This can be described as employee capability in performing duties, task, responsibilities, meeting deadlines, effectiveness and efficiency in doing work so as to achieve organizational goals.

Performance: This refers to act of carrying out responsibilities to accomplishing a task or objective.

Employee: This refers to people working in every facet of the organization.

Organisation of the Study

The study was divided into five main chapters. Chapter one comprises of introduction, the background of the study, statement of the problem, objectives of the study, research questions, the significance of the study, scope of the study, limitation of the study and organisation of the study. Chapter Two was on literature review on the concept of communication, processes of communication, communication styles, barriers to effective communication, performance and the relations between communication style and performance by different authors as published in some renowned journals and textbooks, whilst Chapter Three dealt on methodology which includes research design, population, sample and sampling technique, data collection activities and data

collection analysis. Chapter Four includes the results of the analyses of data and the various discussions used in the findings of the study. Chapter Five focused on summary of findings, conclusions and recommendations.

Chapter Summary

This chapter introduced the study by giving an introduction as well as establishing the background to the study. The study further discussed the statement of problem, purpose of the study, outlined general objectives of the study. The delimitation, limitations of the study, significance of the study and definition of some key terms were all discussed. The chapter concluded by looking at the organisation of the study.

CHAPTER TWO

LITERATURE REVIEW

Introduction

This chapter discusses the pertinent and related literature on the topic which includes theoretical and empirical reviews. Topics covered include the concept of communication, process of communication, patterns of communication, effective communication, communication, benefits of communication, employees' performance and conceptual frame work displaying variables and communication styles and hypotheses.

Theoretical Perspective

Communication styles are traits or behaviours of leadership which directly influences employees' performance. This has been rooted in many management theories. According to Saowalux and Peng (2007), Fiedler's contingency theory is one of those theories which come as exigencies because the trait or behaviour theories have failed to obtain consistent results led to a focus on situational influences. The contingency theory serves as an extension to the trait and behaviour theory (Northouse, 2009) and has been used to established degree, facilitates effect or influences of variables. The contingency theory proposes that the effectiveness of a certain communication style is situationally contingent, this indicates that it will be effective in some circumstances but not in others. Those aspects of the situation that enhance the effects of the leader (or nullify them) are called contingency factors (Yukl, 2002).

Contingency Theory

The study was based on the Contingency theory. Fiedler's contingency theory is one of those theories which affects and influences (Saowalux & Peng, 2007). The contingency theory was propounded by Fred Edward Fiedler (Bolden, Goslings, Marturano & Dennison, 2003). The theory indicates that communication style influences employees' performance. That the effectiveness of these styles depends on the situation managers and supervisors found them. Fiedler divided the situation into three contextual aspects or factors: the leader member relations, the position power, and the task structure. The efficiency of the communication styles depends on these dimensions (Fiedler, 1967). Leader member relation: the degree of trust between them, the loyalty, respect and attachment from the group towards the leader or the willingness of the group to follow the leader's instructions are considered in this dimension (Fiedler, 1965).

Leader position power: this dimension is related to the formal power the leader has over his followers and that is given by the position he has within the organization. It becomes easier to lead when the leader is in a powerful position (Fiedler, 1965). Structure of the task: it becomes harder to lead when a task is ambiguous and unstructured than when it is well defined and structured (Fiedler, 1965). Fiedler (1967) asserts that if employees' performance is to be improved, we must cope not only with the leader's behaviour or communication style, but also with the situational factors which influence him or her. Fiedler indicates that leaders have a dominant fixed style and should therefore be matched to the specific situation at hand in a given organisation unit, when selecting leaders.

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Organisations can be improved either by the leader's fit to the situation or the situation's fit to the leader.

The theory is relevant to this study because it provides three contextual factors for managers/ leaders and supervisors to operate namely leader member relation, task- structure and leader positional power. This theory is also appropriate because leaders, managers and supervisors have the duty to manage the work process in the organisation, by using appropriate communication style in order to achieve objectives of the organization and high employees' performance. This study postulate that there is numerous communication styles available to a supervisor or a leader that can be used in different situation which will significantly influence employees' performance. Therefore, leaders and managers in position need to consider these numerous communication styles to enable them handle situations which arise with employees' or organizational performance. According to Drucker (1985), the manager's effectiveness depends on his ability to listen, read and also on his ability to communicate.

Concept of Communication

Every managerial function and activity involves some form of direct or indirect communication. Communication can be defined as the process of transmitting information and common understanding from one person to another (Keyton, 2011). In often times, individuals think that they are communicating, but the element of understanding may not be occurring. The word communication is derived from the Latin word, 'communis', which means common. The definition underscores the fact that unless a common understanding results from the exchange of information, there is no communication (Lunenburg, 2010). Schemerhorn (1986) viewed

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communication as an interpersonal process of sending and receiving symbols with meanings attached to them. 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.

That this may be defined as a technical fact, yet it is uncertain whether symbols are transfer truly or not, to what extent symbols meet the transmitted message and how effective transmitted fact on the receiver (Kalla, 2005) without communication, through readings, listening (the receptive skills), speaking and writing (the productive skills) mankind would find it difficult to unravel some of the mysteries of life. Those things that we are ignorant of or have knowledge of, or that we have doubts about can be explained to us better through communication. 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 message. 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. Employee communication is the dissemination of information which is related to the daily performance of an employer's job and also important if the worker is expected to be an effective member of staff.

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It connotes a consideration of human beings as a vital resource (Buchanan & Doyle, 1999).

Communication is the transfer of information from a sender to a receiver, with the message being understood by the receiver. Myers and Myers (1982) defined organizational communication as the central binding force that permits coordination among people and thus allows for organized behaviour, Rogers and Rogers (1976) argue that the behaviour of individuals in organizations is best understood from a communication point of view. Lack of communication that occurs in higher degrees and spread to whole organization may cause misunderstanding of the employees.   In addition to this communication barrier that interrupts organizational activities, some organizations have limited capacity to provide required information due to lack of money and time. Also, the scarcity of the formation of necessary relations between resource and receiver is another obstacle (Johnston & Joyner, 2005).

Process of Communication

Every effective communication undergoes some kind of process which emanates from the initiator of the information to the recipient of the information as seen in Figure 1.

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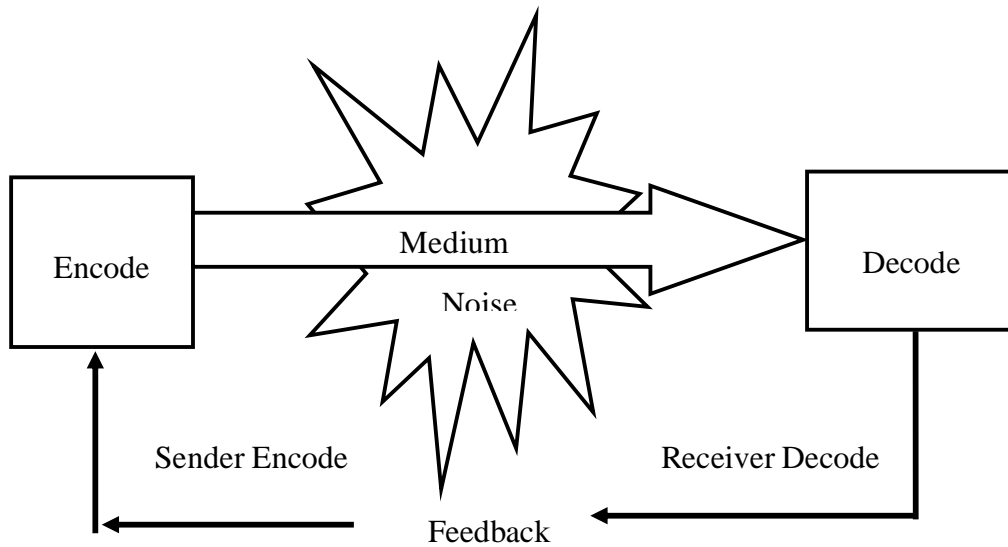
Figure 1 The communication process

Source: Kotler and Keller (2009).

The figure depicts the process by which an effective communication goes through in every organisation. The two common elements in every communication exchange are the sender and the receiver (Lunenburg, 2010). Thus, in a typical organisation, the sender is a person who has a need or desire to convey an idea or concept to others. The receiver is the individual to whom the message is sent. The sender encodes the idea by selecting words, symbols, or gestures with which to compose a message. The message is the outcome of the encoding, which takes the form of verbal, nonverbal or written language. The message is sent through a medium or channel, which is the carrier of the communication. The medium can be a face-to-face conversation, telephone call, e-mail, or written report.

The receiver decodes the received message into meaningful information. Noise is anything that distorts the message. Different perceptions of the message, language barriers, interruptions, emotions and attitudes are examples of noise. Finally, feedback occurs when the receiver responds to

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the sender's message and returns the message to the sender. Feedback allows the sender to determine whether the message has been received and understood. It is evident that these elements in the communication process define the quality of communication. Keyton (2011) posits that a problem in any of the elements in the communication process could reduce communication effectiveness. This is the reason why it would be important to develop communication style which would seek to address the challenge.

Patterns of Communication within an Organization

It is typical of every organization to find two dimensions of communication notably; vertically and horizontally. Vertical communication is a downward and upward form of direction. In other words, vertical communication transmits information among different levels in the organizational structure. However, horizontal communication also transmits information among people, divisions, departments and units within the operational structure. This section presents the qualities and roles of different communication flows in an organization.
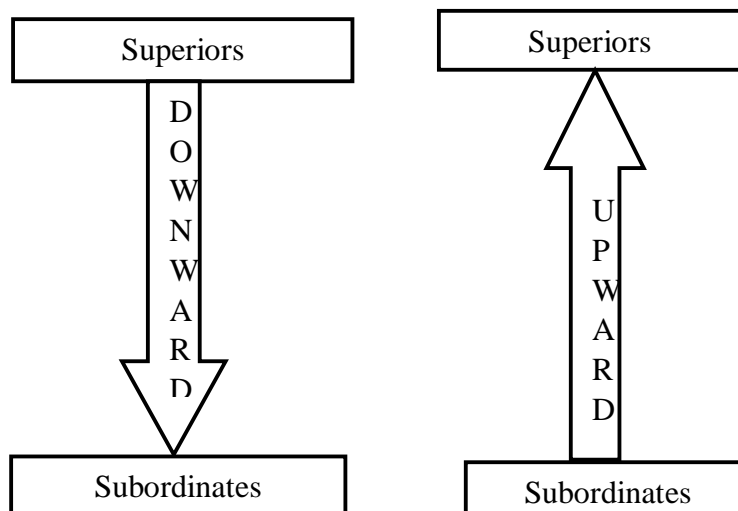
Figure 2 Vertical Communication Patterns

Source**:** Kotler and Keller (2009).

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Downward communication

Downward communication is when messages flow from a higher-level employee to a lower-level employee within an organization. This arises if information runs down through an organization's official succession of the hierarchical structure. In other words, communications start at the upper levels of the organization and moves through to the bottom levels (Tubbs & Moss, 2008). The purpose of downward communication is to assign tasks respectively, postulate instructions and directions. It is also aimed to inform employees of job procedures and policies, identification of problems that need attention at the various levels and deliver feedback on employees' past performance (Robbins et. al., 2010). In fulfilling employees' basic necessities, it is important that employees receive satisfactory and correct information regarding the organization and their roles to be accomplished, and there must be instantaneous feedback about their performance (Greenberg & Baron, 2008).

Robbins, Judge & Campbell (2010) disclosed that, downward communication can be crucial to the success of an organization. It was explained further that it would be advantageous to clarify the rationale behind a manager communicating downward to the subordinate. In most cases, management within an organization ignores these aspects of when communicating. It could be that they are either preoccupied to make information known to the employees. They also might have seen as "machines" following orders according.

A research conducted by Dvorak (2007) revealed that such explanations heighten employees' assurance and enhance support for decisions. Besides, downward communication has some deficiencies in some organisation. It has

been a concern that modern employees take delight in participating in the communication formulation rather just receiving information about their tasks and also getting feedback from managers. In analysis made by Robbins, Judge and Campbell (2010), the downward style of sharing information is a one-way kind of communication. Only the upper-level management does communicate whiles the lower-level employees only do the listening. Feedback is rarely attained from the lower-level making their inputs overshadowed. According to Robbins, Judge and Campbell upward communication is regarded as important as downward communication within an organization.

Upward Communication

Upward communication is the opposite of downward communication. It is used by a low level employee to a high level person or group in the organization. Upward communication serves mainly to provide feedback to supervisors, managers or directors so they can be informed regarding to the process of certain goals. Basically, it keeps the higher-ups aware on employees' progress, performance and emotions. Additionally, upward communication might be a good source of ideas about how things can be improved coming from the core of organizations-employees. Suggestion boxes, surveys, grievance procedures, informal discussions between superior-subordinates are good examples to show how upward communication functions. (Rogers & Rogers, 1976)

Contrary to the meaning of downward communication, upward communication is seen as the procedure from which information flows from the lower levels to the upper levels of a hierarchy in an organization. It is evident that this type of communication has become more popular in organizations

whiles the formal form of communication is less popular now. It is argued that upward communication keeps managers on their toes in executing their roles and also enlightens them of subordinates intended actions. Through upward communication it is pointed out that, superiors get the chance to know their subordinates' feelings about their work, colleagues, and the institution in general. Accordingly, this helps scouts for productive employee and organizational performance (Robbins, Judge, & Campbell, 2010; Greenberg & Baron, 2008).

Upward communication is deemed very essential to the success of an organization. The absence of upward communication can destruct a company from reaching to its goals and objectives. Grassroots information can make and unmake the surviving of an organization (Tubbs & Moss, 2008). Tubbs and Moss (2008) in their studies, summarizes the importance of upward communication as: helping employees to alleviate the anxieties and obstructions of the work situation; it also assists management with the needed information for decision-making. More so upward communications facilitate employees' consciousness of participation and serve as a gauge of the effective downward communication. Greenberg and Baron (2008) also indicated in a study, the need for organization to incite upward communication and ensure its wholesome excellence. Some employees may fear the officialdom and its possible retaliation that exist within an organization so they prefer to harbour their thoughts.

Modern organizations have adopted on teamwork and the emphasis on high-level hierarchy style of managing office has been curtailed. Most often there seems to be a spiral of silence among lower level employees when an

opportunity is given to them to comment on issues. This brings into line the fear some subordinate experience as a result of the officialdom processes in an organization. The subordinate might have the opinion that thoughts gathered lacks facts and therefore would be afraid to make any inputs even when it could improve a targeted goal in an organization. In reality it is ascertained that, any major change in an organization cannot be successful when the employees on the ground are side-lined. In agreement with this assertion, GRA during the initial stages of the integration experienced a breakdown of employee participation. The employees expressed concern of lack of communication or involve from their part (Greenberg & Baron, 2008).

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

Horizontal/Flat Communication

Horizontal communication occurs among peers in the institution. This type of communication is progressively usual with the leveling of the hierarchical structure and the introduction of matrix organizations (Greenberg & Baron, 2008). Thus, it is the transmission of information between people, divisions, departments or units within the same level of organizational

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hierarchy. Robbins et al., (2010) and Tubbs & Moss (2008) highlighted that this type of communication within an organization is a laudable channel for an efficient and effective transmission of information, which also facilitates synchronization among peers.

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

Theorists in communication disclosed that horizontal communication makes communication more cordial in nature than what downwards and upwards communication does. It tends to be usually easier with fewer social barriers between members (Greenberg & Baron, 2008). Like with any other form of communication, there are some challenges or deficiency with horizontal communication. Periodically, when there are set targeted task for group members within or in other department to accomplish which mostly requires a demonstration of group loyalty. As a result of such activity, communication tends to freeze at a point within the departments thereby creating and

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encouraging ineffective communication.   It becomes very difficult for employees to perform their part of task well in an organisation. In other words, it can be difficult to resolve conflicts among the members because of the flat or straight nature of command. As a matter of fact, the impact of such problems can negatively affect the growth of an organization.

The cumulative of these issues may adversely aggravate the importance of potential organizational communication. Schein (1997) advocated some strategies, which can help lessen the barriers and breakdowns of effective flat communication. Foremost, emphasis is placed on the total effectiveness of the organisation and the interconnectedness of the various departments in the organization; persistent interchange of members among the different groups and departments to create awareness of the roles of the different groups within the organization; also high and frequent interaction among the groups within the organization is recommended and the latter would be to share the big representation of the organization's goals and the role each department plays in achieving, putting little emphasis on any win-lose situation to minimize unhealthy competition (Tubbs & Moss, 2008). The research data shows that team challenges aside of the office task enhances cordial communication thereby reducing communication barriers among peers within an organization (Mowle, 2004; Tubbs & Moss, 2008). From this argument, it is currently assumed that intra-departmental interaction distresses work-related communication.

Formal and Informal Communication Pattern

Communication is so essential for success in any business entity in this modern age. Stakeholders have become so sophisticated that there has been the

need to address them with a preferred style, thus, being able to effectively communicate. Organizational communication can be broadly categorized into two major styles – formal and informal communication.   Formal communication involves utilizing the official channels of an organisation to share messages.   The Informal communication on the other hand is communicating between employees outside the formal structure of communication of the organisation.   This could be unofficial or unrelated message to the organization's formal structure of communication (Bratton, Callinan, Forshaw, & Sawchuk, 2007).

Communication follows the hierarchical structure of the organization. This communication structure also shows where power and authority emanates from relationships among members in an organization and accountability relationships. There are clearly defined rules and designations about who is authorized to communicate on behalf of the organization with outsiders, and insider as well (Greenberg & Baron, 2008). Informal communication can help to augment and enrich the formal communication line, when well leveraged. Information in this system is transmitted through the usual communication channels, but relying heavily on face-face contacts (Greenberg & Baron, 2008).

Communication is predominantly via oral means and has the potential to spread widely and rapidly. Informal channel of communication is often referred to as "grapevine" and it is based predominantly on cordial interactions among members in the network (Bratton et al., 2007). A weak and ineffective formal organizational communication may be the consequence of this outcome. However, the informal communication network without official verification is not necessarily bad. The existence of a parallel and strong information

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communication may be a challenge to the formal structure. This is especially so when there is rampant and uncorroborated rumours in the network. Information on that network can be used to formulate effective communication policies for the organization (Sostek, 2006).

According to Sostek (2006), informal communication networks can be the source of rumours, and can be good or bad depending on the content. Rumours about individuals are bad since the objective is mostly to hurt them. However, when it's about the achievement of other groups within the organization, it releases creative energy and spur productivity within groups. For this reason, management may tolerate some rumours on the informal network (Sostek, 2006). Studies have also revealed that, informal socialization between employees can improve productivity and teamwork in the organization (Greenberg & Baron, 2008).

Reviewing various studies done by (Bratton, Callinan, Forshaw, & Sawchuk, 2007) grapevine or rumour tested to be one of the fastest channels and often accurate. Distortions arise when people repackage the information they received to suit their narratives and expectations. This may to exaggerations, and distortions and omissions (Tubbs & Moss, 2008). For this reason, information from the informal channel is considered second class by employees. To avoid the challenges associated with grapevine communication, empirical studies have suggested some alternatives that organizations can use. This includes individual chats bringing up discussions with employees about social activities, organizational meetings, and meetings with middle managers (Tubbs & Moss, 2008).

Informal communication networks are invariably based on the off-the-record acquaintances between staff and organizational management (Greenberg & Baron, 2008). People tend to gravitate towards others who share their features and characteristics. By communicating with others like themselves, employees share a lot of useful and valuable information. By sharing similar backgrounds, people can relate and empathize with each other. Prior studies found that a strong informal communication have a positive impact on employees' productivity (Greenberg & Baron, 2008). A strong informal communication networks encourages face-face meetings where information is regularly shared. This can be rewards or awards in different groups, job prospects or even incentives for performance, and where they can be found in the organization.

Effective Communication

There is an effective communication when a satisfactory effect is resulted from intentional or unintentional information sharing. This information when encoded by a manager is interpreted between various entities and emulated on it in a desired manner. However, in effect it ensues the message is not blocked during the communication process. In quest of this, it is believed that effective communication serves the purpose for which it was intended. Whenever the desired effect is not succeeded, factors such as communication barriers are explored with the aim to discover how the communication has been ineffective. Conferring to some studies, communication is effective when the following considerations are arrived at; understanding, compatibility, display of positive behaviors, smoothness of communication, positive outcomes, positive non-verbal communication and adapting of messages communicated (Robbins et al., 2010). According to Ainobushoborozi (2013), communication technique

employs managerial proficiency in encoding as well as decoding information in a productive manner.

Often times you may wonder why it seems so difficult to talk with some people and so easy to talk with others and you may assign one of the two reasons. That is individual difference and the communication style which is being adopted. Each individual possesses a unique communication style and by getting to know your style, you can achieve greater self-awareness and learn how to develop more effective interpersonal relations with co-employees. Accurate self-knowledge is truly the starting point for effectiveness at work. It is also essential for managing the three key relationships: relationships with self, with another person, and with members of a group. Communication style is the patterns of behaviour that others can observe.

Employee Performance

The contribution of employees on job is the most important factor for development and excellence in the organization (Korkaew & Suthinee, 2012). According to Deadrick and Gardner (1997), employee performance can be seen as records of outcomes achieved, for each job function, during a specified period of time. Employee performance is normally looked at in term of outcomes; nonetheless, it can also be viewed in terms of behavior (Armstrong, 2000). Employees perform varieties of jobs in an organization depending on the type of the organization. They perform tasks such as production, storage, manufacturing, transportation, marketing, purchasing, distribution, promotion of business, finance and accounting, human resource, research and public relations (Borman & Motowidlo, 1997).

All these activities are interrelated to achieve the goals of the organisation. When all the tasks are performed properly, they can give their best output at the job. This will have great impact on the total production and progress of the organization. Factors like skills, training, motivation, dedication, welfare, management policies, fringe benefits, salary and packages, promotion, communication and others are responsible to encourage the employees to work sincerely and give their best output (Korkaew & Suthinee, 2012). It is undeniable fact that all these factors can trigger performance where there is effective communication. Communication is the transmission of meaning from one person to another or many people, verbally or non-verbally. The simple and easy ways of getting and sharing information that helps the employees to get through difficult situations easily to perform job. Communication from one person to another is commonly depicted as a simple triangle consisting of the context; the sender, the massage and the receiver (Barrett, 2006).

Chen (2008) found that there are positive relationships among organization communication, organizational commitment and job performance. Effective interpersonal communication skills are requisite for social interaction, building and maintenance of relationships. Bad communication skills can cause irrevocable damage to relationships; affecting productivity, satisfaction, performance, morale, trust, respect, self-confidence and even physical health (Martin, Herman, Hirson, & Pring, 2007). Thus, communicators should try as much as possible to adopt a style that will harness the interest of employees towards improved performance. Different professionals have expressed mixed opinions on communication competency used as a predictor of employee performance. The importance of communication cannot be denied for

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organizations as applied to their ability to influence the bottom line as found in growing evidence linked with work productivity (Muda, Musa, Mohamed & Borhan, 2014).

With effective communication, a company is able to have good co-ordination among the teams or units in an organization whereby the absence of it will reflect problems in running organisation's 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 (Chen, 2008).

Type of Communication Styles

Assertive Communication Style

According to Ada, Alver & Fatma (2008) one of the most important forms of communication an employer or manager will engage in on a daily basis is interpersonal communication. Assertive communication is born of high self-esteem. It is the healthiest and most effective style of communication. Assertiveness makes one confident in his interaction with people. Assertive communicators usually know their limits and do not allow themselves to be pushed beyond them just because someone else wants or needs something from us.

Ada, Alver and Fatma further states that surprisingly, however, assertive is the style most people use least. Assertiveness is barely 'minimally restricted' because individuals who engage in assertive communication share some level

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of familiarity with each other, making them more likely to self-disclose information or provide more intimate details than one would with a stranger. It is equally important for a manager to communicate interpersonally with upper management, as well. Since managers serve as a gatekeeper of information between upper management and subordinates, an effective manager understands their role in keeping the lines of communication open. When organizational information fails to reach its intended recipient, the entire organization can suffer (Ada, Alver & Fatma, 2008).

Employers who engage in assertive communication with their subordinates demonstrate that they do not only care about the organization, especially one that uses teams, but also care about their employees. Taking the time to get to know who your employees are will make them feel valued. This is not to say that every employee will want to get to know you on a more personal level but it at least tells them that you would like to. The more valued the employee feels, the fewer barriers they feel they need to build around them and the more easily information flows. As barriers come down, relationships are formed that create value within the organization, job satisfaction increases, and the workplace becomes a place where everybody likes to be (Waggoner, 2013).

Assertive communication style individuals clearly state their opinions and feelings, and firmly advocate for their rights and needs without violating the rights of others. Assertive communication is born of high self-esteem. These individuals value themselves, their time, and their emotional, spiritual, and physical needs and are strong advocates for them while being very respectful of the rights of others (Widhiastuti, 2012). According to Adeogun, Abiona, Ajayi and Amuludun (2016), assertive communication style connects a fine line

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between domineering and dominant. This is the communication style most commonly associated with leaders and other high self-esteem individuals – confident, clear and concise. An assertive communicator doesn't hesitate to speak his mind, yet is empathetic enough not to hurt others' feelings. Assertive communication style is usually associated with high self-worth. Such individuals tend to be confident, emotionally expressive, and secure in their abilities.

Adeogun, Abiona, Ajayi and Amuludun adds that these individuals with assertive communication style actively protect their own rights, but are mindful of not trampling on the rights of others, ambitious, but not pathologically, tend to be highly charismatic and trustworthy and making prime candidates for leadership roles. The assertive style refers at self-imposed attitude, but in an honest way, stimulating clearly his/her personal rights without hurting the others (Georgeta Pânișoară, Sandu, Ion-Ovidiu & Duță, 2015).

Aggressive communication style

Often times what we communicate to people on a daily basis is done without words. This is also true for managers. Simply, aggressive communication style is about winning – often at someone else's expense. An aggressive person behaves as if their needs are the most important, as though they have more rights, and have more to contribute than other people.   It is an ineffective communication style as the content of the message may get lost because people are too busy reacting to the way it's delivered (Bourne, 1995). This maybe anything besides words, such as gestures, actions, facial expressions, body language and other aspects of your physical appearance, that, when seen, communicate something. Managers send, receive and interpret

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nonverbal messages the same way as of oral or written communication (Waggoner, 2013).

Still, understanding the significance of aggressive communication can be troublesome for managers because it is such a normal part of any managerial action. Aggressive communication is as automatic as breathing because we do it without thinking about it most of the time. Even though nonverbal communication accompanies oral communication as an extension of a particular message, the two do not always align. Because nonverbal communication is often used without consideration, inconsistencies between oral communication and nonverbal communication can occur. Effective managers understand and are aware of their nonverbal communication, ensuring consistency between their spoken communication and their nonverbal communication. (Ada et al., 2008). Aggressive is a style in which individuals express their feelings and opinions and advocate for their needs in a way that violates the rights of others. Aggressive takes advantage of others; expressive and self-enhancing at other's expense (Widhiastuti, 2012).

Adeogun, Abiona, Ajayi and Amuludun (2016) states aggressive communication style is assertive communication stretched to its pathological extreme. Aggressive communicators care about winning at all costs. Aggressive communication style is characterized by bombast; often hostile rhetoric can alienate a lot of people and affect a team's morale. Aggressive communicators are commonly extremely ambitious, belligerent and demanding. Their working style is characterized by bullying and intimidation, seek to win arguments by volume rather than rational debate and often extroverted and enjoy being the center of attention. This communication style is rarely suited for most industries

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and can negatively affect the work place atmosphere (Adeogun, Abiona, Ajayi & Amuludun, 2016).

Passive-aggressive communication style

While managers spend most of their time communicating with their subordinates and upper managers in a face-to-face setting, they also spend a good deal of time writing memos, letters, e-mails and reports. Passive – aggressive communication is a style in which people appear passive on the surface, but are actually acting out their anger in indirect or behind-the-scenes ways. People who behave in this manner usually feel powerless and resentful, and express their feelings by subtly undermining the object (real or imagined) of their resentments – even if this ends up sabotaging themselves. The expression "Cut off your nose to spite your face" is a perfect description of passive-aggressive behaviour (Bourne, 1995).

Adeogun, Abiona, Ajayi and Amuludun (2016) assert that the passive communication style is fixated on avoiding conflict and responsibilities. Passive communicators are willing to take orders and rarely speak up in social settings, participation in workplace activities is usually unwilling, may often be aggressive but in a passive manner. Passive communicators are hesitant to express their true feelings, prefer indirect communication methods and are usually apologetic of their own behaviour, may have very high intelligence but poor social skills or self-esteem, frequently indecisive and capitulate to most demands, especially from aggressive colleagues and superiors and usually channel their aggression passively instead of confronting others directly.

Holly and TenBrink (2009) describes passive aggressive is a term that is often used to describe a style of communication that combines elements of

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both passive and aggressive styles. In this style of communication, a person may use passive means of communicating that have an aggressive result. Someone who communicates passive-aggressively often has difficulty being direct about his or her thoughts and feelings. They sometimes use manipulation to get what they want, without it looking like manipulation.

Submissive communication style

This style is about pleasing other people and avoiding conflict. A submissive person behaves as if other peoples' needs are more important and other people have more rights and more to contribute (Bourne, 1995). The style of communication that encourages others to take advantage of us, inhibited and self-denying. Communication according to the prevailing hierarchy in the organization also did not close the possibility of using a tool or media, like computer. The computer used for communication purpose through internet. Internet is a global communication network that has fast connection, no limited space and time, and technologically advanced (Sendjaja, 1994). Thereby, communication in the hierarchy tends to emphasize a rule that is more fitting with the organization or company where formal communication takes place. Indirectly, communication is influenced by organization culture. But, the substance that related with interests, needs, desires of each member organization and also affected the smoothness of communication (Widhiastuti, 2012).

Manipulative communication style

This style is scheming, calculating and shrewd. Manipulative communicators are skilled at influencing or controlling others to their own advantage. Their spoken words hide an underlying message, of which the other person may be totally unaware (Bourne, 1995). The manipulative style has as a

main feature to play an underground role until a favourite climate for our objective is put in valuable light (Georgeta Pânișoară, Sandu, Ion-Ovidiu & Duță, 2015).

Empirical Review

Adeogun, Abiona, Ajayi and Amuludun (2016) conducted a study to determined impact of organizational communication on job performance in Ogun-Osun River Basin Development Authority (OORBDA) Ogun State, Nigeria. Having used proportionate stratified random sampling and questionnaire concluded that 75.2 percent respondents indicated that leaders deployed the use of Assertive/dominant communication styles while 8.3 percent indicated that aggressive communication style was used in the organization. It also showed that organization communication style does not have significant effect on job performance.

Widhiastuti (2012) researched on the effectiveness of communications in hierarchical organizational structure. Based on qualitative method questionnaire it was found that communication of hierarchical organizational structure faces some problems in the role of bureaucracy, its cause the goals of target, programme schedule, some decisions, and also the organization purpose were not compatible with the expectation. An unequal socialization was also one of the causative agents that due to the long term bureaucratic.

Clampitt and Downs (1993) explored the relationship between communication and productivity. The findings show that communication has an above average impact on productivity. However, not all communication factors are equally significant in terms of their impact on productivity. The personal feedback had a more significant impact than the other factors such as

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communication with co-workers, meetings and memos. Also corporate-wide information turned out to have relatively low impact on productivity. While the supervisors claimed to be more critical communication concerns than other sources of information.

Nwata, Ulunwa, Philip, Umoh and Amah (2016) conducted a study to examine the effect of internal organizational communication on employee performance. Having sampled 315 respondents and based on Pearson product moment correlation analysis. The study concluded that internal organizational communication was strongly associated with employees' performance. Mandu (2011) studied the effect of internal communication on staff performance in large corporate organizations: a case of Kenya Commercial bank. The study based on stratified sampling, questionnaire and descriptive analysis. The study concluded that staffs were satisfied with how internal communication is carried out but it has positive significant relationship with staff performance.

Rivai (2010) studied the impact of organizational communication against the employee effectiveness in Mandiri Corporation, the result showed that there were differences in organizational communication at Mandiri Corporation (Tasbih Subdivision) and Mandiri Cororation (Balaikota Medan Subdivision). The communications within the organization is supporting the effectiveness of the organization's performance with a variable related and influence each other. Fashiku (2016) investigated the influence leaders' communication pattern has on lecturers' job performance in Kwara State Colleges of Education, Nigeria. Having used descriptive survey method, population of 300, questionnaire and Pearson product moment correlation, the

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study concluded that leaders' pattern of communication significantly enhanced lecturers job performance in Kwara State Colleges of education, Nigeria.

Conceptual Framework

The conceptual framework for this study is based on the contingency theory. According to the theory, there is no single best way for employers or managers to communicate. Situations will create different communication styles requirements for a manager. The theory describes that specific communication behaviour influences employees' performance. As indicated in figure 1, the communication style (Assertive, Aggressive, Passive-aggressive, Submissive and Manipulative) is expected to influence employees' performance (commitment, reduction in absenteeism and turnover) in Takoradi Technical University impact of communication style on employees' performance displayed in figure 2.

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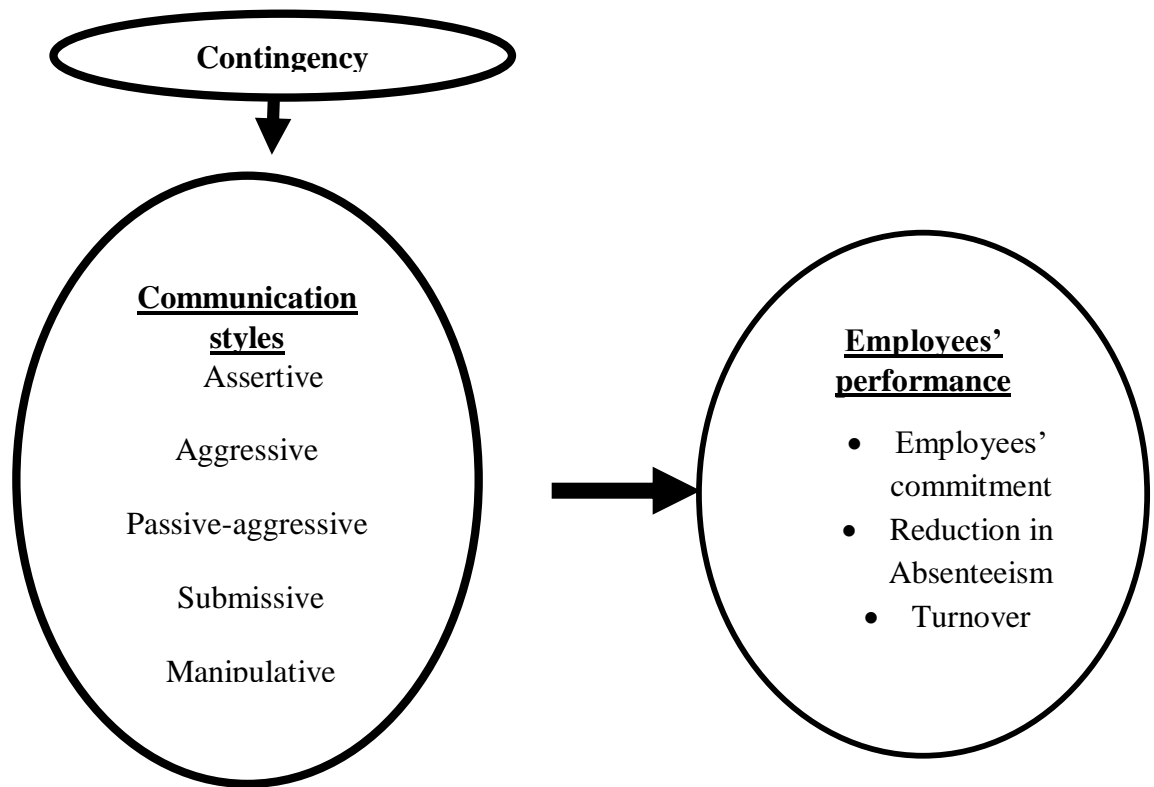
Figure 3 Conceptual framework

Chapter Summary

This chapter constructed a theoretical perspective for the study. Fiedler Contingency theory underpins the study. Communication factors process and patterns were also discussed. The chapter focused on five communication styles as indicated in the conceptual framework connecting it to the theory. The conceptual framework also outlines the interplay of the independent variables (communication styles) and dependent variables (employees' performance). The chapter was concluded by discussing each communication style, its relevant literature, empirical review and hypotheses.

From the review of literature on the extent to which communication styles influences employees' performance, it came to light that the communication had enormous impact on employees' performance and

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satisfaction that can explain the significant influence communication in an organization had on individual in working to achieve organisational goals. Most studies have employed or adopted qualitative approach, cross-sectional study design, use of questionnaire and interview in data collection, probability sampling. It has come to light that only few studies have been conducted on the effect of communication styles on employees' performance, hence information this variable is scanty.

CHAPTER THREE

RESEARCH METHODS

Introduction

This chapter was on the methodology employed in the conduct of the research. It comprised of the description of study organisation/Area**,** research design, population, sampling technique, data collection instruments, data collection methods, pre-testing**,** reliability and validity, employee performance measures, ethical consideration and data processing and analysis.

Research Design

This study employed a quantitative approach because it allows for a formal, objective and systematic process to describe and test relations, examine cause and effect interactions among variables or set of scores. This approach was chosen because the study is concerned with gaining understanding and meaning of the relationship between variables under investigation. According to Leedy and Ormrod (2010) quantitative approach is more appropriate if the purpose of the study is to explain, confirm and validate or to test theory.

Creswell (2009) stressed that a quantitative approach enables researchers to use mathematical approaches to arrive at objective and logical deductions. Creswell (2014) adds that quantitative research approach is an approach used for testing objective theories by examining the relationship among variables. Olusoji, Adetokun and Akaighe (2017) assert that quantitative approach enables the researcher to gain an understanding of the relationship between the phenomena under investigation. Findings from quantitative method can be predictive, explanatory, and confirming (Williams, 2007).

Specifically, quantitative correlation was used for the study design because Creswell (2008) states that correlation gives an opportunity to foretell results and explain the relationship among variables. In a correlation research, no attempt is made to control or manipulate the variables; however, the correlation statistic is used to describe and measure the degree of relationship between two or more variables or sets of scores (Creswell, 2008; Lappe, 2000). Quantitative correlational research design aims to systematically investigate and explain the nature of the relationship between variables (Porter & Carter, 2000).

Study Area

Takoradi Technical University was the study area used in this research. The Takoradi Technical University was established in April, 1954 as a Government Technical Institute located in Takoradi in the Western Region. It has operated for thirty-nine (39) years under the Ghana Education Service of the Ministry of Education. It offered Crafty and Technician Certificate levels in commercial and technical subjects awarding Royal Society of Arts (RSA) and City and Guilds of London, United Kingdom Certificates. Later in 1990 the Ghana Education Service took over the awards of the aforementioned certificates.

The University formerly known as Government Technical Institute was upgraded by the Polytechnic Act 321 (PNDC Law 1993) to become part of the Ghana Tertiary Education System and to offer programmes and award Higher National Diploma (HND) certificates during the 1993/1994 Academic Year. The aim was compliment the role of the universities in order to increase access to tertiary education for training middle and higher-level manpower. The institution was again lifted to become a fully fleshed University by an Act of

Parliament, the Technical University Act 2016 (Act 922) and has since been called Takoradi Technical University.

Currently, Takoradi Technical University has three (3) campus – Effia Kuma (Takorad), Butumagyebu (Sekondi) and Akatakyi (Agona – Nkwanta). The Akatakyi Campus is the largest of the three, with acreage of 152.3. The institution is supported by five (5) faculties namely: Faculty of Applied Arts & Technology, Faculty of Applied Science, Faculty of Business Studies, Faculty of Built & Natural Environment and Faculty of Engineering. Twenty-three (23) departments such as Department of Graphic Design, Department of Sculpture Technology, Department of Industrial Painting and Design, Department of Ceramics Technology, Department of Textile Design & Technology etc. The School is headed by a Vice Chancellor, Pro-Vice Chancellor, Deans and Heads of departments. It has five hundred and forty-nine (549) teaching and non-teaching employees/staff working in various faculties and departments in the institution.

Study Population

The population for the study comprised 378 (Three hundred and seventy-eight) staff (employees) of (5) five faculties of Takoradi Technical University, Takoradi Area. The five faculties have been chosen because communication in regards to delivering the objectives of the institution occurs at these levels. The population includes all employees of the selected faculties in the University and the entire population has been used for this study. Because according to Laerd Dissertation (2018), when the entire population is used, it completely defines the population and the characteristic or characteristics which set it apart, create a list of population, collect relevant data from all members on

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the list, gives deeper insights into a target population than partial samples, allow a researcher to paint complete picture and reduces guesswork. Additionally, the aim to take the entire population for the study is in bid to limit the probability of errors occurring, maximise, the accuracy of the population estimates and enhances the generalization of the results obtained (Osborne & Costello, 2004). When the population is large it assures one of the conditions of regression which states that the sample size should be large enough (Chung-Wen, 2008) to ensure normality, generalization of results (Jeon, 2015) validity and reliability. Wiersema (2009) stressed that a sample should be large enough so that the validity and reliability of the data is achieved. The composition of the study population as shown in Table 1

Table 1: Composition of the Study Population

Number	School Faculties	Number of Employees/ Staff
1	Faculty of Applied Arts &Technology	101
2	Faculty of Applied Science	94
3	Faculty of Business Studies	81
4	Faculty of Built & Natural Environ	66
5	Faculty of Engineering	36
Total		**378**

Source: Field study (2019).

Sampling Procedure

Data gathering is crucial in research, as the data is meant to contribute to a better understanding of a theoretical framework (Bernard, 2002). It then becomes imperious that selecting the manner of obtaining data, from whom the

data will be acquired should be done with sound judgment, especially since no amount of analysis can make up for improperly collected data (Tongco, 2007). Census sampling method was employed. According to Varalakshmi, Sundaram, Indrani, Suseela, & Ezhilarasi (2004), census technique enables data collection from each and every item of the population, accurate and reliable, and data collected are used for various survey analyses. Census sampling technique assures the highest accuracy and concrete description of a phenomenon without any element of bias as all elements are taken in consideration without any chance of being left (Prasad, 2015). According to Parker, Schroeder, and Fairfield-Sonn, (2002) census is easier to administer since figuring out who receives the instrument is clear-everyone and it is capable of yielding representative results.

Data Collection Instrument

A questionnaire was the instrument used for data collection, because the employees/staff of the institution are very learned and would be able to read and conveniently answer the questions without any assistance. According to Dessler (2000), a questionnaire yields unbiased results unlike interview method where the researcher can induce the respondents to give responses to suit his interest and offer greater assurance of anonymity and help avoid bias or errors caused by the presence or attitudes of the interviewer.

Questionnaires are likewise very adaptable in that it can be utilized by an individual, in various situations, at various circumstances, focusing on an assortment of subjects for examination (Saunders, Lewis, Thornhill, 2009)**.** According to Sarantakos (2005), the use of questionnaires is convenient and can reach respondents who are normally difficult to contact and are literates, it

allows respondents to answer the questions at their own pace without disturbing their working activities.

It comprises mostly structured questions. The use of structured questions enables the provision of close-ended and multiple choice questions which were deemed to be easier for respondents to answer. According to Malhotra (2004), multiple choice questions are easier to analyse and tabulate than open-ended questions, and also reduces bias on the part of the researcher. The instrument was introduced with information about the researcher, the research topic, reason for the research and assurance of confidentiality and anonymity. The questionnaire had three sections, A, B, C. Section A focused on background information about respondents' demographic characteristics such as sex, category of staff, department, education, service of tenure and position. The section B of the questionnaire contained a specific matter of enquiry which sought information about the communication styles.

Lastly, section C contains questions on the employees' performance variables. Apart from the background information, communication style was measured on a five-point Likert scale of 1 to 5 rating from1= Least Important, 2= Less Important, 3= Important, 4= Much Important, 5=Most Important and employees' performance was also measured on five point likert scale from 1= little impact, 2 = Less Impact, 3 = Impact, 4 = Much Impact, 5 = Most Impact. The Likert scale was considered appropriate because it is the most reliable and most widely-used scale for measuring people's attitudes, opinions and beliefs (Yates, 2004). The sample questionnaire is attached as Appendix A.

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Pre-testing

This study's instrument was pre-tested in February 2019 to enable the researcher check the following: (i) that instructions and questions were clear, and (ii) that potential respondents would understand questions and respond appropriately. The review was undertaken in the Cape Coast Technical University. The University was deemed appropriate because it shared similarities such as having staff categories similar to that of the study area. Following the responses from the review, several questions were re-worded and the number of items on the questionnaire was reduced to ensure high response rate.

Reliability and validity

Reliability and validity determines the accuracy of the research. It determines the trustworthiness of the overall research and study. According to Healy and Perry (2000), reliability is the extent to which results are consistent over time and an accurate representation of the total population under study. Reliability refers to the ability to repeatedly acquire the same result with the same instrument (Burns & Bush 2003). This implies that, irrespective of who conducts the research, the same results should be obtained and there should be stability in the measurement. Validity on the other hand refers to the relevance and accuracy of what is measured (Burns & Bush 2003).

In quantitative research, the questionnaire must be well understood by the respondents since there are no close contacts with the researcher. This will increase the high possibility of obtaining a valid and reliable answer. Cronbach's Alpha was used as a measure of reliability and internal consistency. Cronbach's Alpha is a reliability coefficient that indicates how well items in a

set are positively correlated to one another. It measures the inter-correlations among test items, with a measure of being higher in terms of internal consistency and reliability, and 0.7 to 0.9 being acceptable (Zinbarg, Yovel, Revelle & McDonald, 2006). The Cronbach's alpha coefficient (α) with a recommended minimum value of 0.7 is the most common indicator for testing internal consistency (DeVellis, 2003). In this sense, the research instrument is deemed valid and reliable as there was a high response rate and the answer corresponds with each other.   The reliability coefficients obtained are summarised in Table 2.

Table 2 Computed Reliability Coefficients for Field Data Collected

No	Construct	Cronbach's Alpha	No. of items
1	Communication Styles	0.876	5
2	Employees' Performance	0.823	3

Source: Field study (2019)

Employees Performance Measures

Performance indicators give information regarding incremental steps towards larger goals (Gautreau & Kleiner, 2001). They enhance continuous improvement of organisation goals (Medori & Steeple, 2000). Previous studies used many variables to measure employees' performance. These variables include profitability, gross profit, return on asset (ROA), return on sale (ROS), revenue growth, liquidity and operational efficiency etc. (Snow & Hrebiniak, 1983; Segev, 1987; Smith, Guthrie & Chen, 1989; Ahuja, 2006; Parnell & Wright, 1993; Thomas & Ramaswamy, 1996; Gimenez, 2000). Even though, there has been considerable argument about these issues of terminology and conceptual bases for performance measurement there has not be a standard

parameters that can be relied upon (Ford & Schellenberg, 1982). Quantity, quality, schedule cost, absenteeism, overtime etc. have been used as indicators (Ramirez & Nembhand, 2004).

Ethical Consideration

Respondents' anonymity, informed consent and confidentiality were upheld. The respondents were approached and the essence of the research was explained to them before the study commenced. The respondents were allowed to do an independent work unless an explanation was needed in the course of answering the questionnaire. These activities were undertaken to ensure that the research was free of value judgment on the part of the researcher, since participation to research study must be voluntary and that researchers should not coerce target population in participating in a research process (Neuman, 2011). Consent was sought from the University's Division of Human Resource and the respondents themselves prior to undertaking the study. This reduced the resilient nature of the respondents; hence they participated fully without any hindrance. This was simple since the researcher was an insider and this did not also influence their choice of response since the questionnaires were given out to individual respondents to answer at their own time and comfort.

Data Collection Procedures

The researcher together with four trained research assistants collected data from the selected respondents. The administration of the questionnaire was in two stages. Stage I was the distribution of questionnaires to respondents and Stage II was for collection of data. It took four months to complete the exercise (from March to June, 2019). All the three hundred and seventy-eight (378) questionnaires were retrieved as answered.

Data Processing and Analysis

This study relied on both descriptive and inferential statistics to analyse data collected from the field.   First, the data collected was sorted and organised. The data was then coded to enable the researcher to identify codes that pertained to possible responses for each item on the questionnaire. Data analysis is the process of simplifying data in order to make it comprehensible. Data analysis usually involve reducing accumulated data to a manageable size, developing summaries, looking for patterns, and applying statistical techniques (Best & Kahn, 2006).

Data was analysed using the Statistical Package for Social Sciences (SPSS) version 16.0. With the aid of the SPSS, analyses of the background data as well as objectives one and two were done using descriptive statistical tools including frequency distributions, percentages and tables.   These tools particularly, percentages for demographics were considered appropriate because they tend to be more understandable and easy to interpret (Taylor-Powell & Steele, 1996). The independent variables were communication styles (Assertive, Aggressive, Passive, Submissive and Manipulative). The dependent variables were employees' commitment, reduction in absenteeism, and turnover. Statistical Package for Social Science (SPSS) 16.0 version was used to perform data entry and data transformation, forms of output and analysis. Multiple linear regression was statistical tool used to test the hypotheses.

Chapter Summary

This chapter was introduced by discussing the study organisation/area. The chapter further outlined the research methodology/approach that was used in the study. Quantitative research approach and quantitative correlation study

design. The population of the study was made up of all employees/staff of the

Takoradi Technical University. The Census sampling method was used for the

study. Questionnaire was used to collect data on 378 employees/staff of the

institution. The chapter ended by showing the distribution of the questionnaire

using Likert scale, discussion of the multiple linear regression and its

assumptions and data analysis using SPSS as a tool, employees' performance

measure, reliability and validity and ethical consideration were also discussed.

CHAPTER FOUR

RESULTS AND DISCUSSION

Introduction

This chapter presented the results of the study in line with the objectives. The main purpose of the study is to examine the relationship between communication styles and employees' performance. The study employed quantitative approach and correlational study design, census sampling technique, questionnaires, descriptive and inferential statistics and regression for testing hypotheses. Three hundred and seventy-eight (378) respondents were census sampled. The discussion begins with background information or characteristics of respondents including their sex, department, level of education. Number of year's worked and current position. The chapter ended with the discussion of the influence of communication styles (Assertive, Aggressive, Passive, Submissive and Manipulative) on employees' performance (commitment, reduction in absenteeism and turnover). The discussion of this is based on the hypotheses.

Demographic characteristics of respondents

These sections describe the demographic characteristics of respondents displayed in table 3. This includes sex, department, and level of education. Number of year's worked and current position. Number of respondents (N = 378).

Table 3 Frequency Distribution of Respondents' Demographic

characteristic (Sex)

Characteristics		Frequencies	Percentages (%)
Sex:			
	Male	202	54
	Female	176	46
Departments :	Auto, ref. & air-conditioning	29	7
	Building technology	19	5
	Built & Natural environment	13	3
	Ceramics technology	12	3
	Civil Eng.	20	5
	Electricals/electronics Eng.	17	4
	Estates mgt.	5	1
	Fashion design	14	3
	Graphics design technology	20	5
	ICT	11	2
	Interior design& technology	15	3
	Marketing	25	6
	Maths & Stats	10	2
	Mechanical Eng.	20	5
	Industrial Painting & design	20	5
	Procurement mgt.	15	3
	Purchasing & Supply	22	5
	Sculpture & Industrial Crafts	15	3
	Sec & Management studies	20	5
	Textiles Design & Tech.	17	4
	Tourism mgt.	19	5
	Section/ units	20	5
Educational level	Diploma/HND	73	19
	Degree	122	32
	Masters	161	42
	PhD	27	7
Number of years worked	1-5 years	82	22
	6-10 years	99	26
	11-15 years	75	20
	16-20 years	65	17
	21 and above	57	15

Source: Field survey, (2019).

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The table 3 revealed that male respondents were 202 representing 54 % and female respondents were 176 representing 46 %. This indicates that the respondents were male dominated. The table again shows that 29 respondents representing 5% were working in Auto, refrigeration and air conditioning department, 19 respondents representing 5 % working in Building technology department, 13 respondents representing 3 % working in Built and Natural environment department, 12 respondents representing 3 % working in Ceramics technology department, 20 respondents representing 5 % working in Civil engineering department, 17 respondents representing 4 % working in Electricals/electronics engineering department, 5 respondent representing 1 % working in Estate management department, 14 respondents representing 3 % working in Fashion design department, 20 respondents representing 5 % working in Graphic design department, 11 respondents representing 2 % working in ICT department, 15 respondents representing 3 % working in Interior design and technology department.

It was also revealed in that 25 respondents representing 6 % working in Marketing department, 10 respondents representing 2 %   working in Mathematics and Statistical department, 20 respondents representing 5 % working in Mechanical engineering department, 20 respondents representing 5 % working in Industrial Painting and design department, 15 respondents representing 3 % working in Sculpture and Industrial Crafts department, 22 respondents representing 5 % working in Purchasing and supply department, 15 respondents representing 3 % working in Sculpture & industrial crafts department, 20 respondents representing   5 % working in Secretary and Management studies, 17 respondents representing 4 working in Textiles design

and technology department, 19 respondents representing 5 % working in Tourism management department and 40 respondents representing 10 % working in Sections and Units. The table illustrates that 73 respondents representing 19 % acquired Diploma/HND, 122 respondents representing 32 % acquired Degree, 161 respondents representing 42 % acquired Masters and 27 respondents representing 7 % acquired PhD.

This shows that master holders dominated the respondents. This indicates that masters and Degree holders respectively dominates the respondents in the University. Table shows that 82 respondents worked between 1 to 5 years representing 22 %, 99 respondents worked between 6 to 10 years representing 26 %, 75 respondents worked between 11 to 15 years representing 20 %, 65 respondents worked between 16 to 20 years representing 17 %, and 57 respondents worked between 21 and above years representing 15 %. The table further revealed that 112 respondents representing 30 % were lecturers, 62 respondents principal officer representing 16 %, 119 respondent administrative staff representing 31 %, 43 respondents clerical staff representing 12 % and 42 respondent holds other positions representing 11 %.

Influences of Communication Styles on Employees' Performance

This part of the chapter presented and discussed the multiple linear regression results as summarised in Tables 4 to 7. The focus of the discussion is on how communication styles (Assertive, Aggressive, Passive, Submissive and Manipulative) influences employees' performance (commitment, reduction in absenteeism and turnover).

Table 4: Influence of Communication Styles on Employees' Performance

Predictor	Std. Error	Beta	T	p - value
(Constant)	.140		16.360	.000
Communication styles	.043	.262	4.070	.000

R Square = .069; Adjusted R Square = .064; p – value = 0. 05

Source: Field survey, (2019).

The result in Table 4 revealed that communication styles with (β = .262, p – value = .000) influences employees' performance. Thus hypothesis 1 (H1) which reads 'communication styles influences employees' performance' was supported since the p – value was less than the alpha (α) value 0.05.

Table 5: Influence of Communication Styles on Commitment

Predictor	Std. Error	Beta	T	P – value
(Constants)	.220		5.362	.000
Communication styles	.067	.592	11.006	.000

R Square = .351; Adjusted R Square = .348; p– value = 0. 05

Source: Field survey, (2019).

The result Table 5 illustrates that communication styles with (β = .592; p = .000) increases employees' commitment. Based on that, hypotheses 2 (H2) which reads 'Communication styles increases employees' commitment' was supported because the p – value for communication styles was less than the alpha (α) value 0.05.

Table 6: Influence of Communication Styles on Reduction in Absenteeism

Predictor	Std. Error	Beta	T	P – value
(Constant)	.196		14.821	.000
Communication styles	.060	.226	3.469	.001

R Square =. .051; Adjusted R Square = .047; p– value = 0. 05

Source: Field survey, (2019).

The results in Table 6 demonstrated that communication styles with (β = .226; p = .001) influences employees' absenteeism. Hence, hypotheses 3 (H3) which states 'Communication styles affects employees' absenteeism' was supported because p – value for communication styles was less the alpha (α) value 0.05.

Table 7: Influence of Communication Styles on Employees' Turnover

Predictor	Std. Error	Beta	T	P – value
(Constant)	.221		12.642	.000
Communication styles	.067	.008	.118	.906

R Square = .000; Adjusted R Square = .004; p– value = 0. 05

Source: Field survey, (2019).

The result in Table 7 revealed that communication styles with (β = .008; p = .906) has no influence on employees' turnover. Therefore, hypotheses 4 (H4) which read 'Communication styles influences employees' turnover' was not supported because the p – value for communication styles was greater than the alpha (α) value 0.05.

Discussions of Result

Balyan (2012) noted that the significance of how well and poorly workers do their job must be known by the supervisors and frank efforts should be made to correct it. The managers in charge of organization who oversees how well and badly workers do their job should be in position to develop and encourage them. The finding of this current study concur with (Clampitt & Downs, 1993; Nwata, Ulunwa, Philip, Umoh & Amah, 2016; Mandu, 2011 Oluwatoyin, 2016) that communication styles affect employees' performance. However, this finding was contrary to (Adeogun, Abiona, Ajayi & Amuludun,

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2016; Widhiastuti, 2012) that communication styles influences employees' performance. The implication is that enhancement in communication styles will enhance employees' performance.

In the view of Akbar and Jahanzaib (2012) workers need to know and coordinate their work activities, but if the message is not well transmitted will hamper their interaction with one another and cannot comprehend the assignment which may lead to confusion and to the job not being done or not completed well. Therefore, this can result in lack of commitment, absenteeism and employees' turnover. These suggest that an enhanced communication styles will enhance employees' commitment, and improvement in communication styles will result in a reduction in employees' absenteeism. However, an enhanced communication styles will not influence employees' turnover. This means that institutions with an entrenched communication process are more likely to have a well-built coordination and employees' performance.

The outcomes of the study were consequential from employees working in various departments and section and this generally indicates a principal theoretical connotation of the research discoveries. The conceptualization of the effect of communication styles is to develop employee and organizational relationships that finally results in enhanced employees' performance, commitment, reduced absenteeism and turnover. The present finding does also add to the communication literature by demonstrating that communication styles have influence on employees' employees' performance, commitment, absenteeism and does not show any effect on employees' turnover.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATION

This chapter focused on summary of result, conclusion, recommendation based on findings of the study and recommendation for further research.

Summary of the Results

The main purpose of the study is to examine the relationship between communication styles and employees' performance. The following four hypotheses were formulated, which guided the study: H1: Communication styles influence employees' performance. H2: Communication styles increases employees' commitment. H3: Communication styles affect employees' reduction in absenteeism. H4: Communication styles influences employees' turnover. The study employed quantitative approach, descriptive study design, purposive sampling, and questionnaires for data collection, descriptive and inferential statistics for analysis and discussion and multiple linear regression for testing hypotheses. SPSS 16 was used for data entering and transformation. Three hundred seventy-eight (378) respondents were purposively sampled.

A summary of the key findings of the study are as follows: Hypotheses 1, 2, 3 and4 (thus H1, H2, H3 and H4) sought to examine the relationship between communication styles and employees' performance (commitment, absenteeism and turnover) using multiple linear regression. The following were key findings based on each research hypotheses respectively:

- Communication styles (β = .262, p > .000) affects employees' performance.

- Communication styles (β = .592; p > .000) affects employees' commitment.

- Communication styles (β = .226; p > .001) affects employees' absenteeism.

- Communication styles (β = .008; p < .906) has no influence on employees' turnover.

Conclusions

The significance of communication styles and employees' performance in organisation and the corporate world has been revealed in earlier literature. Therefore, it is important to examine and establish any issue related to communication styles and employees' performance. The following conclusions were drawn based on the key findings of the study:

- The study concluded that communication styles significantly affect employees' performance.

- It was also concluded that communication styles significantly affects employees' commitment.

- The study further concludes that communication styles significantly affect employees' absenteeism.

- Finally, it was concluded that communication styles do not have any significant influence on employees' turnover.

Primary Contribution

A primary contribution of this study is to encourage the effective combination of different use of communication styles in the organization in order to bring the best out of employees and to enhance their level of commitment, control absenteeism, turnover and higher performance. Based on

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this managers and leaders should adopt appropriate combination of communication styles necessary to achieve organizational and employees' performance, reduce absenteeism and turnover, and improve employees' commitment.

Recommendations

Based on the key findings and the conclusions it is recommended that managers and leaders who are determined to achieve high performance from their employees' should exhibit good communication styles. To enhance commitment of employees' managers and department heads should apply communication style that will elicit great commitment from work in the institution. Employees' absenteeism and turnover are mostly problem in institutions and is demonstrated by unsatisfied employees. It is recommended that this should be managed with great communication styles to reduce the number of time employees absent themselves from work and also minimize the idea or intent employees have of leaving the institution. Generally, it is recommended that organisations which want to achieve their goals should make effective communication part of the organisation's culture where superior and subordinate communicate organizational goals and objectives using appropriate communication styles.

Recommendation for Further Research

This study looks at the relationships between communication styles and employees' performance in the Takoradi Technical University (TTU) in the Western Region. This study recommends that further research should be carried out on the effect of communication styles on employees' performance in a private educational institution to do comparative analysis.

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APPENDIX 'A'

**Questionnaire on the Impact of Communication Styles and Employees'
Performance at Takoradi Technical University – Takoradi**

Dear Sir/Madam

A study is being conducted on the topic The Impact of Communication Styles
on Employees' Performance at Takoradi Technical University - Takoradi. The
research is for the purpose of writing a dissertation as part of the requirement
for the award of Masters of Administration (Human Resource Management) in
School of Business, University of Cape Coast. It would be appreciated if you
could provide candid responses to the items in the questionnaire. The
information you provide would be treated confidential and under no
circumstance will your identity be disclosed to any other person with regard to
your response to the items.

Thank you very much.

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Instruction

Please respond by ticking | √ | in the appropriate box or provide information

in the space(s) provided.

1. Gender: a) Male [   ]   b) Female [   ]

2. Department/Section/Unit. (Please indicate)..……………………………..

3. Highest educational qualification attained:

   a) PhD [   ]   b) Master's Degree [   ]   c) Degree [   ]

   d) HND [   ]   f) Others, please specify ………………………………

4. How long have you worked in this institution?

   a) 0 to 5 years   [   ]   b) 6 to 10 years   [   ]   c)11 to 15 years   [   ]

   d) 16 to 20 years[   ] e) 21 and above   [   ]

   5. Please tick the position you are currently holding?

   a) Lecturer   [   ]   b) Principal Officer [   ]

   c) Administrative Staff [   ]   d) Clerical Staff [   ]

   e) Others, please specify ……………...…………………………………

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Section B: Question on the importance of the communication styles adopted by superiors.

Please kindly tick from 1 to 5 the extent to which you attach importance to the communication styles adopted by your superiors within your institution.

1= Least Important

2= Less Important

3= Important

4= Much Important,

5=Most Important

No.	Statement	1	2	3	4	5
1	**Assertive** -simultaneously respecting the wishes and thoughts of others					
2	**Aggressive** -behaving in an angry and violent way towards another person					
3	**Passive-Aggressive**-unassertive expression of negative sentiments, feelings of anger and resentfulness					
4	**Submissive** -allowing yourself to be controlled by other people					
5	**Manipulative** -a person who tries to control people to their advantage.					

Section C: Communication Style which promote Performance

Kindly indicate degree of impact the communication styles have on your performance by ticking appropriate column from 1 to 5.

1= Little impact

 2 = Less Impact

 3 = Impact

4 = Much Impact

5 = Most Impact.

No.	Statement	1	2	3	4	5
1	Employees' commitment					
2	Absenteeism					
3	Turnover					

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