

**ADDRESSING THE COMMUNICATION GAP IN ORGANISATIONS A CASE STUDY OF MERCY  
CHILD CARE MINISTRY**

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**A DISSERTATION SUBMITTED TO THE SCHOOL OF BUSINESS, IN PARTIAL  
FULFILLMENT OF THE REQUIREMENTS FOR THE AWARD OF A MASTER DEGREE OF  
ARTS IN ORGANISATIONAL LEADERSHIP AND MANAGEMENT OF UGANDA CHRISTIAN  
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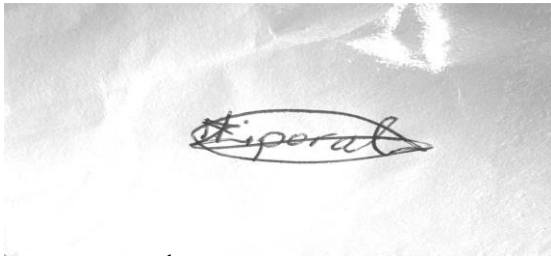
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## DECLARATION

I Nassimbwa Ziporah hereby declare that there is no portion of the work referred to in this dissertation that has been submitted to any other university or other institute of learning for any academic award or for other purposes. Therefore, I wish to present it for the award of a Master of Arts in organizational leadership and management by Uganda Christian University, Mukono, Uganda.

Signed: Nassimbwa Ziporah

A photograph of a handwritten signature in black ink on a white, slightly wrinkled piece of paper. The signature is written in a cursive style and is enclosed within a hand-drawn oval shape.

Date: 28<sup>th</sup> March, 2024

## APPROVAL

This is to certify that the dissertation of Nassimbwa Ziporah on “Addressing the communication gap in Organizations: A case study of Mercy Child Care Ministry” has been done under my supervision and approved for submission and examination in partial fulfillment of the requirements for the award of a Master of Arts in organizational leadership and management of Uganda Christian University, Mukono, Uganda.

Signed: Dr. Mark Douglas Walugembe

A handwritten signature in black ink, appearing to read 'M. Walugembe', with a small horizontal line at the end.

Date: 28<sup>th</sup> March, 2024

## DEDICATION

I dedicate this project to my Lord and creator, my strong pillar and ever-present help, my only source of inspiration, wisdom, knowledge and understanding. He has been my everyday source of strength throughout this journey and on His wings only have I soared.

I also dedicate this to my parents, Mr. Timothy Damulira, Ms. Nagawa Proscovia and my grandmother Mrs. Eseza Settuba, they saw me start this journey and have encouraged me all the way through it. Thank you for your support through my academic journey this far.

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My colleagues at Mercy Childcare Ministry whose cooperation helped me to finish that which I started. Thank you.

Finally, I appreciate God my ultimate inspiration, His support is forever unconditional, to Him be glory now and always.

## ABSTRACT

The main purpose of this research was to understand why there is a gap in communication among Mercy Child Care Ministry (MCCM) staff and what could be done to fix this communication gap. However, this research project was also one of the requirements for the partial fulfilment of my Master's Degree in Organizational Leadership and Management.

Knowing that effective communication is a very vital tool for any two people, organization or company, if they are to thrive, even the bible says, "*Do two walk together, unless they have agreed to meet?*"<sup>1</sup> This research was therefore aimed at getting insight into what is done currently in Mercy Childcare Ministry to effect communication, what brings about the gap in communication or where is the challenge and what can be done to bridge this gap to ensure effective communication within the ministry. These research findings will not only help MCCM but will help several other organizations with internal communication gaps to get better at what they do.

A total number of 100 respondents were interviewed and it was discovered that relying on one major mode of communication that is use of social media particularly WhatsApp was not as efficient as it seems in communication, it was suggested that this mode of communication be backed up with others like an SMS, or phone call just to ensure that all information gets down to the final user and in time.

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<sup>1</sup> [The Holy Bible: English Standard Version](#) (Am 3:3). (2016). Wheaton, IL: Crossway Bibles.

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ACRONYMS PAGE

MCCM – Mercy Child Care Ministry

TRH - Transition Rehabilitation Home

GE - Genesis

PS - Psalms

RO - Romans

## DEFINITIONS

Communication: the imparting of information by speaking, writing, or using some other medium (Oxforddictionary, 2013).

Communication gap: the discrepancy between the intended message and how it is received and interpreted by employees. (Jones, 2015).

Culture: the ideas, customs, and social behavior of a particular people or society.

Organization: an organized group of people with a particular purpose.

Synergism: a doctrine that human attempt cooperates with divine grace in the salvation of the soul. (Phillip, 2000)

## CHAPTER ONE: INTRODUCTION

### 1.0 Background

According to a report by Mercy Childcare Ministry (2018), the ministry was founded in 2003 with the aim of reducing on the number of suffering children in Uganda and beyond. The ministry adopted a holistic approach, which caters for community empowerment to address the root causes of suffering and abandonment of children in Uganda. Over the years, the ministry has sought and empowered vulnerable children in and around Mende, Wakiso community and its surroundings through the various services provided. MCCM has a Transitional Rehabilitation Home (TRH) where abandoned and former street children are admitted, a medical center that provides quality health care services at affordable costs to community members, a microloans program supporting vulnerable women so that they can support their families, a church helping in community transformation through spiritual nature and schools providing Christian education with the aim of raising Godly leaders. The ministry operates under a bible quote, “<sup>3</sup> Give justice to the weak and the fatherless; maintain the right of the afflicted and the destitute. <sup>4</sup> Rescue the weak and the needy; deliver them from the hand of the wicked.”<sup>2</sup>

According to a report by Mercy Childcare Ministry (2022), the organization has transformed lives of over 700 children in the last 20 years of service. Currently it provides support to 550 children, in its various programs. MCCM works with a team of over 104 staffs and volunteers. There are some qualified elite staff such as directors, administrators, health workers, teachers, social workers, accountants, as well as unqualified (little or no education) people on the team such as security personnel, house mothers, cooks, drivers, matrons, the maintenance crew and farm attendants.

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<sup>2</sup> [The Holy Bible: English Standard Version](#) (Ps 82:3–4). (2016). Wheaton, IL: Crossway Bibles.

## 1.1 Problem statement

Effective management of the various services is highly dependent on internal communication within the ministry. The challenge however is that there is a gap caused by the various means of communication used in the ministry which is further denoted by the difficulty to deliver some services substantially. By the nature of the various services offered in different departments, with people doing different tasks, on different schedules and with different qualifications, it's been noticed that there's a communication gap within and across departments despite efforts to curb this. Often the senior management must come up with the final decision regarding what should be done even at department level. Social media is one of the main modes of communication used at MCCM. Staff are encouraged to have smartphones readily loaded with data bundles and ready to receive information as it comes in. This has on several occasions failed to work appropriately because some information is misunderstood, and some people have always missed out on urgent communication due to lack of a smartphone or readily available data.

According to Deeter-Schmelz and Kennedy (2004), communication is one crucial aspect that can support the company in strengthening their relationships which is very important. This research therefore sought to explore and analyze communication within MCCM to gain knowledge to respond to the action question which was, "What can be done to improve communication at Mercy Child Care ministry?"

## 1.2 Research questions

Below are the research questions to answer why there is a communication gap at MCCM and elaborate on the reasons why this exists.

### 1.2.1 Central research question

Why is there an internal communication gap among the different departments at Mercy Child Care Ministry?

### 1.2.3 Action question

What can be done to improve communication at Mercy Child Care Ministry?

### 1.2.4 Subsidiary research questions

- i. What existing organizational culture issues contribute to this internal communication gap?
- ii. What are the interpersonal issues contributing to the internal communication gap at MCCM?
- iii. What modes of communication can be utilized for effective communication at MCCM?

## 1.3 Research Objectives

### 1.3.1 General objective:

To assess why there is an internal communication gap among the different departments at MCCM.

### 1.3.2 Specific Objectives

- i. To establish the existing organizational culture issues that contribute to the internal communication gap.
- ii. To identify the interpersonal issues contributing to the internal communication gap at MCCM.
- iii. To determine the modes of communication that can be utilized for effective communication at MCCM.

## 1.4 Literature Review

This section reviewed studies by different scholars related to communication in various organizations. It looked at the history of communication, communication in the bible, internal communication gaps and effective organizational communication. This was done to have a detailed understanding of what others have done about internal communication gaps and managing communication as a whole within their organizations.

### 1.4.1 Defining Communication

Communication may be defined as the imparting of information by speaking, writing, or using some other medium (Oxforddictionary, 2013). Communication seems easy, but it's not. It takes years to learn, but once learned it always needs improvement. Communication takes place in many ways: it can be spoken, imitated, written, sung or drawn. And this can be done well or badly with each of these methods (Harrington & Lewis, 2014).

Communication involves sending and receiving information. Listening is a very important aspect of communication, that is, giving recognition and attention to others, engaging in interpretation to try to gain understanding of what others are saying and receiving constructive meaning from spoken or unspoken messages (Honneth, 2007).

Loredana and Alexandru (2002) stated that communication is the basis of any relationship and the root on which human relations are built. Every relationship rises and falls around communication. For any organization, it is important to note that, for departments and teams where communication is effective, the productivity in work performance is great and vice versa. Better communication means a better life. Better communication in your personal life means happier, longer, and more successful years. Improved communication within government means shorter queues, less paperwork, and happier citizens. Better communication in church and school means more success and better grades. Improving communication in

healthcare speeds recovery, reduces discomfort and improves the well-being of caregivers and patients. In general, good communication is important (Harrington & Lewis, 2014)

According to DiFonzo and Bordia (1998), Communication is vital to the effective growth of organizations. Poorly managed communication results in rumors and resistance, exaggerating the negative aspects, all these and more indicate a gap in communication and thus call for immediate attention.

Research has also indicated that communication and organizational growth move hand in hand and are inseparable (Laurie, 2019). Organizational growth is highly dependent on the ability of leaders to communicate amongst themselves and decentralize this communication to effect change of individuals and thus the organization. Communication with individual employees should always be an important aspect of the change efforts and strategies. This study will help give a better understanding of the vital communication efforts leaders should embrace as they focus on their purposes or goals in leading.

#### 1.4.1 Organizational Communication

According to Deetz (2001) organizational communication is the process whereby an organizational stakeholder (or group of stakeholders) attempts to stimulate meaning in the mind of another organizational stakeholder (or group of stakeholders) through intentional use of verbal, nonverbal, and/or mediated messages.

Whereas (Redding & Sanborn, 1964) stipulates it is an aggregate of persons, arranged in predetermined patterns of relationships, to accomplish stated objectives. And (Richmond & McCroskey, 2009) further state that it is an organized collection of individuals working interdependently within a relatively structured, organized, open system to achieve common goals.

#### 1.4.1.1 History of Communication in Organizations

The history of organizational communication is a multifaceted adventure that has come centuries, reflecting on the evolution of human societies, technological improvements, and converting strategies to dealing with and facilitating communication inside groups of people or organizations. This evaluation focuses on historic studies and references to offer insights into the improvement of organizational communication:

The Ancient Civilization (3000 BCE - 500 CE), the origin of organizational communication may be traced way back to ancient civilization. Sumerians in Mesopotamia used cuneiform writing on clay tablets for administrative purposes (Kramer, 1963). Ancient Egyptians evolved symbols to document and bring records inside hierarchical systems. Greek philosophers inclusive of Aristotle explored the significance of persuasion and speechmaking in organizational settings. From ancient civilization we moved to the Medieval Period (500 CE - 1500 CE). This Middle Ages noticed constrained organizational communication, typically inside non-secular establishments, and feudal systems. The exchange of written documents, inclusive of manuscripts and letters, performed a crucial role in speaking inside monasteries and courts (Eisenstein, 1983).

Then the Renaissance and Printing Press (15<sup>th</sup> – 16<sup>th</sup> centuries). During this period, the invention of the printing press by Johannes Gutenberg led to conversion of communication through permitting mass manufacturing of written materials. This innovation facilitated the growth of early corporations, religious organizations, and the dissemination of knowledge (Suarez & Woudhuysen, 2013).

The Industrial Revolution (18<sup>th</sup> – 19<sup>th</sup> centuries). This brought profound adjustments to organizational systems and communication. Hierarchies and formal communication channels have become numerous as factories and huge organizations emerge. Frederick emphasized the significance of clean communication in optimizing work procedures (Taylor, 2005).

The Early 20<sup>th</sup> Century. This marked the formalization of organizational communication practices. Henri Fayol (2016) mentioned the standards of control, inclusive of the need for clean communication within groups of people and explored the role of communication in organizations.

The Mid-twentieth Century. The mid-twentieth century saw the emergence of organizational communication as an educational discipline. Kurt Lewin's work on institution dynamics and communication, in conjunction with Herbert Simon's studies on decision-making processes, contributed to a deeper understanding of communication's effect on organizational behavior, (Fisher, 1981). The culture of any organization is strongly built on how communication interplays within the said organization.

The Information Age (Late twentieth Century - Present). The introduction of virtual technology, computers, and the internet in the twentieth century reformed organizational communication. Email, intranets, and social media have become necessary to communication inside and among groups. Television and mass media additionally perform substantial roles in company messaging (Modaff & Sue, 2002).

The twenty first Century. Organizational communication in the 21<sup>st</sup> century continues to evolve rapidly. Mobile devices, cloud computing, and collaborative software programs have converted communication practices. Concepts like digital teams, remote working, and the global village network have evolved and are the order of the day and these have reshaped organizational dynamics and communication (Friedman, 2005).

The recent years have witnessed an increasing need to focus on crisis or disaster communication and company social responsibility. Organizations are expected to speak transparently all through crises, and express dedication or commitment to the required morals and sustainable practices even in challenging times (Coombs, 2017). Future Trends. The destiny of organizational communication will probably be inspired by synthetic intelligence, statistics analytics, and advancement in technology. Moreover, a growing emphasis on

diversity, equity, and inclusion inside organizations will necessitate extra inclusive and culturally sensitive communication practices (Wood, 2018).

Generally, since industrial revolution, organizational communication has changed tremendously. Organizations no longer rely on telegraphs but now use emails, cellular phones, webinars, text messaging and telephones to communicate. However, organizations have always faced a challenge of authenticity in communication. Because Immigration led to the creation of a diverse workforce and changed society, this diversity has always provided companies with valuable and diverse skills (Fayol, 2016). Communication is a means of promoting commitment, trust and commitment to an organization. This is the major cause of the authenticity challenge for managers. Organizational leadership requires real attention to social issues such as social responsibility, diversity and inclusion which when ignored bring about a gap in communication.

According to Sandepp (2023) technology is rapidly revolving and so is the way we communicate and interact with others. With emerging communication trends like artificial intelligence, virtual reality, and other innovations on professional communication. It is very important for professionals to understand these new communication strategies to stay relevant in this ever-changing digital world.

In conclusion, the records of organizational communication are a testimony to the dynamic interaction of culture, technology, and control standards. They keep conforming to the evolving desires and demanding situations of modern-day groups even as constructing on a wealthy historic foundation.

#### 1.4.2 Biblical Review of Communication

From the first page in the bible, we see God is a God of communication communicating differently with nature and human beings. According to Development Associates International (2007) mankind was made for two primary purposes which is originally communion with God and taking dominion over the earth and God's creation. So, for this to happen, there must be communication and synergy among men for us to do God's work perfectly.

According to Punamadam (2021) communication helps individuals in the formation of their faith and ideologies. In the Old Testament God revealed himself through words, deeds, and his own presence as we read in the Pentateuch books. From the historical books we see God reveal himself through the covenant he made with mankind. The poetic books show that God in his infinite capacity used poetry to communicate with his people through emotional connections in a poetic form. The prophetic books show how God communicated through prophets, dreams, visions, and gentle winds. These are a symbol of God's everlasting presence and divine communication with mankind. <sup>26</sup> *Then God said, "Let us make man in our image, after our likeness. And let them have dominion over the fish of the sea and over the birds of the heavens and over the livestock and over all the earth and over every creeping thing that creeps on the earth."* <sup>27</sup> *So God created man in his own image, in the image of God he created him; male and female he created them.* <sup>28</sup> *And God blessed them. And God said to them, "Be fruitful and multiply and fill the earth and subdue it and have dominion over the fish of the sea and over the birds of the heavens and over every living thing that moves on the earth."*<sup>3</sup> When man is born into the world, it's the first gift from God to man, then were given a place on earth and dominion over all, this creation story is interconnected with communication and therefore nature experiences destruction when there is a break in communication between man and God. We read in Genesis 3 about the fall with all the consequences that came with it. And because

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<sup>3</sup> [\*The Holy Bible: English Standard Version\*](#) (Ge 1:26–28). (2016). Wheaton, IL: Crossway Bibles.

of the sinful nature of man, the bible gives us another story in Genesis 11:1-9 *Now the whole earth had one language and the same words.*<sup>4</sup> Where God disrupted man's communication to save him from death. <sup>7</sup> *Come, let us go down and there confuse their language, so that they may not understand one another's speech.*" <sup>8</sup> *So the LORD dispersed them from there over the face of all the earth, and they left off building the city.*<sup>5</sup> Today, because of technological development we still see these communication challenges, there's a break in ecological chains, ignorance in complex interrelationships between people and animals. Humans assume that human activity can take place without useful consideration of other aspects of creation. (Peter, 1996).

In the New Testament, Jesus Christ is the means through which God communicates as we read in the gospels. *In the beginning was the Word, and the Word was with God, and the Word was God.*<sup>6</sup> Incarnation is the sign language God used to convey and manifest his love to humanity. We see Jesus communicate through asking questions, speaking the truth, engaging the other person, stories, and parables and through listening. (Littlefield, 2021). God also communicates through the authoritative letters and epistles he wrote to the churches through the apostles like Paul.

#### 1.4.2.1 Synergy and Communication

Communication isn't entire without synergism. There are numerous scriptures within the bible that speak about synergism. Synergy is from a Greek word "synergos" which means "running collectively." Then (Phillip, 2000) defines synergism as a doctrine that human attempt

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<sup>4</sup> [\*The Holy Bible: English Standard Version\*](#) (Ge 11:1). (2016). Wheaton, IL: Crossway Bibles.

<sup>5</sup> [\*The Holy Bible: English Standard Version\*](#) (Ge 11:7-8). (2016). Wheaton, IL: Crossway Bibles.

<sup>6</sup> [\*The Holy Bible: English Standard Version\*](#) (Jn 1:1). (2016). Wheaton, IL: Crossway Bibles.

cooperates with divine grace in the salvation of the soul. Covey defines synergy as something that the complete is extra than the sum of its elements.

Stephen Covey in his book “The 7 Habits of Highly Effective People” (Covey, 2015) talks about the dependency of synergy as “innovative cooperation” and he says, “synergy is the very best interest of life.” He says, sameness isn't oneness; uniformity isn't team spirit, team spirit or oneness is complementariness and no longer sameness however the complete essence of synergy is to price our variations. Covey encourages life-converting ideas of synergism emphasizing a lot on wholesome human members of the family and clean interpersonal dating through communication. He says, “...And the important thing to valuing the ones variations is to realize that all of us see the world, now no longer because it is, however as they are...” The character who is virtually powerful has the humility and reverence to apprehend his very own perceptual barriers and to understand the wealthy sources to be had through interplay with the hearts and minds of different human beings. That character values the variations because one's variations upload to his knowledge and to his expertise of reality.

Synergy is just like the human body; it has distinctive elements and features however they belong collectively and ought to feature in harmony. *For as in one body, we have many members, and the members do not all have the same function,*<sup>5</sup> *so we, though many, are one body in Christ, and individually members one of another.*<sup>7</sup> Synergy is divine unity based on wonderful scriptural facts. We are one body in Christ, with one Holy Spirit and we have one hope that is hope for eternal life through one God. <sup>3</sup> *eager to maintain the unity of the Spirit in the bond of peace.* <sup>4</sup> *There is one body and one Spirit—just as you were called to the one*

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<sup>7</sup> [\*The Holy Bible: English Standard Version\*](#) (Ro 12:4–5). (2016). Wheaton, IL: Crossway Bibles.

*hope that belongs to your call—<sup>5</sup> one Lord, one faith, one baptism, <sup>6</sup> one God and Father of all, who is over all and through all and in all.<sup>8</sup>*

Synergy is joining together as co-workers or helping one another to work together for a common goal. <sup>2</sup> *and we sent Timothy, our brother and God's coworker in the gospel of Christ, to establish and exhort you in your faith,<sup>9</sup>*

#### 1.4.2.2 Why We Have Big Communication Issues Even Today.

When the devil came to destroy humankind, he used misinformation as we read in Genesis 3:1-7, he twisted God's statement and got Eve to fall for his trick. We see him try to use the same approach in Mathew 4 when he tries to tempt Jesus but because Jesus is the son of God, he passed this test. Today we see people use this trend to misinform other people, a case in point is how preachers take scripture out of context for personal gain and how politicians use some statements wrongly to get people to elect them to power. Because of sin the break in communication between man and God was shuttered, we got go in-betweens to help bridge this gap like prophets however these also didn't represent God well like we read in the prophetic books of the bible. This is so like our organizations/companies today, the owners of the company find managers to help them communicate with the team, but majority misrepresent with the intention of pushing their own needs as opposed to the company needs. When the prophets misrepresented God, he sent us Christ to bridge the communication gap. However, because of sin, man feels ashamed to go direct to God, some people have been deceived that they can go to God through their pastors and/or religious leaders.

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<sup>8</sup> [\*The Holy Bible: English Standard Version\*](#) (Eph 4:3–6). (2016). Wheaton, IL: Crossway Bibles.

<sup>9</sup> [\*The Holy Bible: English Standard Version\*](#) (1 Th 3:2). (2016). Wheaton, IL: Crossway Bibles.

### 1.4.3 Addressing Internal Communication Gaps in Organizations

For any organization to be successful, effective communication is very crucial as it ensures that information is perfectly transmitted and well interpreted by all team members. However, many organizations struggle with efficiency and effectiveness in communication due to the gaps therein. In this study we are going to look at the various causes of such gaps and the strategies put in place to address communication gaps in some organizations.

#### 1.4.5.1 Communication Gap

A communication gap in an organization refers to the discrepancy between the intended message and how it is received and interpreted by employees. This gap can arise from a variety of factors, such as hierarchy, cultural differences, and information overload (Jones, 2015). This often leads to misunderstandings, which in turn reduces productivity and ultimately impacts performance. A communication gap may be because of miscommunication, non-communication, misunderstanding or withholding information (Harrington & Lewis, 2014).

#### 1.4.5.2 Understanding Internal Communication Gaps

An Internal communication gap is the term used to describe a loophole in the organisation's management of the communication system, where employees are regarded as an internal public or stakeholder group (Vercic, 2012). Internal communication gaps may occur between employees and employers or between employees in same or different positions within the organization. No matter with whom the gap exists, it is important to identify the reasons why this gap exists and find ways to address and thus resolve the issues therein and put in place strategies or communication guidelines to help the entire organization moving forward.

As mentioned earlier, communication is one of the key aspects of successful organizational change. Communication is necessary for those affected to adapt to the change process (Bull & Brown , 2012).

Without effective communication with employees, change is nearly impossible and ignored by most companies. It is widely accepted that communication is a key element in fostering change, reducing uncertainty, and achieving commitment (Armenakis et al., 1993; Klein, 1994). According to Simoes and Esposito (2014), change-oriented communication reduces the tendency to resist change and increases employee engagement. The relationship between communication and organizational change has attracted the attention of leading researchers in recent decades (Johansson & Heide, 2008).

#### 1.4.5.3 Causes of Internal Communication Gaps

In many organizations, there's normally a tendency of fear as we move down the organizational chart, employees tend to fear their superiors and sometimes they fear reactions of their fellow staff. The existence of this form of fear affects how communication flows (Alertmedia, 2023). Also, in cases where a staff is not taken seriously, accused of something wrong or ridiculed. These staff are normally in a position where they're unable to communicate further, so they tend to withhold information, and if they do share, they may not do it confidently and to the point. Fear may cause serious consequences in the organization like bullying culture, staff discontentment, creation of small cliques which greatly affects teamwork, and an unpleasant atmosphere. All these affect not only individual employees but also the productivity and efficiency of the organization (Johnson, 2018).

Often organizations encourage social interactions among employees. However, when employees are not confident enough about which information, they should discuss with colleagues in relation to the organization due to doubt, they tend to misinform something which may impact employee motivation, engagement, and sense of belonging (Raineri, 2011).

Some internal communication gaps may result from individual communication problems. Some people's tone of voice, facial expression, body language due to human nature may misinform others (Stefan, 2019).

Another possible cause of internal communication gap is the channel used and the timing. Sometimes especially in middle sized and large organizations, it is impossible to talk to all employees directly and where this happens, various channels of communication are used. If employees are not comfortable with the channel used, either because of no training in the usage of this channel or fear of news, this will inevitably affect the success of the communication. Also, if the communication is not timely, either too late, too early, or has any time lag, it can cause problems in progression of the information (Mercy Child Care Ministry, 2022).

In case of lapse in concentration, a communication gap may arise if the speaker is not clear or if the listener is multitasking. Especially if questions are not asked to seek clarity (Muscad, 2022). He further identifies difference in communication styles as another cause of a gap in communication. People communicate differently some directly and others passively and as of this it is important to understand the communication style of the person you're communicating with and merge it with yours accordingly.

Language barrier could be another cause. If members on the team are from different cultures and speak different languages, it is very important to ensure that the message sent out is clear and where need be, avoid jargon and use translators for simplicity.

Finally, the world today has embraced technology as a medium of communication. However, when some team members are not familiar with the tools being used, communication breaks down. It is important to always test out the tools before they're used for communication (Muscad, 2022).

#### 1.4.5.4 Minimizing Internal Communication Gaps

For every employer, it is important to establish the possible cause of the gap in communication and immediately come up with a system to fix it before it escalates. Some steps that can be used to help fix the problem are suggested below.

First, identify the root cause of the problem, who is responsible for not sending out the information, what reasons do they give for failing to do so, what channels are not effective, what other factors are responsible for this communication gap? After you get responses to these questions, you can now move on the next step. Second, think through possible approaches that can help to resolve the issue. Also look beyond the actual problem to come up with solutions that can help fix the problem. Some of the ways to fix the problem may include organizing trainings, team-building activities, use of a different communication channel, and/or addressing staff directly about their concerns. Thirdly, ensure follow-up about the solutions put in place knowing that the issue may not go away in a blind of an eye. Following up helps to inform about which solution worked and if one did not work, what more could be done to fix the problem (Stefan, Communication gaps at the workplace: causes & solutions, 2023).

It is important for the organization to set up official ways how they should communicate internally. These should be standard guidelines directing use of email, instant messaging, conferencing videos and whatever medium you use clearly stating the language to be used. Furthermore, it is important to encourage team members to always speak out in open communication by creating an environment where team members share ideas comfortably. Always remembering that feedback is very important in communication, and this could be positive or negative feedback. Providing training on effective communication is one of the greatest ways to overcome internal communication gaps and this training should cover active listening, cross-cultural communication, and the use of technology to communicate (Muscad, 2022).

Employers should learn to be more transparent with their employees at every step in organizational development and management. When there's honesty and transparency in the company, the chances of building trust and boosting loyalty are high which is a sign that the members have confidence in the organization. Every time the employer shares news and updates, there should be encouragement for employees to ask questions and the employer should take time to answer them well with calmness and friendliness. During organizational meetings both positive and negative information should be shared.

Use of communication flow charts. A communication flow chart provides a visual representation of the flow of information within an organization. It maps out the communication process from sender to receiver, highlighting critical touchpoints and potential bottlenecks (Brown, 2019). This tool helps identify areas where information may be lost or misunderstood. Communication flowcharts have several advantages in addressing communication gaps. First, they increase transparency by mapping the entire communication process and leaving no room for ambiguity (Smith, Jones, & Davis, 2020). Second, flowcharts serve as a diagnostic tool, helping companies identify weaknesses in their communication channels (Johnson, 2018). Finally, assist with onboarding new employees so they can quickly become familiar with the organization's communication structure. Training and development. Training your employees' communication skills will significantly improve their communication skills and reduce misunderstandings. This training includes active listening, assertiveness training, intercultural communication workshops, etc (Adler N. J., 2016).

Technology implementation, organizations are increasingly taking on the use of communication tools such as instant messaging platforms and project management software to enable instant communication and document sharing (Lee & Chang, 2019). These technologies can help bridge geographic gaps and foster collaboration between remote teams.

#### 1.4.4 Effective Organizational Communication

For communication to be considered effective, it must be complete, clear, concise, correct, and compassionate. Although it is difficult to measure the effectiveness of communication, its impact is hard to deny. Effective communication has several advantages, and it is at the forefront in improving communication for any organization.

Effective organizational communication is a process that involves transmitting and receiving accurate messages. Many people concentrate on the transmission and ignore the most vital component of effective communication which is “an accurate message” (Udemy, 2020). According to (Coursera, 2023) It is the process of exchanging ideas, thoughts, opinions, knowledge, and data so that the message is received and understood with clarity and purpose. According to (Dictionary, 2022) it is the process of delivering messages to a target audience in a way that guarantees satisfactory reception and understanding.

Effective organizational communication helps to; bring satisfaction to the sender and receiver of the information, manage employees, and build teams, quicken organizational growth, boost creativity and innovation, and build relationships. It also helps individuals personally to improve their emotional social and mental health, deepen existing connections, improve their problem-solving and conflict resolution skills.

#### 1.4.5.5 Importance of Effective Communication

Effective communication is associated with increased employee satisfaction, reduced conflict, and improved decision-making (Smith & Johnson, 2017).

Organizations that prioritize clear and transparent communication tend to have more engaged employees and a more collaborative work environment.

Without proper and appropriate communication, implementing change plans, such as through policy planning, can become more difficult and irresponsible (Lai & Ong, 2010).

Lai and Ong go on to say that to raise employee awareness, organizations need to make it clear to employees that the current situation is undesirable. This can be done through formal or informal communication within a department or organization (Raineri, 2011).

Previous research shows that good communication reduces employee inertia and lets employees know that change is needed. It also helps employees change their conceptual and emotional views on the current situation (Lai & Ong, 2010).

When employees are given sufficient opportunities to communicate, they are more likely to understand and accept the uncertainty of the current situation and become more open-minded. Communication is essential for providing important information and motivating employees to do a better job. Effective communication itself is important for raising employees' awareness of the need for change and creating a sense of belonging to a sustainable and consistent change attempt (Sundstro & Annika, 2009).

Jalil (2011) investigated that effective communication is directly related to change efforts that effectively increase employees' sense of purpose. Similarly, some previous studies have emphasized the importance of communication in the change process (Van & Elving, 2008). Lewis L. (2006) boldly states that there are closely related processes between communication and organizational change.

Today, many organizations are showing great interest in effective communication through the development of sophisticated modern organizations and information technologies, and some companies even use them to communicate and interact with their subordinates (Belanger & Watson-Manheim, 2006).

Effective communication promotes a sense of belonging among employees. This is important to foster employee engagement and cohesion (Raineri, 2011).

Some authors argue that promoting communication during change helps employees understand when, what, and why the organization must adapt to new situations (Dutton, Ashford, & O'Neill, 2001).

Employees need to not only demonstrate behaviors that require change, but also understand why the need for change is important in the current situation. Internalizing the reason for change directly addresses both emotional buy-in and intellectual buy-in, giving employees a strong sense of urgency. Employees are more likely to respond to the urgency of change if they can understand their individual commitment to future company decisions. This creates a strong sense of belonging and responsibility. Targeted communication has been shown to increase motivation among employees. Communication is important in creating a sense of urgency when transitioning from a current state to a future state (Meyer, 2001). Communication, such as open dialogue, aims to raise awareness of the need for sudden change as management manages the change process within the organization.

Nevertheless, according to most studies, reorientation, clarity, and transparency are paramount in communication. To make it clear to employees why the company needs to change, what needs to change, when how and with whom the change will be implemented, clarity is essential. Transparency in communication builds trust and transforms employee commitment. Some emphasize that communication must be an ongoing process to ensure that all employees agree to proposed changes (Blanchard, 2004).

#### 1.4.5.6 Barriers to Effective Organizational Communication

When discussing communication failures at the workplace, junior employees usually carry the burden of criticism (Could, 2015) . However, when employees discuss communication issues with each other, we hear stories of poorly distributed material, unrealistic deadlines, and poor supervision. Technical communication barriers may result from preparation, language, time, distance, and human factors. Many professional communicators feel that organizations need to educate new employees more and retrain older employees on a regular basis. People are still the most important element in communication. There are several

barriers to effective communication discussed but I will choose these: preparation, language, time, distance, and human factors.

- a)* Preparation: It is important for organizations to note that they need to invest more in indoctrination of new employees and retrain older ones on a regular basis. The demand for indoctrinated employees is an always increasing one in majority growing organizations. There is some kind of frustration from the beginning. The organization desperately needs employees who are properly trained or can reach a proficiency level in a short period of time but there are men and women who are attracted to jobs but lack adequate training to do these jobs. Due to need, organizations lower their standards sometimes and hire low-potential employees. Also, sometimes employees feel that they have little opportunity to improve their skills or develop new skills once they are hired.
- b)* Language: In any organization, there is need for consistent language from department to department within the entire organization. There is a difference between the natural language of the message sender and recipient since we all communicate differently based on personality. People sometimes feel caught in the middle when they do not have the authority to translate the jargon of their leaders. Some instructions and reports are written in English which is a second language to many and sometimes the actual point is missed.
- c)* Time and Distance: Long distances complicate communication exchanges. If you must travel thousands of miles for report review and approval, you basically end up with secondary and even tertiary information. Feedback may also be minimal if interaction between employees and supervisors must take place over long distances. Every link in communication represents potential confusion and can easily lead to information corruption.
- d)* Human factors: If all communication could be computerized, many of the workplace criticisms could potentially be eliminated, but until that day comes, employers and

employees must first address the human element. Personality issues arise in almost every organization. People bring their personal issues at the workplace while others fail to balance the challenges of their personality with those they work with. This in the end creates a communication gap. Some employees fear to contact their superiors and vice versa.

#### 1.4.5 Culture of Communication in Organizations

Communication culture is the use of language and other communicative means to carry out the activities and commitments of a particular community/organization in and using symbolic resources. (Covarrubias, 2018)

Communication culture is the way an organization engages with the people, share information, drives conversations, and encourages employees' share of voice. (Hailo, n.d.)

Organizational culture maybe defined as all the company's beliefs, values, and attitudes and how these influence the behavior of the employees. (Robinhood, 2012)

#### 1.4.6 Relationship Between Organizational Culture and Communication

Culture is a set of norms, values and principles shared among people in an organization (Needle, 2004). Organizational culture has a very big impact on communication within the organization. An organization's culture tells us how we should communicate, dress, eat, etc. It defines who we should talk to and about what and who we should not, whether certain information should be emailed or said in meetings and so on. It is also important to note that normally culture doesn't act alone but rather with internal belief systems. (Detert & Edmondson, 2011). Therefore, it is important to use these two to help us get an explanation of what underlies the decision to communicate or not to.

The behavior of leaders in the organization sets the culture and affects communication. Culture normally comes from the top downwards. All leaders therefore have a very important

role to play in creation of good culture safe for communication within the organization. (Sabina, 2016)

One of the best practices for any organization is to build a culture that involves all stakeholders in the communication loop and engages them. Simply put, members of an organization will not behave as expected if actionable information is not brought to the attention of the recipients concerned, and therefore generally not at least in the organization's best interests.

Therefore, another important communication principle is to avoid excessive communication noise, that is, intervening in the situation and sending information that is not necessary or not important enough. Furthermore, it is essential to be clear about the most important information. A rule of thumb in communication theory is that it is important to convey your message clearly and concisely, and if possible, it is important to convey your message in this way. The key is usually to convey the message in language that expresses clear concepts that are commonly understood by the communicators. (Sabina, 2016)

#### 1.4.5.7 What The Culture of Communication Should be Like.

Like we have already seen, culture of any organization greatly impacts how communication flows within that organization and likewise communication greatly impacts the general organizational culture. Therefore, it is important to align culture and communication to support a good communication culture. (Karen, James, & Fatma, 2017)

Generally, the culture of communication should involve the adoption of a two-way policy to allow all team members share their voices and views, practice the desired communication tactics, and thus avoid overloading of information and finally eliminate “grapevine” communication so that messages are always reliable and clear. It is also good practice to involve the leadership team in communication efforts to effectively keep everyone in the flow (Tim, Malia, Loretta, & Nawang, 2017). Managers in the corporate world should balance corporate cultural communication by use of a casual human tone as well as encourage feedback

from team leaders and members at every level. It is also important to note that organizations with open, honest, and transparent communication culture end up with happy and satisfied employees.

#### 1.4.5.8 How to Build a Successful Culture of Communication in the Organization

According to (Zambito, 2020), for an organization to maintain energy through change, the key is developing a good communication culture. Zambito further gives five considerations for developing and nurturing an organization's communication culture.

a) Encourage the leadership team to be more transparent; Great communicators in leadership positions yield a lot much more for the organization than their opponents who are not as good in communication as they are. There is no doubt that building a communication culture is means imparting an organization leadership culture. Transparency is very important in the ownership of an organization and to build a strong organization, a sense of ownership should be at the heart of every employee and employer. Transparency helps ensure that everybody knows where leadership is coming from to issue certain directives. Transparency does not only help people to understand the organization goals, it also helps them touch base with how their jobs connect to the said goals.

b) Acknowledge and appreciate the good work people do; According to a study conducted by Smarp, it was reported that 69% of employees said they would work harder if they were appreciated more. Employee recognition and appreciation does not have to be limited to end of year promotions and bonuses, it should be done every day through things like simple conversations to understand what people are going through, what they think about the organization and their future. Employee acknowledgment and appreciation helps to build a positive culture where employees care for one another.

c) Encourage two-way dialogue; This is a very important aspect of for effective communication. When an organization encourages open and transparent communication, it builds an even stronger culture. Where employee feedback is enabled, trust is built within the organization helps people to be more open and honest even with criticism and thoughts which boosts communication and improves productivity and problem-solving.

d) Find ways to be inclusive through technology; It is always important for the organization to use technology in an inclusive manner that enhances the creation of a strong culture of communication. This encourages healthy interaction, collaboration, and communication among employees. With the rise in remote working, internal messaging a useful way of keeping all employees, boosting collaboration, and building stronger relationships.

e) Utilize internal communication reviews; It is always important to review internal communication strategies preferably with data. Without data, it is not possible to know where the organization needs to invest most of its internal communication budget and time. Therefore, these reviews help in the proper allocation of resources that need them most and it helps to measure how far the information sent out goes inform of tracking who received and read the message and who did not.

Finally, it is important to make sure you invest in communication infrastructure as an organization to provide intuitive solutions and facilitate convenient and quick conversations. This will help in efficient executive communication and enable efficacy in measure of communication efforts and thus improve them.

#### 1.4.5.9 How Does Organizational Culture Affect Communication?

When considering how culture affects communication at the workplace, it's important to consider the various ways people communicate. We all communicate differently based on our

own cultural backgrounds and experiences. Therefore, it is important to be aware of potential communication barriers when working with people from different cultures. One of the ways that culture influences communication is through the use of nonverbal communication.

#### 1.4.6 Interpersonal Issues and Communication.

Eighty percent of the people who fail at work do so for one reason: they do not relate well to other people (Bolton, 2014). Harrington & Lewis (2014) said that quality relationships require virtues and a friendly environment of integrity and trust. Business is relationships. One of the trickiest obstacles to effective communication is interpersonal barriers. The ability to interact with others verbally or non-verbally is our daily foundation to good communication and if not well executed can create a gap in communication.

As a matter of fact, the impressions we make when speaking to others set the tone for the rest of our interactions. Coworkers can derive lasting opinions about a manager or colleague based on how they communicate. Therefore, it is always very important for one to be aware of the impression you make towards others during interactions. (Bolton, 2014)

These barriers can also be because of fear especially of the bosses. It is funny, but it is not bad advice either, “if you can think of your boss as a friend, you will have less anxiety in approaching him or her, and that is good whenever you talk to a supervisor or boss not to show fear.”

Openness requires not only passive listening but asking questions and allowing others to “say something to us” even when what they have to say may be against us (Craig & Muller, 2007). Organizations ought to watch out for selective listening and defensive listening (Adler & Rodman, 2012). As observed, there’s always needed to build relationships with people we work with if they’ll be open with us and therefore be able to communicate freely.

#### 1.4.6.1 How to Build a Good Work Environment.

According to (George, 2015), the ability to communicate effectively is one of the most important skills in business and life in general. Although communication methods have evolved and we have all kinds of technological tools at our disposal, communication gaps can still occur. When using email, voicemail, SMS, or video chat, your messages may not be delivered as intended. Why this? This is often due to a lack of a key element of communication. This gap can be the result of bad judgment, incorrect assumptions, or "loss in translation" during shipping.

The Cuban proverb "Every head is the world" indicates that we all have different experiences and knowledge, and therefore different information and understanding. When you explain something to someone, you can't assume that they know everything you know. This is especially important when the parties have different technical experience or do not work in the same field. If you've ever tried to teach a non-technical person how to use a laptop or smartphone, you know that you can't expect them to understand your instructions without additional help. To avoid these gaps, you need to step back and "educate on the fly" rather than if everyone has a comprehensive knowledge base. You may also need to determine how familiar you are with a topic or concept before diving into the details (Adiguzel, 2019).

Even if you think you communicated well, the recipient may have gotten lost along the way. In fact, not wanting to appear stupid or ignorant, some people pretend to understand when in fact they are completely lost. The person may have used terms, acronyms, or concepts that are unfamiliar. If they pretend to follow you, they may ask you to admit that there are loopholes. In oral conversations, we often sense changes in the other person's receptivity by reading their body language. The easiest approach is to periodically pause the conversation and simply ask if someone understood. In an email exchange, you can confirm your understanding by saying, "If you have any questions, please let me know." This gives you a chance to let them know if

there are any gaps and let them know it's okay to ask for clarification. It also shows the other person that you are trying to get their message across (Max, 2023).

There are many ways we communicate with each other, and many of them work well when used correctly. However, using the wrong medium in certain situations can lead to misunderstandings, confusion, and even poor relationships. For example, email is great for asynchronous messages that are easy to understand. However, if you've ever used sarcasm or dry humor in an email message, you know how it can be misinterpreted. Electronic messages such as emails and instant messages lack the tone and rhythm of the human voice, so sarcasm and humor often don't come across well. Long emails can seem like a good idea, but without a feedback mechanism during delivery, it's hard to know if the recipient will even read the entire message (Victoria University, 2019).

George Bernard Shaw once said, "The greatest problem in communication is the illusion that something has happened." One way to avoid this communication illusion is to end with a short summary. It's always a good idea to reiterate key points, clarify next steps, and reiterate any agreements or tacit agreements. A quick summary summarizing everything can be very helpful after an email conversation. A quick overview doesn't take much time, but it goes a long way in ensuring a common understanding.

When the day is fast-paced and stressful, we know how important clear and timely communication is. Recognizing that your communication process can be fragile allows you to choose a proactive approach. By following these steps, you can avoid incorrect assumptions and bad decisions that cause communication gaps. By tightening the ropes and avoiding information gaps, you can ensure that communications are sent and interpreted as intended, and everyone wins (Victoria University, 2019).

### 1.4.7 Modes of Communication Today

The way people communicate with others has drastically changed in the last 50 years because of technological advancements (Micheal, 2008). Previously, social interactions and face to face meetings were the order of the day, today, these are no longer the primary way of communicating. There is a massive range of ways to stay connected and communicate with each other. Some of the ways identified are; emails, telephones, webinars and social media.

**Social media:** Kaplan and Haenlein (2010) define social media as internet-based applications built on the ideological and technological foundations of Web 2.0.

Social media has been around for some time now since the early days of the internet and it has always dominated people's lives. The list of social networks has continued to grow over the years which draws more users by the day to various sites and thus making it one of the most popular forms of communication today. It can be in form of direct messaging like facebook messenger, SMS text messaging and instant messaging, like whatsapp (this can be a great tool for quick informal chats both individual and group) (ICFAI University, 2016).

**Emails:** In 1978, the first email was sent and even then, it was successful. Today, email communication is still one of the most beneficial modes in terms of return on investment yet one of the most underestimated platforms around. Emails can be used for several purposes including marketing and spreading news with a big mass of people. An email is a bit like direct messaging, but it is more formal. It is one way of keeping a written record of communications overtime (Lumen, 2021).

**Telephone calls:** These are more personalized than emails and messaging. They allow for both parties to hear tone of voice, emotions and these are one of the most used communication tools today. These make it possible for people to communicate over a much greater distance (Hampton & Wellman, 2001).

**Webinars:** These are more recent, and they have taken off with the help of social channels

such as youtube, facebook, zoom, google meet, snapchat and Instagram. Either one chats directly with the other person when they can view each other, or live video recordings are shared.

#### 1.4.8 Conclusion

Generally, the way people communicate has drastically changed over the years and this means that every organization should work out strategies that accommodate the communication of all staff at different levels in their organizations to ensure effective communication.

## CHAPTER TWO: METHODOLOGY

The focus of this methodology was to ensure that the basis of proper data collection and its analysis is achieved by the researcher. For the researcher to achieve the research objectives as stated in chapter one, this chapter described the methods that were employed in the study. It outlined the research design and described the research setting; it further explained the sampling procedure, as well as the study population, the scope of study, data collection and analysis tools, error control, bias and ethical considerations underlying the study.

### 2.1 Scope of study.

The study was conducted in Uganda, Wakiso District Mende sub-county at the Mercy Childcare Ministry Headquarters.

### 2.2 Research Design

The researcher used a narrative qualitative study design to assess why there was an internal communication gap among the different departments at MCCM. This design was selected because it allowed the researcher to obtain data using open-ended and conversational communication (Busetto, Wolfgang, & Gumbinger, 2020). Purposive sampling technique was also used to select respondents who were asked, for their views, opinions, and experiences (McCombes, 2023) in working with MCCM. At the end, views with previous observations were combined to give a conclusion.

### 2.3 The Population

The respondents were from a population of 100 staff and volunteers working with MCCM. The researcher interviewed both men and women aged 18 years and above working with the organization in one of the following departments: school, transitional rehabilitation home, medical center, church, mercy development program, and administration. The

researcher chose staff members who are working with the organization for an open period of time because all these have been around for a while to observe the communication culture in the organization. The researcher also thought that they're part of the solution finding team, they had the right information that was needed to answer the questions (Bhandari, Population vs. Sample Definitions, differences & Examples, 2023).

#### 2.4 Sampling techniques.

Sampling is a way of selecting people from the larger group who have the information we need, and a sample is a group of individuals who will participate in the research (McCombes, 2023).

According to Gay, Mills and Airasian (2012), small populations (N=100 or fewer) don't necessarily need sampling, it's better to survey the entire population. Also (Paul & Ormrod, 2014) state that the size of an adequate sample depends on how similar or unsimilar the population is. So based on this, the researcher used survey questionnaires for all the 100 staff and volunteers at MCCM.

The researcher used non-probability purposive sampling to select respondents to participate in the one-on-one interviews. This included staff who have worked with the organization for at least 5 years and more because they have more information regarding how communication was happening in the organization over the past years.

#### 2.5 Data collection methods.

The data collection tools included the use of one-on-one interviews and survey questionnaires.

- a) One-on-one interviews, here personal interviews were carried out individually with a respondent at a time. This method was selected because it is purely conversational, and

it gave equal opportunities to the researcher to get details in depth from every client.

(Bhat, 2023)

- b) Survey questionnaire: This method involved respondents answering a set of self-administered questions addressing the communication gap at MCCM. This method was selected because it fast, efficient, allows for anonymity and it can be used to collect generalized data from various groups of people within the ministry (Bhat, 2023). For this method, the researcher engaged a trained research assistant to administer questionnaires due to time constraints and work demands.

#### 2.6 Error control.

To minimize errors, the researcher ensured that respondents clearly understood the questions, and that the researcher used coding and decoding software to get accurate information from respondents (Reed, 2022).

#### 2.7 Bias.

To minimize bias, the researcher used more than one person to code the data as well as to collect and analyze the data to eliminate personal views influencing findings. The researcher also used more than one method of data collection to help test consistency of findings (Charlesworth, 2022).

#### 2.8 Ethical considerations.

To ensure confidentiality, the researcher ensured that while interviewing respondents, no one else was around the office, also ensuring that questionnaires don't bare names of respondents to keep their identity private. This was needed because since communication is an important issue and the response of every respondent was important for the study, however, despite this, there was need to make sure every respondent was comfortable so they can reveal the required information.

Anonymity and confidentiality were guaranteed as the researcher used codes for participant identifiers and ensured that the data was well stored (Bhandari, 2023).

To obtain a written consent from the respondents, the researcher ensured that good rapport is created verbally by explaining the intentions for the study, providing them with all the required information including the purpose, risk, procedure, benefit, alternatives to participation, etc, and allowing them enough time to ask any questions. Then a written consent form for the respondent to sign to as in agreement to participate in the research.

## 2.9 Conclusion

The study was undertaken to investigate communication gaps affecting staff at MCCM. There is a significant relationship between effective communication and employee commitment to change.

## CHAPTER THREE: FINDINGS

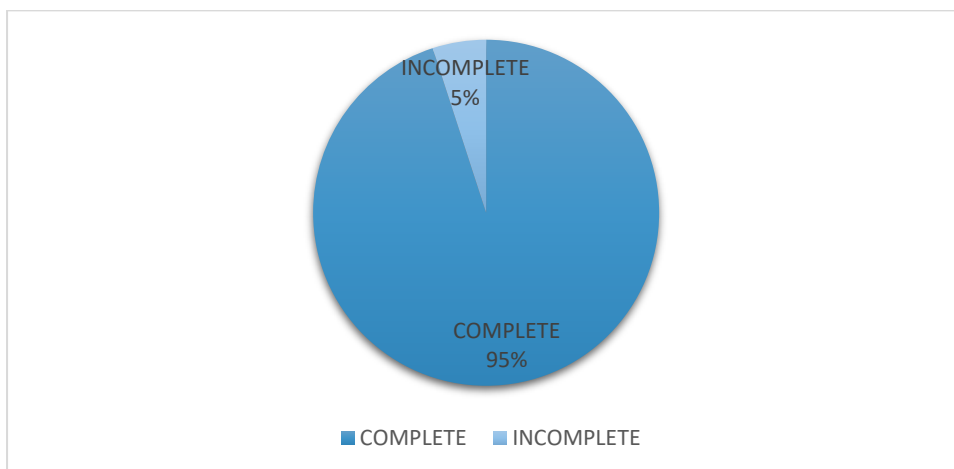
This chapter presents results and interpretation of the data which was collected to analyze why there is an internal communication gap among the different departments at mercy childcare ministry and thus address internal communication in organizations. This research was conducted in line with the following objectives.

- To establish the existing organizational culture issues that contribute to the internal communication gap.
- To identify the interpersonal issues contributing to the internal communication gap at MCCM.
- To determine the modes of communication that can be utilized for effective communication at MCCM.

The analysis was done in reference to the objective of the study and the data presented in form of charts, tables, and graphs.

The estimated sample size for the research was 105 respondents who were to be interviewed, however at the time the study was conducted only 100 respondents were got and a response rate of 95.23% as shown in the figure 1 below.

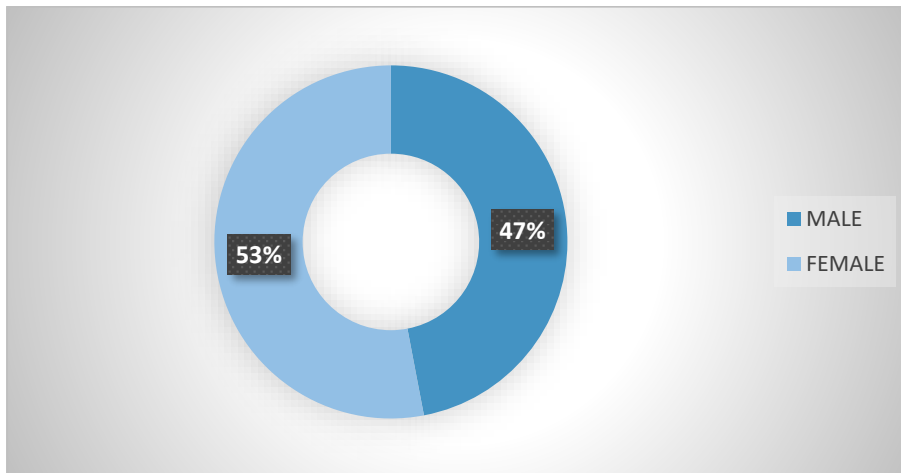
*Figure 1: Response Rate*



### 3.1 Demographic Data of Respondents

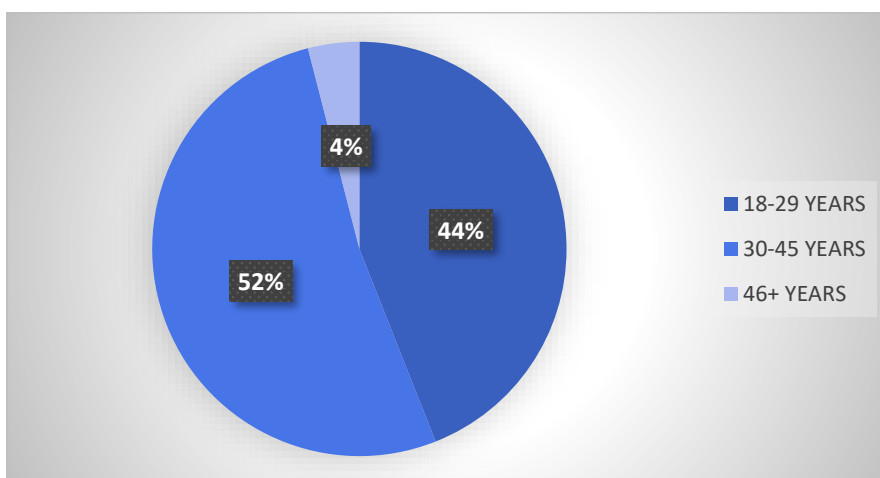
Gender: Based on the findings, it is evident that majority of the staff working with MCCM are female. This is evident as 53% of the staff population at MCCM are female as shown in the figure 2 below.

*Figure 2: Gender of respondents*



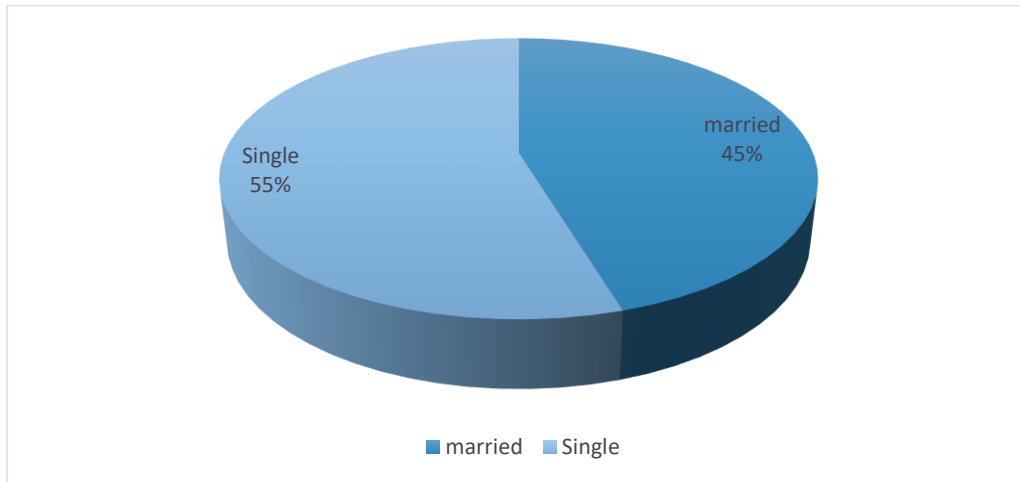
Age: The research findings indicate that majority 52% (65 respondents) were in the age bracket 30-45 years, while people above 46 years were very few 4% in the ministry as seen in figure 3 below.

*Figure 3: Age of respondents*



Marital status: The biggest number 55% (64) of the staff working at MCCM are single while only 45% of the entire population are married as shown in figure 4 below.

Figure 4: Marital Status



Level of education: The gap in communication was observed to be higher among staff with little or no education. The lower the level of education, the higher the education gap.

Figure 5: Level of Education

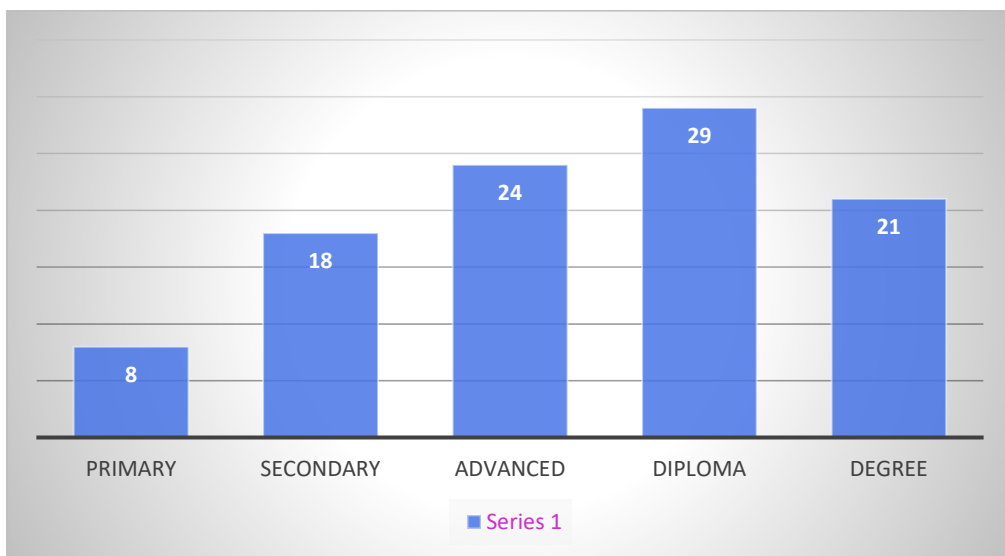
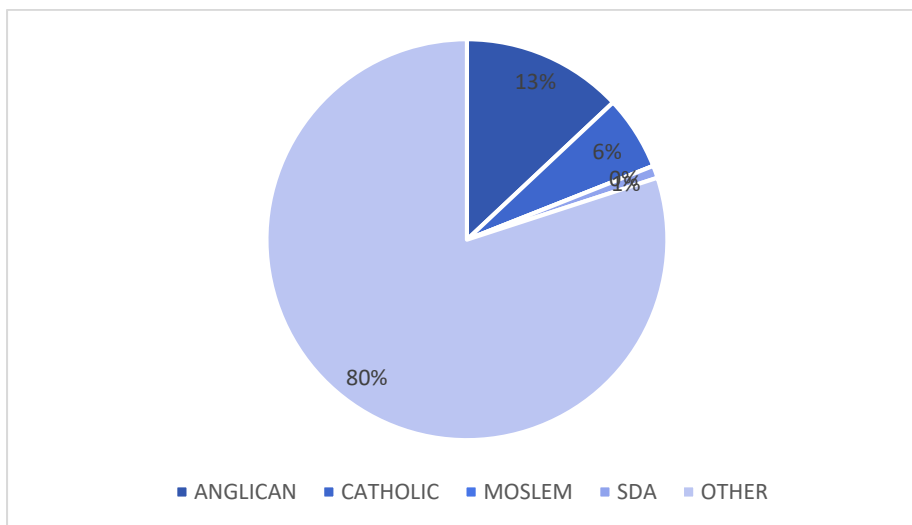


Figure 5 reveals that majority of the staff at MCCM have at least a primary education with majority of the staff 29% having a diploma. This finding shows that because of the imbalance in education levels, a lot of care needs to be taken when designing any medium of communication and a lot of prior training done to equip all staff with the skills required to

communicate with a given medium, otherwise some people will miss out o information if a particular medium they're not used to is used.

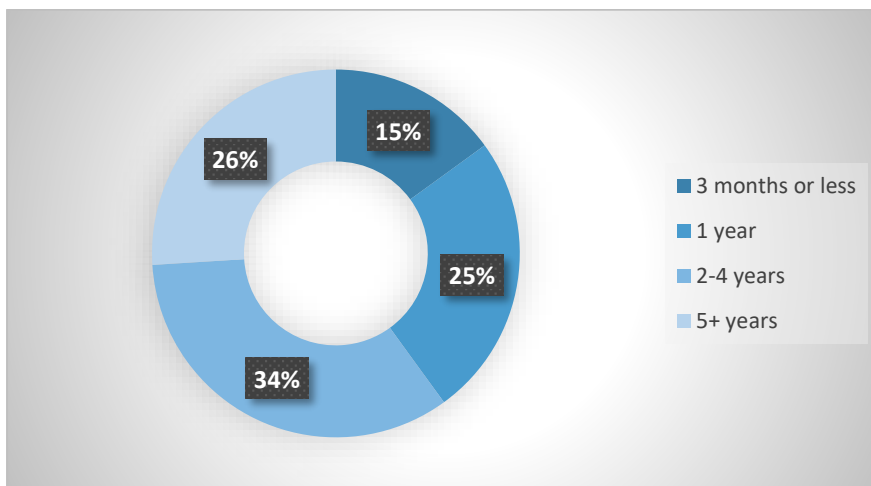
Religion: The study revealed that majority of people in the organization are Christians belonging to the born-again faith. This further explained why there is harmony among majority of staff despite the gaps in communication. 80% of staff are born-again, this is a good representation of faith in the organization as seen in figure 6 below.

*Figure 6: Religion of respondents*



Duration: The findings show that 60% of staff have stayed in the organization for 2 years or more which denotes a fairly good staff retention rate in the organization.

*Figure 7: Duration in the ministry*



### 3.2 Internal Communication Gaps

The findings from this study reveal that there is a communication gap at MCCM, and it is because of several factors as we have discussed in this study.

*Figure 8: Existence of a communication gap at MCCM*

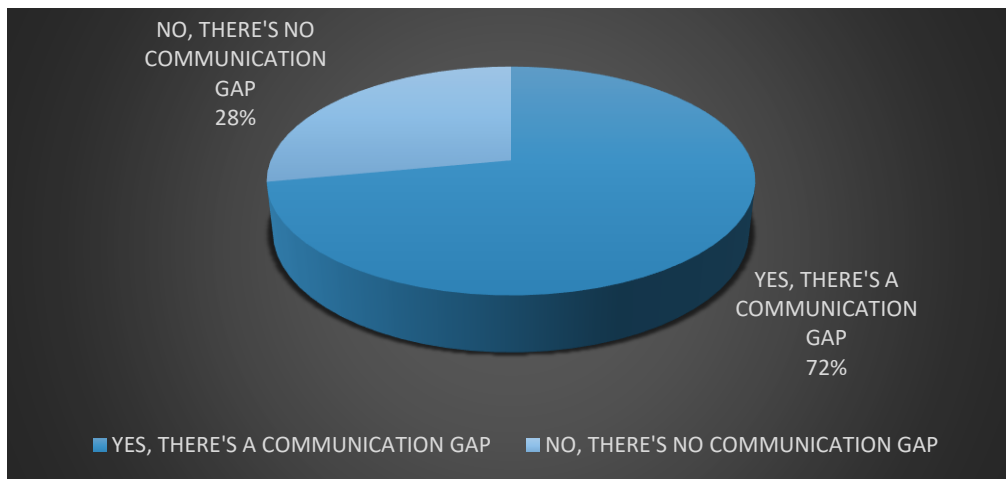


Figure 8 above clearly indicates that majority 72% of the staff and volunteers in Mercy Childcare Ministry admit that there is a communication gap in the organization, while 28% say there is no communication gap.

*Table 1: Analysis of Internal Communication*

Characteristics	Respondents	Percentage
I am kept well informed about my work plan and progress.		
Extremely dissatisfied	5	5%
Somewhat dissatisfied	13	13%
Neutral	28	28%
Somewhat satisfied	42	42%
Extremely satisfied	12	12%
I am kept well informed about what is going on in the organization.		
Extremely dissatisfied	9	9%
Somewhat dissatisfied	18	18%
Neutral	27	27%
Somewhat satisfied	29	29%
Extremely satisfied	17	17%
There are opportunities available for me to express my ideas to senior management.		
Extremely dissatisfied	8	8%
Somewhat dissatisfied	13	13%
Neutral	26	26%

Somewhat satisfied	28	28%
Extremely satisfied	25	25%
There is good communication across departments.		
Extremely dissatisfied	10	10%
Somewhat dissatisfied	15	15%
Neutral	31	31%
Somewhat satisfied	28	28%
Extremely satisfied	16	16%
There is good communication flow in the organization.		
Extremely dissatisfied	5	5%
Somewhat dissatisfied	26	26%
Neutral	23	23%
Somewhat satisfied	23	23%
Extremely satisfied	23	23%

When asked about the existing communication gaps in the organization, some of these were sighted. Lack of coordination which brings about sharing unclear communication, missing some bits like time and venue. This could be among supervisors or at the lower levels. Lack of internal communication systems which leads to information coming from all directions. Some people miss out on information that is passed out social media platforms either because they lack a smartphone, lack data or lack airtime. Some staff are not confident enough to express themselves in any form of communication. Management takes long to meet lower team members which creates a communication gap between managers and the staff who do groundwork.

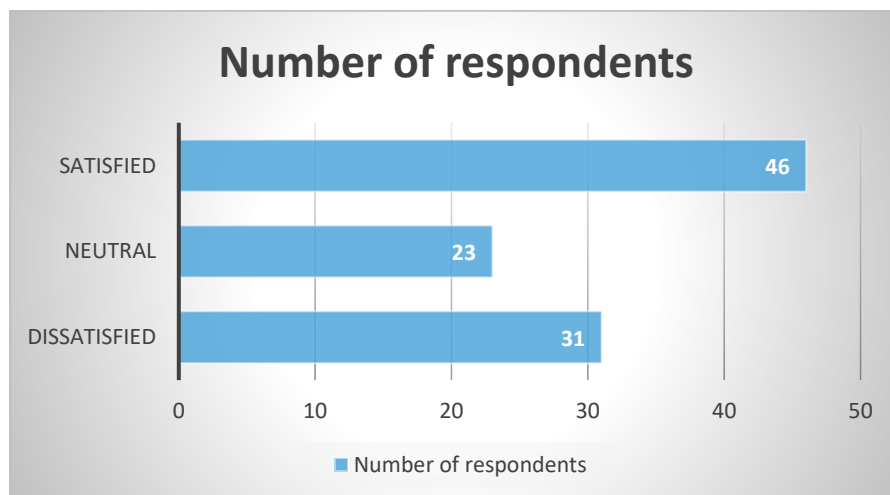
*Table 2: Rating awareness*

	True	False
The information I receive daily is from my supervisor.	74%	26%
My ideas can be directly communicated to senior management.	48%	52%
I can share ideas with my supervisor without hesitation.	82%	16%
There is an open-door policy for communication within the ministry.	62%	38%
Organization conducts town-hall meetings to share information.	33%	67%
Do you think there is a communication gap in the ministry	72%	28%

When asked about the awareness of organizational vision and mission, majority 37% scored averagely on this. 74% of the staff agreed that most of the information is shared through there close supervisors and majority (79%) agreed that they receive appropriate information from their supervisors. Table 2 further shows that 72% of the staff think that there is a communication gap in the ministry while 28% think there is no communication gap.

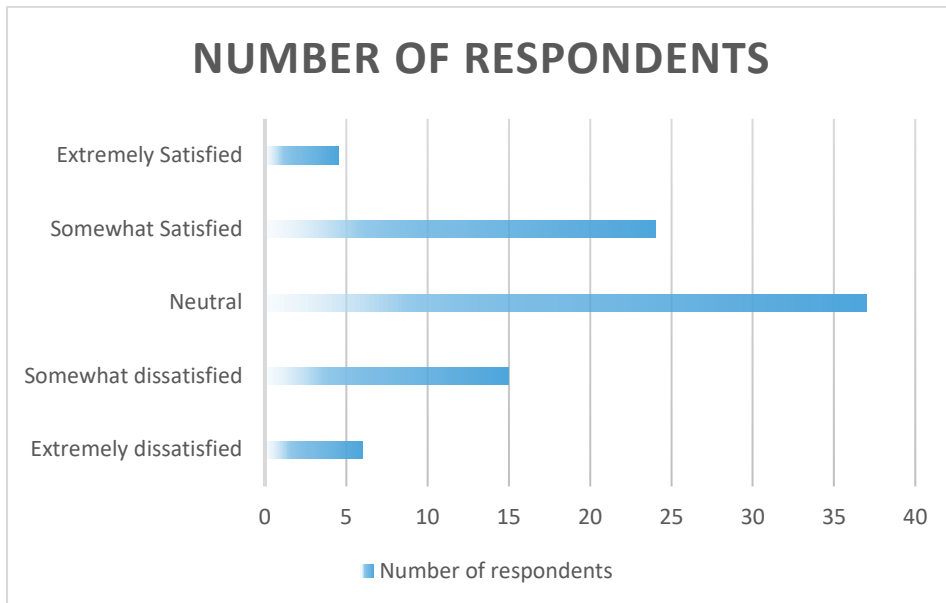
Communication flow: The study findings also reveal that majority of the staff 46% are satisfied with the communication flow in the organization, 23% are neutral while 31% are dissatisfied with the flow of communication in the organization.

*Figure 9: Communication flow in the organization*



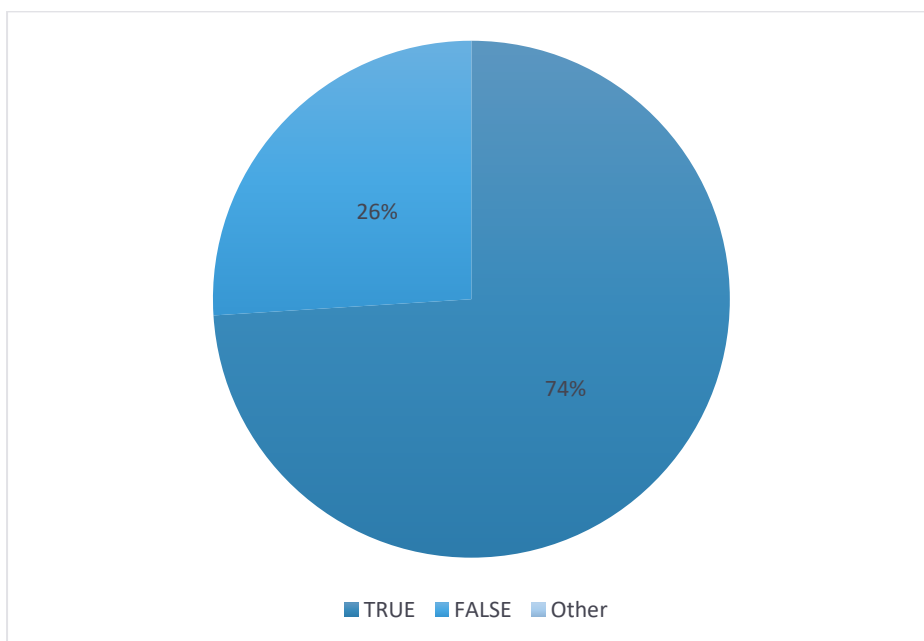
Organization awareness: The analysis below shows that 37% of the respondents are neutral about the awareness of the organization's vision and goals, 24% are somewhat satisfied while 15% are somewhat dissatisfied with their awareness about the organization's vision and goals.

*Figure 10: Organization awareness*



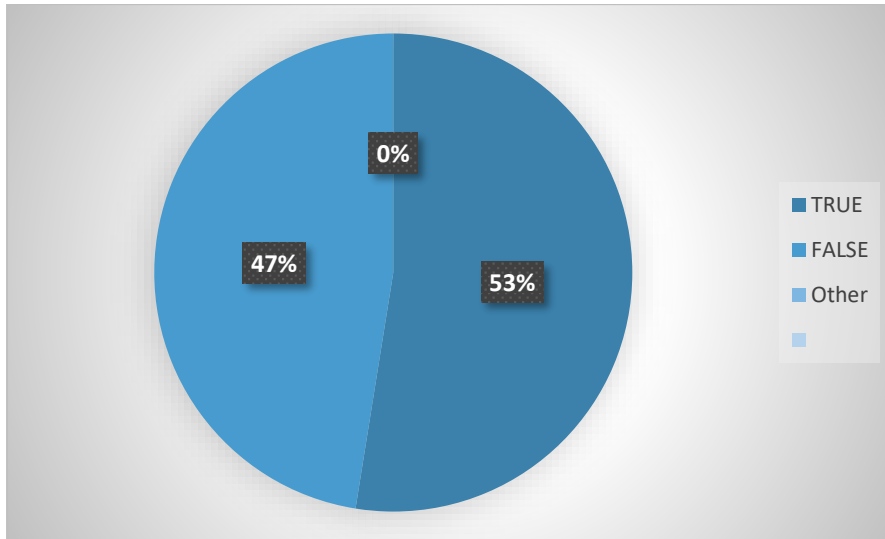
Supervisor informs: The study findings also revealed that majority 74% of the staff at MCCM receive most of information from their supervisors while 26% do not receive information from the supervisors.

*Figure 11: Informed by supervisor.*



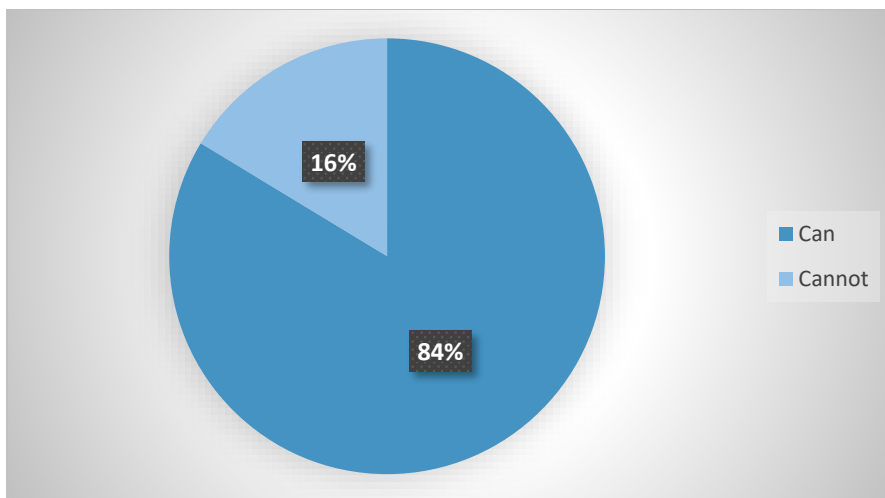
Direct communication: Furthermore, the study revealed that 50% of the respondents can directly communicate with senior management while 47% of the respondents cannot directly communicate with senior management.

Figure 12: Communication of ideas to senior management



Free sharing of ideas: The findings reveal that 82% of staff can share ideas freely with their supervisors while 16% cannot as shown in the figure 13 below.

Figure 13: Sharing of ideas with supervisors.



Communication policy: About communication 62% of the respondents said there is an open-door communication policy within the ministry while 38% of the respondents said there is no open-door communication policy.

## Causes of communication gaps

This section presents findings on selected causes of gaps in communication among staff at MCCM including fear of managers, fear of feedback from colleagues, feedback not taken seriously by managers, personal discontentment, lack of information to share, the channel used and timing.

*Table 3: Causes of gap in communication.*

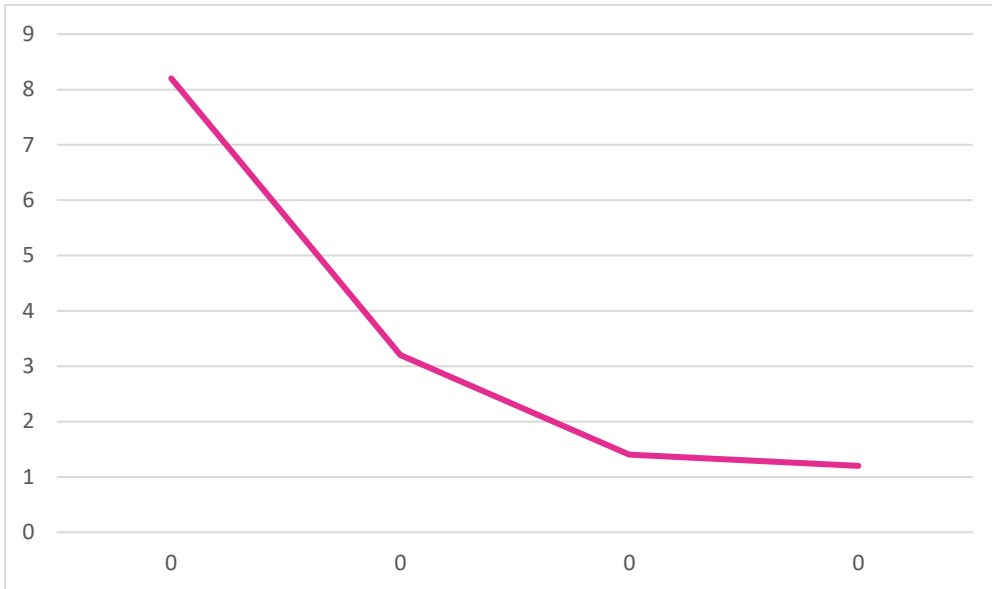
Cause	No. of respondents	Percentage
Fear of managers	38	24%
Fear of feedback from colleagues	23	14.8%
My feedback is not taken seriously by managers	18	11.6%
Personal discontentment	8	5%
No information to share	3	1.9%
The communication channel used	39	25%
Timing	26	16.7%

This shows that the communication channel used is highest cause of the gap with a score of 25% in communication closely followed by fear of managers 24%.

### 3.3 Organizational Culture

Connection to the work: When asked about how staff feel about their connection to the work they do, majority 96% said yes, that is they feel attached to the work they do while only 4% said to this.

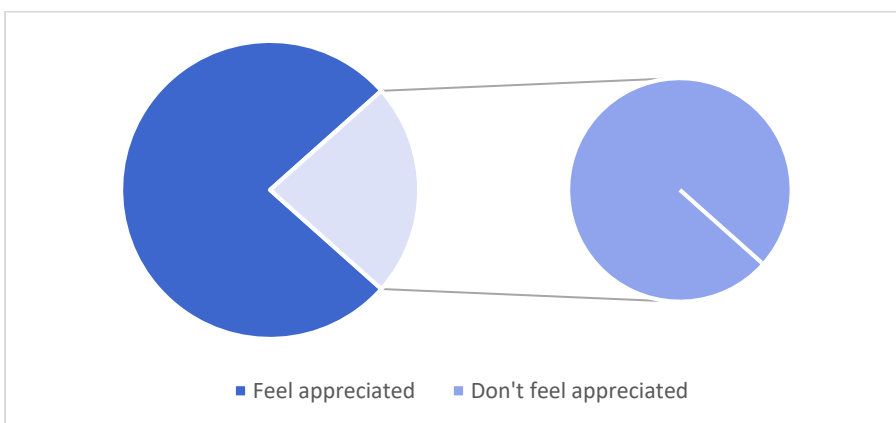
*Figure 14: Connection to the work*



Sense of belonging: The study revealed 90% of the staff feel a sense of belonging at work while 10% of the staff don't feel a sense of belonging at the workplace.

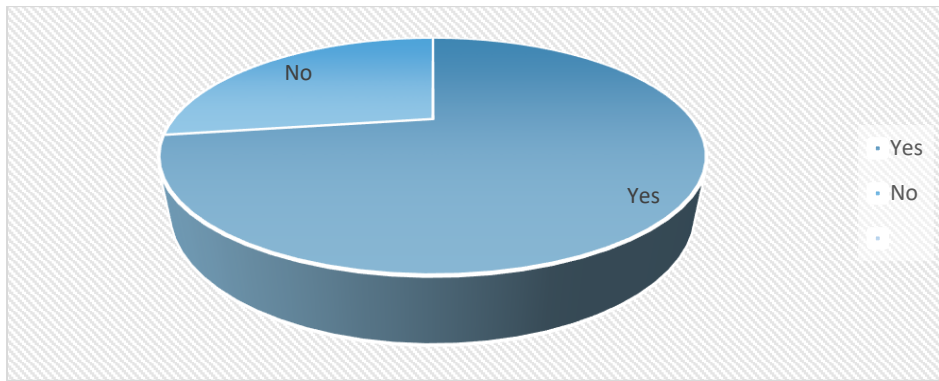
Recognition and appreciation: When asked about appreciation, 73% of the staff at MCCM said they feel appreciated and recognized while 22% of the staff don't feel appreciated and recognized.

Figure 15: Recognition and appreciation



Reflection of culture and values: From the study conducted, majority of the staff 72% said that the internal communication in the ministry does not reflect the values and culture of the ministry while 27% said it reflects.

Figure 16: Reflection of culture and values



Communication culture: The biggest number of respondents 50% said there is a good communication culture in the organization, 22% said the communication culture is very good, 19% said it is fair while 3% said it is poor.

Table 4: Communication culture

What is the culture like regarding good communication	No. of respondents	Percentage
Excellent	6	6%
Very good	22	22%
Good	50	50%
Fair	19	19%
Poor	3	3%

When asked about connection to the work, 96% of the team are connected to the work they do, 90% feel a sense of belonging at work, majority of the staff (76%) feel recognized and appreciated for their contribution while 24% don't feel recognized and appreciated.

When asked about the flexibility of their work schedules to meet family and personal responsibilities, 50% said yes to this while 50% said no.

66% of the staff feel that the organization prioritizes diversity, equity, and inclusion while 34% don't feel this way.

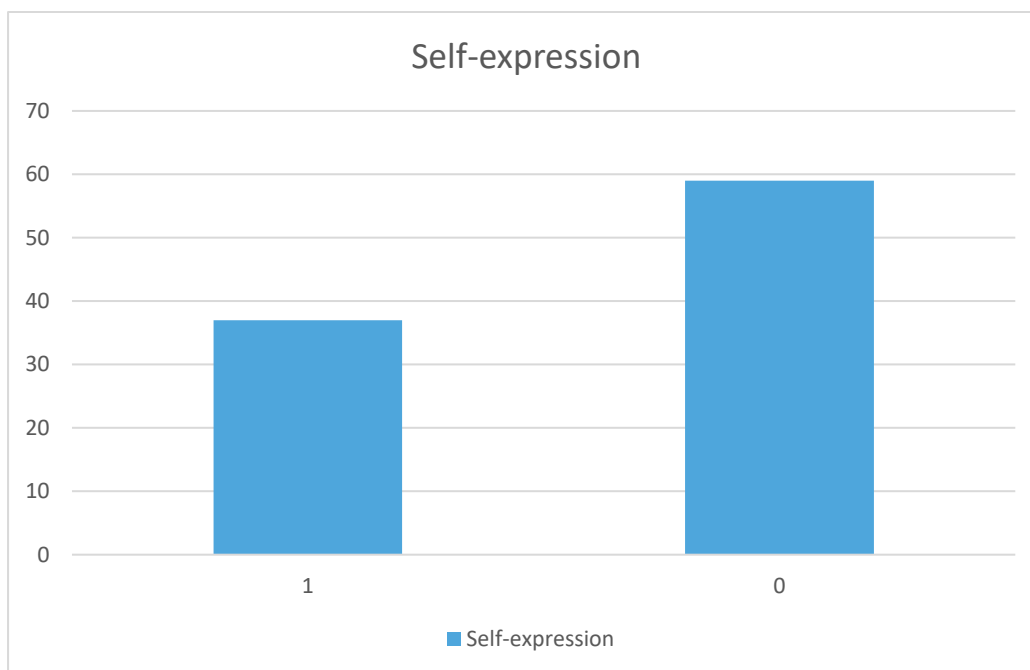
Majority (72%) of the staff think the internal communication reflects the values and organization culture of MCCM while 27% feel otherwise. However, they agree that there are policies and guidelines that guide the culture of communication. Generally, 50% of the staff think the culture is just good.

79.9% of the staff agree to it that managers use the appropriate tone and language in communication while 20% think some managers do not use the appropriate tone and language.

### 3.4 Interpersonal Issues

Self-expression: The study revealed that 59% of the staff at MCCM don't find it hard to make requests, seek clarity or express their needs, while 37% of the staff find it hard to make requests, seek clarity or express their needs.

Figure 17: Self-expression



I give more than I get: The biggest number 56% of staff at MCCM said they often feel that they give more than they get while 39% say they don't give more than they get.

Figure 18: I give more than I get

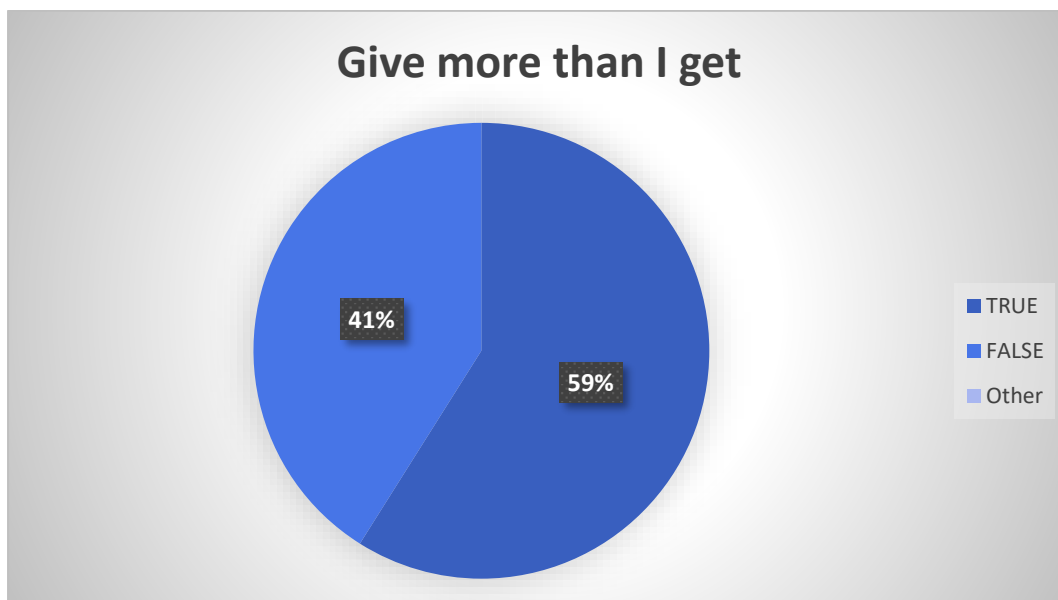


Table 5: Interpersonal issues

	True	False
I find it hard to make requests, seek clarity or express my needs.	38%	60.8%
I often feel that I give more than I get.	58.9%	41.1%
I often hold back from expressing how I feel about things.	57.9%	42.1%
No one really knows me.	24.5%	75.5%
I feel misunderstood by others.	31.9%	68%

All the staff interviewed who were interviewed agreed that they had a good relationship with fellow staff. This could be attributed to the fact that majority of these staff are Christian who value relationships.

When asked about how they deal with communication gaps at a personal level, 83% of the staff said they involve a mediator to seek clarity about the communication.

Table 5 above shows that generally, the relationship among staff at MCCM is a good and healthy one. However, there's need for management to strengthen relationships between senior staff and junior staff.

There is also need to recognize the efforts of staff more regularly and increase staff motivation like improving the work area, meals, staff recognition in monthly meetings, equal treatment of all staff, appointing and displaying staff of the month per department, more regular team building activities and so on.

### 3.5 Communication Modes

Figure 19: Sources of information

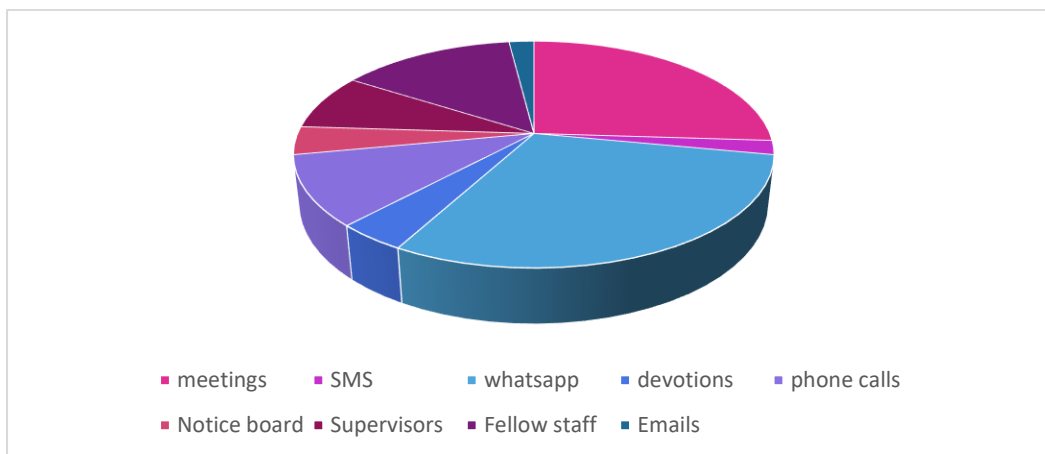
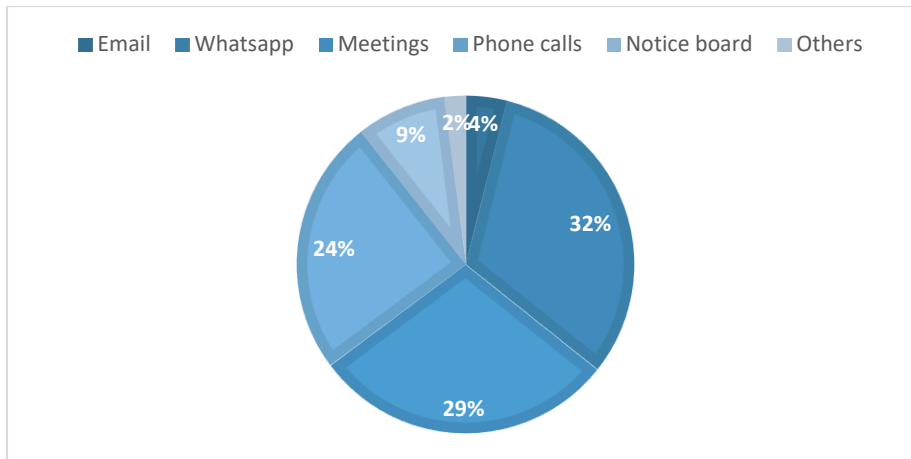


Figure 19 shows that majority of the staff 75% get information about the organization via WhatsApp. However, they sighted a few challenges with this medium of communication like messages being sent out late which affects delivery and implementation, unclear communication being passed on since the message is brief and not elaborative, some staff have no smartphones and so they must depend on others for information, and these miss out on important information sometimes.

#### Communication platforms

According to the respondents, 72% think that the use of social media helps to improve communication among colleagues. 67% think use of social media gives them a sense of belonging. 71% of the team think management is adequately supporting internal communication initiatives and 29% think otherwise.

Figure 20: Effectiveness of social media platforms



Majority of staff 32% agree that they get information via WhatsApp while 29% get information during meetings and it is these media that people prefer to get information, meeting 37%, WhatsApp 33% and phone calls 33%.

60% of the staff are comfortable with medium of communication used at MCCM however they need to have it supported or backed up with something else maybe a phone call or an SMS.

## CHAPTER FOUR: DISCUSSION OF FINDINGS

This chapter provides further discussion on the findings by comparing what was established in this study with what other scholars have established. Discussion of findings by study objectives and questions is presented as below;

- To determine what can be done to improve communication at MCCM.
- To establish the existing organizational culture issues that contribute to the internal communication gap.
- To identify the interpersonal issues contributing to the internal communication gap at MCCM.
- To determine the modes of communication that can be utilized for effective communication at MCCM.

### 4.1 Existence of communication gaps

The findings from the study indicated that majority (72%) of the employees at MCCM are agreeing that there are communication gaps in the organization. Some of the gaps identified are; lack of coordination which brings about sharing unclear communication this could be among supervisors or at the lower levels, lack of internal communication systems which leads to information coming from all directions, some people miss out on information that is passed out on social media platforms either because they lack a smartphone, lack data or lack airtime. These findings are in line with the study done by Harrington & Lewis (2014) which saw communication gaps because of miscommunication, non-communication, misunderstanding or withholding information. In another study Vercic (2012) indicated that internal communication gaps may occur between employees and employers or between employees in same or different positions within the organization but no matter with whom the gap exists, it is important to identify the reasons why this gap exists and find ways to address and thus resolve the issues

therein and put in place strategies or communication guidelines to help the entire organization moving forward.

This therefore means that management at MCCM needs to put in place communication policies to guide how communication should be done in MCCM to help better manage communication in the ministry.

4.1.1 Communication flow: The study found out that majority (46%) of the staff are satisfied with the communication flow even though a good number (31%) is still dissatisfied with the flow of communication in the organization, while others (23%) are neutral about the flow communication at MCCM. This could be because some staff do not have issues with their phones, data, and airtime and which means they receive all the information sent out and on time. It could also be because some staff interviewed are closer to the information sources than others. This helps them to get information more readily and more reliably than others who must depend on 2<sup>nd</sup> and 3<sup>rd</sup> parties for information. Therefore, like Lee & Chang (2019) said that the use of technology can help bridge geographic and other communication gaps and foster collaboration between teams, I think MCCM can adapt to more trainings for staff on the importance of the use of social media and also introduce communication days to help those without smartphones to know when to be on the lookout for communications.

Furthermore, this could be a good representation of the communication flow chart at MCCM which maps out the communication process from sender to receiver, highlighting critical touchpoints and potential bottlenecks as stated by (Brown, 2019). This is so because majority of staff who are dissatisfied are also not in agreement with the statement that the flow of communication in MCCM is a representation of the culture and values of this organization. How communication flows in the organization greatly impacts the general organization culture and so in agreement with what (Karen, James, & Fatma, 2017) say that it is important to align culture and communication to support a good communication culture.

4.1.2 Free sharing of Ideas: The findings reveal that majority (82%) of staff can share ideas freely with their supervisors while a few others (16%) cannot. The analysis carried out to establish the relationship between staff and supervisors as well as staff and management shows that there is an observable significance for each group. This could be because staff work closely together with their supervisors and so they get more familiar with them as compared to management team whom they meet occasionally. This study therefore is in line with the report by Steven Covey that free sharing of ideas encourages synergy to price our variations. This therefore means that free sharing of ideas among MCCM staff has an impact on the communication gap in the organization as it affects who shares information and how this is achieved.

4.1.3 Communication policy: The findings showed that majority (62%) of the participants agreed that there is an open-door communication policy within the ministry while 38% of the respondents said there is no open-door communication policy. The analysis also found that there was a significant relationship between the communication policy and the internal communication gap. This could be because staff at MCCM who are able to interact and communicate freely get information and either forget to pass it on or distort it along the way which creates the communication gap otherwise there would not be a communication gap. According to Tim, Malia, Loretta, & Nawang, 2017, when the culture of communication involves the adoption of a two-way policy, it allows all team members to share their voices and views, practice the desired communication tactics and thus avoid overloading of information and finally eliminate “grapevine” communication so that messages are always reliable and clear. This finding therefore is a very important determinant in streamlining the communication in an organization as it will most likely influence proper communication. MCCM has a task to align communication policies to guide flow of communication in the organization.

#### 4.1.4 Causes of Internal communication gaps

According to the research findings, fear of managers scored highly among the causes of internal communication gaps where 24% of the respondents identified this as a cause while 14.8% of respondents identified fear of feedback from colleagues as their major cause of communication gap. This finding is in line with (Alertmedia, 2023) findings which affirm that the existence of any form of fear affects how communication flows in an organization.

Feedback not taken seriously by managers. The study findings indicate that 11.6% of the staff at MCCM feel like their feedback is not taken serious by managers. Much as it was noted that staff can freely share ideas with their supervisors, this is also an important finding as it also impacts the ability for individuals in the organization to communicate effectively. Muscad, 2022 says that feedback whether positive or negative is very important in communication and so it is important to encourage team members to always speak out in open communication by creating an environment where team members share ideas comfortably. This finding therefore means that feedback not being taken serious affects people's ability to speak out which affects internal communication and thus the communication gap.

Personal discontentment. The study also revealed that another cause of the internal communication gap is personal discontentment. Some of the staff interviewed identified this as a cause. This could be because some staff cannot freely express themselves to the managers or they feel not listened to, big workload on supervisors which affects their ability to have more one-on-one time with the staff they supervise to hear them out, un streamlined decision making, or other factors. Whatever the cause maybe, this is a very sensitive factor which needs to be investigated with urgency.

Lack of information to share. The study findings show that some staff at MCCM think that the cause of the communication gap is due to lack of information to share especially by the supervisors. This could be due to missing out on important information by supervisors in heads of section meetings, laziness, lack of an official communication point to collect actual

information from, laxity of supervisors and technology gaps. The bible says in Genesis 3:1-7 that the devil used misinformation to destroy mankind, he twisted God's statement and got Eve to fall for his trick. This could be the same for our organizations if people who are expected to communicate don't have the appropriate information to share.

The channel used. Furthermore, the findings on causes of internal communication gap revealed that 25% of the staff think that the channel used is among the major causes of the communication gap. This could be because of lack of airtime, lack of data to access social media, relying on one major medium of communication assuming everyone is reached, relying on supervisors to convey rightful information, and technological gaps. This finding relates with the study by Muscad (2022), that the channel used to communicate may affect communication flow if employees are not comfortable with it either because of training in usage or fear of news. This finding therefore implies that the channel used influences the way communication flows in the organization.

Timing. The study findings also showed that 16.7% of the staff think that timing is another cause of the gap in communication. This could be due to last minute decisions, period when the communication is sent especially those on social media among other factors. This finding is in line with what was stated in another report by Mercy Child Care Ministry (2022) that if communication is not timely, either too late or too early or has any time lag, it causes problems in the progression of the information. This finding therefore implies that if the timing is not good, a communication gap is likely to exist.

## 4.2 Organization Culture

### 4.2.1 Relationship between culture and communication

The results of this study indicate that majority (72%) of the staff agree that internal communication in the ministry does not reflect the values and culture of the ministry even though some few (27%) said it reflects. This could be because some bits in the communication

trends don't represent Christ and don't reflect servant leadership which drive the ministry. This is in line with the study by Detert & Edmondson (2011), which says that internal belief systems and culture must act together. Therefore, if they don't then one doesn't reflect the other. This finding therefore means that the communication culture influences the values, yet it should be the values influencing the culture of communication.

This study also revealed that the biggest number (78%) of staff agree that there is a good communication culture in the organization, even though some few (22%) do not agree to this. This could be because of the kind of Christian leaders that exist at MCCM. Sabina (2016) says that the behavior of leaders in the organization sets the culture and affects communication as culture normally comes from top down. This finding implies that persistent adherence to a good communication culture may influence effective communication in an organization. This therefore calls for the leadership of MCCM to work towards improving communication so that it matches the good culture.

#### 4.2.2 How to build a successful culture of communication in the organization.

The findings of the study revealed that majority (64%) of the staff at MCCM agree that there is a policy or guidelines that guide the culture of communication whereas some (36%) say there is no such a policy. Furthermore, staff think that the organization could do some of the following to ensure that they relate in a more meaningful way; organize get together to build and strengthen relationships, ensure that policies in place are well followed by everyone, creating official communication days, senior management to meet more regularly with all staff, remind people about the vision and mission more regularly, encourage open communication at all times, follow our Christian values. These findings are closely similar to the findings by Zambito (2020) who says that if an organization is to maintain its energy, it's important for it to maintain a good communication culture through encouraging transparency, appreciating people, encouraging two-way dialogue, technological inclusion and general communication

reviews. MCCM has a task of expounding on its culture by improving transparency, appreciating people and encouraging more open communication among staff and other stakeholders.

#### 4.2.3 How organizational culture affects communication.

The study findings show that majority (79%) of the staff at MCCM agree that their supervisors use the appropriate tone and language while a few do not agree. This could be because the language is Godly, and the tone is good, favorable, respectful, sympathetic, and calm. All these qualify to building a good communication culture and a breach on either of them affects communication. MCCM should carry on with this in order to further improve communication in the ministry.

#### 4.3 Interpersonal Issues and Communication

The study findings show that majority (59%) of the staff at MCCM do not find it hard to make requests, seek clarity or express their needs. This could be because staff at MCCM have worked on their relationship with their supervisors and so majority can relate with each other more openly since most of the staff have been with ministry for at least two years. Bolton, 2014 says that 80% of staff who fail at work do so because they do not relate well with others. Therefore, these findings reveal that persistent building of good relations with staff helps to build and strengthen relationships and thus improving communication.

The study findings also revealed that majority (75.5%) of the staff at MCCM feel that someone knows them well. Then also 59% of the staff said they often feel that they give more than they get. A big number (92%) of the staff at MCCM said their relationship with fellow staff is good while a few (8%) were not sure of what their relationship with fellow staff is like. This could still be because of the Christian environment that these people live in which allows for open interaction and relationship building among staff. This finding aligns with

Harrington & Lewis 2014 findings that the ability to interact well with others is our daily foundation to good communication and if not well executed can create a gap in communication. This finding there means that if these good relationships are encouraged then the communication gap at MMC can be narrowed.

The study also revealed that most of the staff (53%) will be willing to seek clarity beyond their supervisor even though some (47%) will wait for their supervisor to clarify information without them asking. This could be because majority of the staff at MCCM are Christian, and they always want to choose peace even when their credibility is questioned. This finding aligns with Blanchard 2004, finding that reorientation, clarity, and transparency are paramount in communication. This means that people's willingness to seek clarity implies that they want to get the right information so that they can even perform better in their tasks. Therefore, MCCM should build a structure which encourages open and free interaction among staff at all levels.

#### 4.4 Communication Modes

The findings revealed that a big fraction (32%) of staff agree that they get information via WhatsApp while 29% get information during meetings, and 19% via a phone call. It is these media platforms that people prefer to get information through, meeting, WhatsApp and phone calls. This could be because a good percentage of the staff have a smart phone and will access WhatsApp at least once a day. ICFAI University (2016) suggested that WhatsApp is a great tool for quick informal chats both individual and group. This finding therefore means that people may get information on WhatsApp but treat it with less urgency since it may appear informal to them.

Most of the staff (60%) are comfortable with medium of communication used at MCCM however they need to have it supported or backed up with something else maybe a phone call or an SMS. This could be because there is a variety of communication platforms, and no single person today relies on only one. This finding therefore means that communication should be

done in more than one way if information must go far. It could be via email, phone call, social media, SMS or whatever 2-3 platforms they find fit to use.

50% of the staff feel that use of these communication channels is not adequate while the other half feel it is adequate.

When asked what their convenient mode of communication would be, majority (30%) preferred meetings, then others (26.4%) preferred WhatsApp, others (26.4%) preferred phone calls, among other modes. This finding means that the modes of communication used at MCCM should be interplayed for information to reach each person. There should not be relying on one mode of communication at any given time.

## CHAPTER FIVE: CONCLUSIONS

Communication is generally an important tool in the development of any organization. This section is presenting the conclusions based on the findings made in this study to improve internal communication among different departments at MCCM.

Central research question: Why is there an internal communication gap among the different departments at Mercy Child Care Ministry?

Organizational culture: The study revealed that the organization culture at MCCM is somewhat good. There is open flow of information and an open-door communication policy however some staff confessed their fear of managers which hinders their ability to approach them where need be. It also revealed that the communication culture does not bring forward the Christian values that the organization upholds. There is a break in communication or distortion of information between sender, and receiver and so some suggestions have been made to minimize this as we shall read in the recommendations. Majority of the staff think that they should get information directly rather than through supervisors.

Interpersonal issues: The study revealed that relationships in the organization are good, but a lot more still needs to be done to keep staff together and improve the working conditions for better output.

Communication modes: The study revealed that although several staff have personal smartphones, they're reluctant to get data and airtime in order to access or do organization communications which affects the communication flow, also other factors such as staff attitude towards work, salary earned, poor network coverage, technological gaps, level of education, age of staff are all closely associated with the limitation to access to information and thus creating a communication gap. All these and more answer the central research question above.

## CHAPTER SIX: RECOMMENDATIONS

This chapter deals with the summary of steps that need to be taken from the study findings to help fix the communication gap at Mercy Childcare Ministry.

Action question: What can be done to improve communication at Mercy Child Care Ministry?

According to the study, these are some recommendations that can help improve communication at MCCM to build a committed and consistent team.

There's need to improve the internal daily communication by supervisors and they should ensure that information goes down to the last staff on the organizational structure and not just to a few staff yet it is intended for all. MCCM should also improve how and when meetings are conducted, and employee performance reviews should be done more often with all staff so that they know how they're doing and how better to improve their performance.

MCCM could choose meetings over social media or at least provide regular internet to staff for better communication. Also, whoever calls for meetings should ensure that they happen in avenues and hours that are favorable for those responsible to attend and not times when people are busy and unable to attend. There should be a standard communication format to ensure that information is passed on correctly, so it is not viewed as a rumor or not serious.

Therefore, since communication is key and it is not complete without feedback, whoever sends out information must ensure that they receive feedback every time information is sent out.

To MCCM senior management

- a) Ensure that occasionally they meet with staff either one-on-one or as a department to hear them out.

- b) Avail airtime and internet for staff so that they don't have to spend their own resources to obtain organization information or rather support staff to increase access to information.
- c) Encourage supervisors to always make follow up calls for any communication sent.
- d) Ensure changes made in the annual workplan are minimal and well communicated.
- e) Ensure that the public relations person has less tasks to do so that she or he can concentrate on communication to bridge the gap among departments.

To leaders of departments

- a) Always ensure that they work hand in hand with the human resource team to conduct employee performance reviews with their staff more often and give the required feedback.
- b) Ensure that they use notice boards for communications in their departments in case someone misses it online.
- c) Ensure that they organize departmental meetings more often and that people attend them as they should, so they don't miss out on important information.
- d) Ensure they're very attentive and taking note of points in managerial meetings as they must communicate with their staff what is said in such meetings.
- e) Ensure that proper follow up is done on the communications made.

To all staff

- a) Ensure that they attend and encourage others to attend meetings to get the desired information whenever called upon.
- b) Be more vigilant about what is happening in the organization and ask the desired questions to the relevant persons always.
- c) Ensure that they attend trainings to better their skills in communication and technology.

To government

- a) Support NGOs and other relevant bodies with free Wi-Fi so that people have more and better access to the internet for ease of communication.
- b) Ensure that all people learn the official language to ease communication at the workplace.

Sabina, 2016 said, one of the best practices for any organization is to build a culture that involves all stakeholders in the communication loop and engages them.

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## APPENDICES

### Appendix 1: Work plan

ACTIVITY	PERSON RESPONSIBLE	TIME FRAME
Pre-testing	Ziporah	10 weeks
Preparing for the field	Ziporah	3 Days
Collecting data	Ziporah and research assistants	2 weeks
Compiling data	Ziporah and research assistants	3 weeks
Analyzing and presenting data	Ziporah and supervisor	3 weeks
Handing in the first draft	Ziporah	1 weeks
Handing in the second draft	Ziporah	1 weeks
Submission of final report	Ziporah	30 <sup>th</sup> Jan 2024

## Appendix 2: Budget

ACTIVITY	ACTION	DAYS	RATE (Ugx)	+RESEARCH ASSISTANTS	TOTAL COST(Ugx)
Pre-testing	Transport	10	5000/=	0	50,000/=
	Lunch	10	3000/=	0	30,000/=
	Stationery	10	500/=	0	5000/=
	Adjustments	10	0	0	0
Subtotal					85,000/=
Data collection	Transport	30	5000/=	3	450,000/=
	Meals	30	3000/=	3	270,000/=
	Stationery	30	0	0	50,000/=
Subtotal					770,000/=
Data analysis	Transport	20	5000/=	2	200,000/=
	Meals	20	3000/=	2	120,000/=
	Stationery	20	0	0	30,000/=
Subtotal					350,000/=
Report presentation	Transport	3	20,000/-	0	60,000/=
	Meals	3	10,000/=	0	30,000/=
	Printing		30,000/=	0	30,000/=
	Binding				75,000/=
Subtotal					135,000/=
Total					1,340,000/=

## Appendix 3: INTERVIEW QUESTIONS ASSESSING INTERNAL COMMUNICATION AT MCCM

*You have been selected to participate in the study and your response shall be of great help. Individual responses are strictly confidential, and this information used strictly for academic purpose.*

### BIO-DATA

1. What gender do you identify as?
  - a. Male
  - b. Female
2. What is your age?
  - a. 18-29 years
  - b. 30-45 years
  - c. 46+ years
3. What is your highest level of education?
  - a. Primary level
  - b. Secondary level
  - c. Advanced level
  - d. Diploma
  - e. Degree
4. What is your marital status?
  - A Married
  - b. Single
5. If applicable, please specify your religion.
  - a. Anglican
  - b. Catholic
  - c. Moslem
  - d. Born again
  - e. Other.....
6. For how long have you worked with this organization?
  - a. 3 months or less.
  - B. At least 12 months.
  - C. 2 - 4 years.
  - D. 5 years & over

### INTERVIEW GUIDE QUESTIONS

#### Internal communication

1. How do you typically get information about the organization?
2. What are the existing communication gaps in the organization?
3. What are the causes of these communication gaps?
4. What can the organization do to minimize internal communication gaps?
5. What challenges do you face communicating with others at MCCM?

#### Organizational culture

6. How would you describe the organizational communication culture at MCCM?
7. What can the organization do to ensure that employees are able to relate with one another in a meaningful way?
8. What do you think about the tone and language used in organizational communication?
9. Are there any changes you would like to see in the organization's internal communication structure?

10. How can management better support employee engagement with internal communication?

#### Interpersonal issues

11. What can be done to build a good work environment at MCCM?
12. How is your relationship with other staff?
13. How do you deal with communication gaps at a personal level?
14. What would you do if your credibility was questioned?

#### Modes of communication

15. What are the main communication channels used for communication at MCCM?
16. Are you comfortable with the medium of communication used at MCCM? Yes/No  
Explain your response.
17. Do you think use of these channels is adequate for communication in the ministry?
18. What would be your convenient mode of communication, and why?

Thank you for your cooperation 😊

## Appendix 4: MCCM INTERNAL COMMUNICATION SURVEY

*Dear respondent, this survey questionnaire is aimed at collecting information that will help us improve communication at the workplace. You have been selected as a respondent because I believe you have the required information for this study. Please note that the information you provide will be treated with a high level of confidentiality. This should take at most 30 minutes.*

### A. GENERAL INFORMATION

1. What gender do you identify as?
  - a. Male
  - b. Female
2. What is your age?
  - a. 18-29 years
  - b. 30-45 years
  - c. 46+ years
3. What is your highest level of education?
  - a. Primary level
  - b. Secondary level
  - c. Advanced level
  - d. Diploma
  - e. Degree
4. What is your marital status?
  - a. Married
  - b. Single
5. If applicable, please specify your religion.
  - a. Anglican
  - b. Catholic
  - c. Moslem
  - d. SDA
  - e. Other.....
6. For how long have you worked with this organization?
  - a. 3 months or less.
  - B. At least 12 months.
  - C. 2 - 4 years.
  - D. 5 years & over

### B. INTERNAL COMMUNICATION

1. I am kept well informed about my work plan and progress.
  - Extremely dissatisfied
  - Somewhat dissatisfied
  - Neutral
  - Somewhat satisfied
  - Extremely satisfied
2. I am kept well informed about what is going on in the organization.
  - Extremely dissatisfied
  - Somewhat dissatisfied
  - Neutral
  - Somewhat satisfied
  - Extremely satisfied
3. There are opportunities available for me to express my ideas to senior management.
  - Extremely dissatisfied

- Somewhat dissatisfied
  - Neutral
  - Somewhat satisfied
  - Extremely satisfied
4. There is good communication across departments
- Extremely dissatisfied
  - Somewhat dissatisfied
  - Neutral
  - Somewhat satisfied
  - Extremely satisfied
5. There is good communication flow in the organization.
- Extremely dissatisfied
  - Somewhat dissatisfied
  - Neutral
  - Somewhat satisfied
  - Extremely satisfied
6. Rate your awareness of the organization's vision and goals.
- 1            2            3            4            5
7. The information I receive daily is from my supervisor.
- True
  - False
8. My ideas can be directly communicated to senior management.
- True
  - False
9. I can share ideas with my supervisor without hesitation.
- True
  - False
10. There is an open-door policy for communication within the ministry.
- True
  - False
11. The organization frequently conducts "town-hall" meetings to share information.
- True
  - False
12. In most cases I receive appropriate information to perform my tasks well.
- True

- False
13. I rarely receive unreliable information from my supervisor.
- True
  - False
14. Do you think there is a gap in communication in the ministry?
- True
  - False
15. If yes, which of these do you think causes the gap? (*Tick all that apply*)
- Fear of managers
  - Fear of feedback from colleagues
  - My feedback is not taken serious by managers
  - Personal discontentment
  - No information to share
  - The communication channel used
  - Timing

#### C. ORGANISATIONAL CULTURE

1. Do you feel connected to the work you do? 0 Yes 0 No
2. Do you feel a sense of belonging at work? 0 Yes 0 No
3. Do you feel recognized and appreciated for your contributions? 0 Yes 0 No
4. Is your work schedule flexible enough to meet family and personal responsibilities? 0 Yes 0 No
5. Do you feel the organization prioritizes diversity, equity and inclusion in communication? 0 Yes 0 No
6. Do you think the internal communication reflects our values and organizational culture? 0 Yes 0 No
7. Does your manager use the appropriate tone and language in communication? 0 Yes 0 No
8. Is there a policy or guidelines that guide the culture of communication? 0 Yes 0 No
9. What is the culture like in regard to good communication?  
a) Excellent    b) Very Good    d) Good    e) Fair    f) Poor

#### D. INTERPERSONAL ISSUES

1. I find it hard to make requests, seek clarity or express my needs. 0 True 0 False
2. I often feel that I give more than I get. 0 True 0 False
3. I often hold back from expressing how I feel about things. 0 True 0 False
4. No one really knows me. 0 True 0 False
5. I feel misunderstood by others. 0 True 0 False

#### E. MODES OF COMMUNICATION

1. Does the organization's use of social media improve communication between you and your colleagues? Yes No
2. Does the organization's use of social media give you a sense of belonging? Yes No
3. Do you think management is adequately supporting internal communication initiatives?  
Yes No
4. What communication platform do you find to be the most effective?
  - Email
  - WhatsApp
  - Meetings
  - Phone calls
  - Notice board
  - State if not included above.....
5. What communication platform do you find to be the most ineffective?
  - Email
  - WhatsApp
  - Meetings
  - Phone calls
  - Notice board
  - State if not included above.....

**F. SUGGESTIONS**

1. How do you typically get information about the organization?

.....

2. How would you prefer to get information/communication within the organization?

.....

.....

.....

3. How can our organization improve communications?

.....

.....

4. What organization communication pathway do you find to be the most ineffective?

.....

.....

Thank you for your cooperation 😊

Appendix 5: CONSENT LETTER

Dear respondent,

Am a Master of Organization Leadership and Management student at the Uganda Christian University in Mukono, Uganda. I intend to carry out research on the topic “*Addressing the Communication Gap in Organizations: A Case Study of Mercy Child Care Ministry,*” for the sole purpose of my master’s degree thesis. I therefore seek your help in carrying out this field research which will mainly focus on mercy staff and the leadership team. I wish to state that all the information gathered will be kept confidential and deleted after consumption. May there arise a need to keep some parts of the prints, I assure you that such will be kept safe in a locked cupboard. I also affirm that any interviewee/respondent may withdraw from the research anytime without being required to give reasons. Thank you.

I (name of the respondent) ..... have received information about the project and am willing to participate.

Sign: .....

Date: .....

Thanks for your cooperation ☺

Appendix 6: PERMISSION TO CONDUCT A STUDY IN MCCM

DATE:

TO THE EXECUTIVE DIRECTOR

MERCY CHILDCARE MINISTRY

P.O BOX 16559

WANDEGEYA KAMPALA

Dear sir/madam,

RE: REQUEST FOR PERMISSION TO CONDUCT A COMMUNICATION SURVEY  
AMONG STAFF AT MERCY CHILDCARE MINISTRY

Am a Master of Organization Leadership and Management student at the Uganda Christian University in Mukono, Uganda. I intend to carry out research on the topic “*Addressing the Communication Gap in Organizations: A Case Study of Mercy Child Care Ministry,*” for the sole purpose of my master’s degree thesis. I therefore seek your permission to allow me carry out this research with the staff at MCCM. I wish to state that all the information gathered will be kept confidential and deleted after consumption. May there arise a need to keep some parts of the prints, I assure you that such will be kept safe in a locked cupboard. I also affirm that any interviewee/respondent may withdraw from the research anytime without being required to give reasons, this is purely a voluntary exercise.

Thank you.

Sincerely yours

.....

ZIPORAH NASSIMBWA



# UGANDA CHRISTIAN UNIVERSITY

A Centre of Excellence in the Heart of Africa

September 8, 2023

To Whom It May Concern;

Dear Sir/Madam,

**RE: STUDENT RESEARCH AND PROJECT WORK**

NAME: NASSIMBWA ZIPORAH  
REGISTRATION NUMBER: RS20M02/008

The above named is a student of Master of Arts in Organizational Leadership and Management at Uganda Christian University.

Besides attendance of theory lectures the student is required to demonstrate abilities in applying the acquired knowledge by conducting research and writing a project paper on a Leadership problem/situation in Uganda.

The research topic: **“Addressing the Communication Gap in Organizations: A Case Study of Mercy Child Care Ministry”**

By this letter we are requesting you to assist the student herewith and avail the information requested or participate in surveys.

Thank you so much for your cooperation.

Yours Sincerely,

Yours sincerely,

Joseph Jakisa Owor, PhD  
**SENIOR TEACHING FELLOW, FACULTY OF BUSINESS**  
0776-770811/0752-770811