

**AN EXPLORATION OF THE ROLE OF COMMUNICATION STRATEGIES ON
EMPLOYEE PERFORMANCE AT THE FEDERATION OF UGANDA EMPLOYERS**

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**UGANDA CHRISTIAN
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DECLARATION

I, Nambalirwa Resty, declare that this thesis entitled “*Explore The Role of Communication On Employee Performance at the Federation of Uganda Employers*” work has not been submitted for any degree, master’s, or academic award to any university or institution. All sources of information and assistance used have been acknowledged and cited by the standard referencing practices.

Signature 

Date 

APPROVAL

This thesis is submitted for approval to Uganda Christian University, Mukono, by my supervisor:

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ABSTRACT

The study aimed to explore the role of communication on employee performance at the Federation of Uganda Employers. It specifically focused on; exploring employees' perceptions and lived experiences regarding how the Federation of Uganda Employers' communication strategy influences their performance

This study was conducted using cross-sectional survey research design where both quantitative and qualitative research approaches. During the data gathering process, stratified and purposive sampling techniques were applied while selecting the respondents. In addition, questionnaires and interviews were used to collect data from a sample size of 52 respondents employees of the Federation of Uganda Employers and 10 key informants.

The findings revealed that communication strategies at the Federation of Uganda Employers have a strong and positive influence on employee performance by enhancing productivity, clarity of roles, teamwork, fairness, motivation, and effective decision-making. The results further show that employees perceive communication as fair and closely linked to improved performance through equal access to information, transparency, and consistent feedback, although there are still minor gaps in consistency, inclusiveness, and communication systems that need to be addressed to further strengthen employee performance and overall organizational effectiveness.

Lastly, the study recommended the need for strengthening communication at the Federation of Uganda Employers through enhanced channels, open team dialogue, communication training, a more inclusive organizational culture, and continuous assessment of communication practices to sustain and improve employee performance.

CHAPTER ONE

INTRODUCTION

1.1 Background to the study

Communication is the process of exchanging information, ideas, thoughts, or feelings between individuals or groups. It involves the transmission and reception of messages through various channels such as spoken or written language, non-verbal cues, gestures, facial expressions, and more.

Communication occurs in many forms, including verbal and non-verbal, written, visual, and listening. It can occur in person, on the internet (on forums, social media, and websites), over the phone (through apps, calls, and video), or by mail.

Communication serves as the lifeblood of organizational functioning, intricately weaving together the fabric of relationships, fostering clarity, and nurturing a sense of belonging among employees. According to Tschappeler and Krogerus (2017), effective communication is widely recognized as a cornerstone of organizational success, influencing various facets of employee performance, job satisfaction, and overall organizational effectiveness.

Effective communication requires clarity, openness, active listening, and an understanding of the context. Different forms of communication, such as verbal and non-verbal cues, body language, and written expressions, contribute to the overall effectiveness of the communication process. According to Diaz (2023), Non-verbal communication, accounting for 55% of our communication, transcends linguistic boundaries and conveys intentions, emotions, and attitudes while, according to Chang

(2015), cultural norms shape non-verbal patterns because different cultures might have different norms for nonverbal behaviours in specific social, relational, and geographical contexts.

Employee performance is defined as the effectiveness with which an employee fulfills their job responsibilities and achieves set goals. It encompasses various factors, including the quality, quantity, and efficiency of work, as well as the behaviors exhibited in the workplace.

According to Pankit Gami (*Nd*), employee performance refers to how well an individual executes their job duties and responsibilities, impacting overall organizational success. It encompasses various factors, including Behaviors, skills, abilities, and knowledge that contribute to achieving goals within the role.

Furthermore, Hiteshi,B (2015) looks at employee performance as the measure of how well an employee fulfills the duties and responsibilities of their job urging that this is a combination of a person's behaviors, skills, abilities, and knowledge in achieving goals within the role. In this respect, employee performance is gauged on how an employee works, so organizations can use strategies to channel a positive work environment by sharing constructive feedback and optimizing work performance.

In addition, Donohoe, A. (2019) acknowledges that employee performance underscores the ways to which workers behave in the workplace and how well they perform the job duties obligated to them. An entity typically sets performance targets for individual employees and the company as a whole hope that the business offers good value to customers, minimizes waste and operates efficiently.

Employee performance refers to how well (or poorly) an employee fulfills their duties and reaches their goals. Accurate performance measurement includes the quality, quantity, and efficiency of a person's work. Employees drive your company forward. High performers can help you achieve goals faster, while low performers can have the opposite effect (Donohoe, A.,2019).

Brandy, Veronica (2012) asserts that effective communication can improve relationships at home, work and social situations by deepening one's connections to others and improving team work, decision making and problem solving. It enables one to communicate even negative or difficult messages without creating conflict or destroying trust. Effective communication combines a set of skills including nonverbal communication, alternative listening, the ability to manage these in the moment, and the capacity to recognize and understand one's emotions and those of the person communicating with. For an organization to be successful, a well-informed staff is required so that its aims and objectives are met. He puts much emphasis on internal communication where this kind of communication would outline progress on a long time basis for the organization which explains change so that employees know what role to adjust and maintain the change which provides functional information that enables staff do their jobs, convey policy decisions and policies so that the staff understand the reasons for institutional actions and manages crisis so that every staff is clear on their respective roles (Roger Haywood, 1991).

The Federation of Uganda Employers, as a key organization representing the interests of employers in Uganda operates within a distinctive socio-cultural and economic landscape, posing unique challenges and opportunities regarding communication

practices and their influence on employee performance. Understanding the nuances of communication within the Federation of Uganda Employers is essential not only for advancing theoretical knowledge in organizational communication but also for informing practical strategies aimed at optimizing employee engagement, productivity, and organizational outcomes.

1.2 Statement of the Problem

Effective internal communication is the backbone of organizational success, particularly for a high-profile institution like the Federation of Uganda Employers (FUE), which serves as a benchmark for labor relations in the country. Ideally, a communication strategy should provide clarity, foster a sense of fairness, and directly empower employees to meet their performance targets.

However, there appears to be a disconnect between the intended communication strategies of management and the lived experiences of the employees. Despite having formal communication channels in place, it is unclear how these strategies are actually interpreted by the staff or whether they promote a sense of perceived fairness. When communication is perceived as opaque, top-down, or inconsistent, it can lead to "information silos," reduced morale, and a decline in collective performance.

Currently, there is a lack of deep, qualitative data at FUE that captures the staff's personal narratives and collective views on how these communication flows affect their work output. Without understanding the employees' interpretations and their perceptions of fairness, the Federation risks implementing strategies that do not resonate with its workforce, potentially leading to institutional inefficiency and a

disengaged staff. This study, therefore, seeks to investigate the influence of communication strategies on employee performance by centering on the actual experiences and perceptions of the staff at FUE.

1.1.3 Objective of the Study

1.3.1 General Objectives

The main objective of the study was to explore the Role of Communication On Employee Performance at the Federation of Uganda Employers.

1.3.2 Specific Objectives

The specific objectives of the study were three, namely;

1. To explore employees' perceptions and lived experiences regarding how the Federation of Uganda Employers' communication strategy influences their performance.
2. To describe employees' perceived fairness and collective views regarding the relationship between communication and performance at the Federation of Uganda Employers.
3. To understand employees' collective views and interpretations of how FUE communication strategies have influenced performance at the Federation of Uganda Employers.

1.4 Research Questions

The following research questions guided this study;

1. How do employees describe their lived experiences and perceptions regarding the influence of the Federation of Uganda Employers' communication strategy on their performance?
2. What are the collective views of employees regarding the fairness of communication practices and their relationship to performance at the Federation of Uganda Employers?
3. What are the collective interpretations of employees regarding the ways in which FUE communication strategies have influenced their performance?

1.5 Scope of study

1.5.1 Geographical Scope

The study was conducted at the Federation of Uganda Employers, which is located in Kiwanga, Kampala-Mukono Highway.

1.5.2 Time Scope

The study covered the period between July 2024 to June 2025 with a focus on the current annual developments in the area of communication within the organisation, involving the current staff and other stakeholders.

1.5.3 Content Scope

The study is to explore the Role of Communication On Employee Performance at the Federation of Uganda Employers. Specifically, the study was guided by internal communication channels, communication flow, productivity, achievement of targets and collective interpretations of the strategies at the Federation of Uganda Employers.

1.6 Significance of the Study

The study will provide FUE leadership with deep insights into how their internal communication strategies are actually perceived "on the ground." By understanding the lived experiences of staff, management can identify specific gaps between their intended strategy and the employees' reality, allowing them to refine communication channels to better drive performance.

This research highlights the critical link between communication fairness and employee output. For HR professionals, the findings will underscore how equitable information sharing (or the lack thereof) impacts staff morale and productivity. It provides a blueprint for developing policies that ensure all employees feel informed and valued, thereby reducing workplace friction.

The study gives a "voice" to the employees. By exploring their collective interpretations, the research acknowledges the importance of their perspectives. This can lead to a more inclusive work environment where communication is viewed as a two-way process rather than just a top-down instruction, ultimately improving their day-to-day work experience.

As the Federation of Uganda Employers is the leading organization for employers in the country, this study serves as a benchmark. Other member organizations can learn from the FUE's successes or challenges regarding communication. It contributes to the broader understanding of organizational behavior within the specific socio-economic context of Uganda.

1.7 Justification of the Study

The Federation's efficiency is critical to the national labor market. If internal communication is a bottleneck for staff performance, it affects the organization's ability to serve its members. This study is justified as a diagnostic tool to identify communication barriers and provide evidence-based solutions for institutional growth.

Most communication theories are based on Western organizational models. There is a need for research that is grounded in the Ugandan corporate context, specifically within a membership-based organization like FUE. This study justifies the need for localized knowledge that reflects the unique cultural and professional dynamics of the Ugandan workplace.

Organizations often design communication strategies at the management level without fully understanding how they are received by the workforce. There is a pressing need to investigate the lived experiences of employees at the Federation of Uganda Employers (FUE) to ensure that the strategy is not just a document on paper, but a functional tool that actually enhances daily performance.

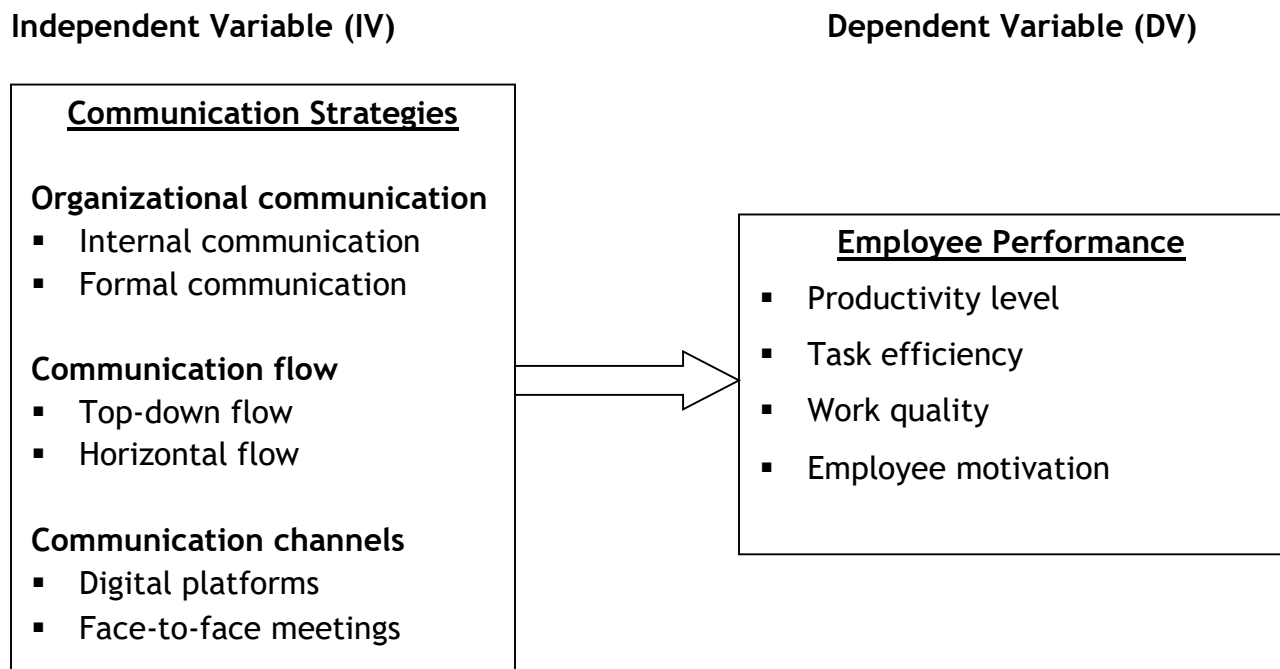
While many studies on employee performance are purely quantitative (focusing on numbers and targets), they often miss the "human element." This study is justified because it adopts a qualitative approach to capture collective views and interpretations. Understanding the nuance of how employees feel and think provides a depth of data that statistics alone cannot provide.

Current management trends emphasize that "fairness" in how information is shared is just as important as the information itself. Since FUE represents the interests of

employers across Uganda, it must lead by example. This study is justified by the need to evaluate whether perceived fairness in communication exists within FUE, as a lack of transparency often leads to low morale and decreased productivity.

1.8 The Conceptual Framework

Figure 1: The Conceptual Framework



Source: Adapted from Umar & Umar (2020) and modified by the researcher (2026)

The conceptual framework shows that communication strategies (independent variable) influence employee performance (dependent variable) at the Federation of Uganda Employers through key dimensions such as organizational communication, communication flow, and communication channels, which enhance clarity, coordination, and information sharing within the organization. Employee performance is reflected through productivity, task efficiency, work quality, and employee motivation, which are all improved when communication is effective, timely, and well-

structured. Overall, the framework indicates a direct positive relationship between communication strategies and employee performance, meaning that improvements in communication practices lead to better employee output, stronger motivation, and higher overall organizational effectiveness.

1.9 Theoretical framework

1.9.1 Transactional Communication Model

The Transactional Communication Model was first proposed by communication scholars such as Barnlund (1970), and it explains communication as a continuous, dynamic, and reciprocal process where both sender and receiver simultaneously exchange messages and influence each other (Barnlund, 2017) Unlike linear models of communication, this theory views communication as a two-way process in which meaning is created through interaction, feedback, and shared understanding. The main idea of the model is that communication is not a one-directional activity but an ongoing transaction where individuals are both senders and receivers at the same time (Cerrone & Mäekivi, 2021)

The key tenets of the Transactional Communication Model include the simultaneity of sending and receiving messages, the role of feedback in shaping understanding, the influence of context (organizational, cultural, and psychological factors), and the presence of noise or barriers that may distort communication (Bragg et al., 2021). The theory assumes that meaning is co-created by participants rather than simply transmitted, and that effective communication depends on mutual understanding and active engagement between parties. Its strengths lie in its realism and applicability to modern organizational settings, as it captures the complexity of workplace communication and highlights the importance of interaction and feedback. However,

its limitation is that it can be conceptually complex and difficult to measure empirically due to its dynamic and continuous nature (Amin et al., 2025).

In this study, the Transactional Communication Model is applied to explain how communication strategies at the Federation of Uganda Employers influence employee performance (Susilaningrum et al., 2017). It is used to show that communication between managers and employees is not a one-way process but involves continuous interaction, feedback, and shared understanding that directly affects how employees perform their duties. The model helps to interpret how clarity, timeliness, openness, and feedback mechanisms within the Federation enhance coordination and productivity (Barnlund, 2017). Therefore, it provides a strong theoretical foundation for analyzing how effective communication processes contribute to improved employee performance in the organization.

CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

Communication plays a critical role in organizational success, particularly in influencing employee performance. Organizations like the Federation of Uganda Employers (FUE), exploring employees' perceptions and lived experiences regarding how the communication strategy influences performance, as well as the perceived fairness and collective views regarding the relationship between communication and performance, are very key. This literature review explores the collective views and interpretations of how FUE communication strategies have influenced performance at the Federation of Uganda Employers.

2.1 The Communication Practices

The enormous development of information technologies and computers has made organizations networked systems that can easily share information in and far from the organization. According to Laudon (2021), this transformation of information allowed organizations to redesign strategies, transform the existing structure, reevaluate the scope of operation, and increase the efficiency of controlling mechanisms, workflow products, and services.

Communication, as stressed by Joe (2024) was key in business, and those organizations that have been able to master this crucial art of open and honest channels of communication between leaders and employees, and vice versa, were the best placed to reap all of the benefits. With open, honest and effective communication, organizations were able to mitigate conflict, increase employee engagement, improved

productivity, a healthy workplace culture, boosted employee satisfaction, and increased innovation.

Effective communication was looked at as the lifeblood of any thriving organization. Without it, even the most talented teams would struggle to meet deadlines, achieve goals, and maintain a harmonious work environment (Somanathan,2024). Equally important is that good communication is required to build and maintain mutual relationship in project teams (Mark,2019). This was because effective communication can enable a work team to achieve their goals. This stems from the fact that when the employees understood the management expectations and target goals, they would be able to do their work and tasks based on the required standard. Also, effective communication was critical to the success of team work because the ability to work together without issues was determined by conveying the right information at the right time (Mark, 2019).

Communication was the key factor in daily operations. It was through communication that all kinds of information circulated from every level of the hierarchical ladder. Computers have become a communication hub through which employees communicate and function. Communication technology is fostering new forms of learning, enabling new types of communication between employees and management (Rudnick, 2006). Additionally, the proper use of new technologies can lead to improvement of the relations among staff and a better understanding of each other.

With the communication dynamics, the new trend today is to flatten organizational structure to speed up the decision-making process (Lau,2001). Indeed, flatter

organizations consist of fewer management levels that give greater decision-making authority. In addition, flatter organizations encourage individual contribution and responsibility.

The establishment of global networks such as the Internet made it possible for team members to collaborate closely even from distant locations and reduce coordination costs (Laudon, 2021) for example, e-mail (electronic mail) is one of the most successful computer applications that have been ever discovered. The original idea of e-mail was to facilitate communication, increase efficiency, and make organizational life easier (Daantje, 2010). Indeed, e-mail broke down the barriers of time and space and became a convenient tool for employees who are temporarily away from the office or working in different locations. As time rolls, e-mails have broken down typical organization information hierarchy and communication flows freely to each level of the organizational hierarchy. This, according to Rudnick (2006), could create new opportunities for dialogue and enhance a feeling of empowerment that can lead to more informed employees and result in a positive employee attitude.

Derks and Baker (2010) in their study of the impact of email communication on organizational life raised another aspect of e-mail communication. They claimed that communications realized through e-mails can be less sociable, relational, understandable, honest, and effective. The reason behind this position is that the absence of nonverbal cues withholds the communicator's important information about attitudes, emotions, and characteristics. Rudnick (2006) also supports this position since he believes that people can convey messages not only with what they say but also with how they say it. As examples, he lists gestures, voice, and expressions as they are

all important paralinguistic cues that can disambiguate ambiguous messages (Rudnick, 2006).

Formal communication channels such as emails and meetings are prevalent in Ugandan organizations (Kyakulumbye et al., 2013). Halbesleben and Wheeler (2008) also emphasized the role of technological tools in modern communication practices, noting that organizations with advanced communication technologies tend to have higher employee engagement. However, the usage of these channels varies across different hierarchical levels. On the other hand, Derks and Baker (2010) highlight the importance of informal communication practices, such as casual conversations and social interactions, in fostering a collaborative work environment.

The Research Gap

While extensive studies have been conducted on communication practices, there is a lack of specific research focusing on the Federation of Uganda Employers and in this respect, therefore, it necessitates for more contextual studies to understand the unique communication dynamics within this organization.

The Empirical Gap

While existing literature predominantly addresses generic communication practices without delving into industry-specific nuances, Somanathan (2024) recommends empirical studies that tailor communication strategies to the specific needs of sectors like the Federation of Uganda Employers.

2.2 The impact of communication on an organizational performance

In reference to research question one, various impacts of communication on an organizational performance were mentioned as improving relationships in the organization, outlining progress on long time basis. Providing greater morale, Productivity and awareness of organizational parties is vital in organizational management. In line with Brandy, veronica (2012) asserts that effective communication can improve relationships at home, work and social situations deepening connections to others and improving team work, decision making and problem solving. It enables you to communicate even negative or difficult messages without creating conflict or destroying trust. Effective communication combines a set of skills including non verbal communication, alternative listening, the ability to manage these in the moment and the capacity to recognize and understand your own emotions and those of the person you are communicating with. This is also supported by Roger Haywood in all public relations (1991) for an organization to be successful, a well-informed staff is required so that its aims and objectives are met. He put much emphasis on internal communication where this kind of communication would outline progress on a long time basis for the organization explains change so that employees know what the role in adjusting to and maintaining the change provides functional information which enables staff do the jobs. Conveys policy decision so that staff is informed about institutional objectives explains the purpose of decisions and policies so that the staff understand the reasons for institutional actions and manages crisis so that all staff is clear on their respective roles.

5.2.2 The factors that affect effective communication in organizational performance include: nonverbal communication, the level of preparation, the environment, and effective listening. The above findings concur with

Vinillasky (2013) that non-verbal communication was among communication, meaning that people's bodies don't always say the same thing their mouths say. Be aware of how close you stand to people while speaking. Getting too close or too far away can make people feel uncomfortable. Avoid distracting gestures like tapping your foot, shaking your leg, or looking around when speaking or listening. Make sure your body matches up with your words to communicate effectively. The level of preparation for any communication dictates how effectively you will get your message across even for things as simple as text messages on casual conversations, think about what you want to say and how you want to say it before and if you have time to prepare for a future presentation or business meeting make notes and ready yourself to answer questions and take advice knowing your audience. Even if a speaker has good ideas he won't effectively communicate his message to an audience he doesn't cater to use appropriate language and body language depending on whom you are talking to, if your speaking to experts in your field you don't have to explain basics however if you're talking to high school structures you can't take specific knowledge for granted, adopt to your audience so you both get the most out of the exchange. Agee Waren (1979) added that environment greatly affects effective communication if you have a meeting in a boardroom or a busy restaurant, the environment can cause noise. Noise can interrupt your communication in any case giving an example of rain and wind that may cause noise. Berney E.L (1952) showed how effective listening can be one of the factors affecting effective communication. To communicate effectively, you have to speak precisely and persuasively but you also have to listen, maintain eye contact and listen to everything the other person says to you in order to respond directly to her or him rather

than deeply saying what you were going to say in anyway. When people listen and learn from each other they communicate more effectively and honestly.

2.3 The relationship between Communication and Employee Performance

Employee performance, a pivotal factor in organizational success, directly impacts productivity, efficiency, and overall effectiveness. Diamantidis and Chatzoglou, (2019) At its core, this concept encompasses the extent to which an individual fulfills responsibilities and achieves goals outlined in their job description and organizational objectives. One fundamental aspect is "task performance," which involves executing job-specific tasks and demonstrating proficiency in assigned duties (Kiyani, & Rasool, 2018), It requires applying technical skills, knowledge, and abilities necessary for successful work-related activity completion.

Employee performance is influenced by a multitude of internal and external factors which include among others: Individual characteristics like personality traits, cognitive abilities, motivation, and emotional intelligence significantly shape an employee's performance (Luo, & Gao, 2021). Additionally, organizational factors such as leadership, job design, organizational culture, and workplace environment can either facilitate or hinder optimal performance. Effective performance management systems are crucial for monitoring, evaluating, and enhancing employee job performance. These typically involve goal setting, performance appraisals, feedback mechanisms, and developmental opportunities (Mone, & Mone, 2018) By aligning individual performance with organizational objectives and providing support and resources, organizations can cultivate a high-performing workforce. In essence, employee job performance is a multifaceted concept encompassing task execution, contextual behaviors, and the

interplay of individual and organizational factors (Beuren, & Theiss, 2022). By understanding and effectively managing this aspect, organizations can unlock human capital potential, drive productivity, and achieve sustainable competitive advantage.

Employee performance is among the critical factors that contribute significantly in organizational success. Learning organizations play an important role in enhancing employee performance through providing training and development for their employees (Gitongu et al, 2016). Moreover, management standards to evaluate employee performance also play a critical role in improving employee performance as they provide the picture of actual performance and its alignment with the benchmarks. If discrepancies are found, then these standards help bring the outputs again towards their required levels (Mackay et al, 2004). Employees' performance also depends on their internal satisfaction towards their job. If employees are satisfied with their jobs as well as the organization then they are more keenly interested in performing well towards organizational goal achievement (Harter et al, 2002).

Communication refers to the unique ways individuals express themselves and interact, encompass various aspects like verbal and non-verbal cues, tone, language choice, and overall approach. Understanding these unique ways is crucial for effective interpersonal relationships, teamwork, and conflict resolution (Rahim & Liang, 2018). One recognized style is assertive communication. Assertive individuals clearly and directly express thoughts, feelings, and needs 32 Volume 3, No. 1, January - June, 2024 Communication styles and employee job performance: (Rakos, 2018). They are confident, honest, and able to stand up for themselves without aggression or passivity.

Communication plays a crucial role in shaping employee performance and overall organizational success (Saputra, 2021). Effective communication fosters collaboration, enhances productivity, and contributes to a positive work environment. Conversely, poor communication can lead to misunderstandings, conflicts, and decreased motivation, ultimately impacting employee performance (Suleiman, 2022).

Communication has a profound impact on employee performance, and understanding the nuances of different styles is crucial for fostering a productive and harmonious work environment (Calderón, & Herrero, 2020). Assertive communication, characterized by clear and direct expression while respecting others' rights, can positively influence job performance (Suleiman, 2022). Assertive employees are more likely to contribute valuable insights, collaborate effectively, and feel empowered to take initiative, ultimately enhancing their productivity and job satisfaction. In contrast, passive communication styles, where individuals avoid expressing opinions or needs, can hinder job performance. Passive employees may struggle to voice concerns or provide input, leading to missed opportunities for improvement or innovation (Tomczak, & Aguinis, 2018). This style can also contribute to a lack of confidence and self-advocacy, potentially limiting career growth and advancement.

According to Otoo (2019), most effective leaders or managers are those that clearly understand the different aspects of communication and its general impact on the organization's setting or structure. Possession of knowledge on the relevance of business communication enables managers to improve the nature of communication in the organization which in the long run yields positive results most especially concerning employees' productivity performance. Odine.M, (2015) indicates that effective

communication is a very reliable vehicle that helps employees to fulfill their organizational obligations. To enhance productivity in an organization, managers must be willing to promote free-flowing communication across the different departmental units in the organization.

CHAPTER THREE

RESEARCH METHODOLOGY

3.0 Introduction

According to Kothari (1999) referred research methodology as the various sequential steps adopted by a researcher in studying a problem with certain objects in view. This chapter, therefore, enhanced the credibility of the research by providing a roadmap for how the research was conducted by describing the research design for the study, the population, sample size, respondents, sampling techniques, instrumentation, data presentation and analysis and research procedure.

3.1 Research Design

This study employed a cross-sectional survey research design, which involves collecting data from respondents at a single point in time without follow-up observations (Spector, 2019). This design was appropriate for the study because it enabled efficient and cost-effective collection of data within a limited period while providing a clear understanding of how communication strategies influence employee performance at the Federation of Uganda Employers. Since the study focused on exploring the role of communication strategies on employee performance, the cross-sectional design allowed the examination of existing relationships and patterns as they existed at the time of data collection (Patrik & Ugo, 2019).

The study also adopted a mixed-methods approach, combining both quantitative and qualitative research strategies to provide a comprehensive understanding of the research problem. The quantitative component involved the use of structured questionnaires administered to employees of the Federation of Uganda Employers from

the different departments. These respondents provided numerical data that was statistically analyzed to assess the influence of communication strategies on employee performance and to determine the strength of their relationship within the organization (Bhardwaj, 2019).

The qualitative component complemented the quantitative findings by providing deeper contextual insights into how communication strategies are formulated and implemented within the Federation. This involved conducting in-depth interviews with key informants, specifically board members and top management of the Federation of Uganda Employers. These participants provided rich descriptive information on strategic communication processes, leadership communication practices, decision-making flow, and how communication policies influence employee performance. This approach enhanced the interpretation of findings by capturing high-level organizational perspectives that could not be fully explained through quantitative data alone (Haradhan, 2021).

3.2 Study Population

Amin (2005) defines target population as the population to which the researcher ultimately wants to generalize the results. Two types of populations were considered: the parent and the accessible populations. The Federation of Uganda Employers was founded in 1958 and registered in 1960. This federation is the representative body and a voice of Employers in Uganda on Social and Economic Issues with only 60 staff members. The study population also included board members and top management of the Federation of Uganda Employers who were included in this study as key informants. This approach guaranteed that the data reflected the experiences and perspectives of

the entire accessible population, providing a complete picture of how communication influences employee performance.

3.4 Sample size

A sample, according to Cohen (2000), is the smaller group of the total population in such a way that the knowledge gained was representative of the total population under the study. The sample size was computed basing on the Slovin's (1970) method of calculation of sample size. The formula and computation are presented below;

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

Where n= sample size, N= population and e = margin of error/0.05

$$n = \frac{60}{1 + 60(0.05)^2}$$

$$n = \frac{60}{1 + 60(0.0025)}$$

$$n = \frac{60}{1 + 0.15}$$

$$n = \frac{60}{1.15}$$

$$\underline{n= 52}$$

Therefore, from the table above, the sample size was 52 respondents got from a total population of 60 employees of the Federation of Uganda Employers (FUE).

Furthermore, the board members and top management of the Federation of Uganda Employers totaling to 10 were include in the study as the key informants for qualitative data.

Table 1: Population, sample sizes and sampling techniques

| Category of respondents | Population | Sample size | Sampling Technique |
|-------------------------|------------|-------------|---------------------|
| Employees of FUE | 60 | 52 | Stratified Sampling |
| Top Management of FUE | 2 | 2 | Purposive sampling |
| Board Members of FUE | 8 | 8 | Purposive sampling |
| Total | 70 | 62 | |

Source: Krejcie, R.V and Morgan, D.W (1970) and modified by the Researcher as per *Federation of Uganda Employer’s Human Resource Report,2024*

3.5 Sampling Techniques

Stratified Sampling: This study employed stratified sampling to select respondents from employees of the Federation of Uganda Employers. The population was divided into categories, namely staff and line managers/heads of departments, to ensure proper representation of each group. Respondents were then proportionately selected from each stratum using employee lists obtained from the human resource department. This approach minimized bias and ensured that the sample reflected diverse employee views on communication strategies and performance (Rahman et al., 2022).

Purposive Sampling: The study also used purposive sampling to select 10 key informants, including board members and top management of the Federation of Uganda Employers. This method was appropriate because it enabled the selection of individuals with relevant knowledge and experience in organizational communication and decision-making (Campbell et al., 2020). These informants provided in-depth insights that

complemented the quantitative findings and enriched the overall understanding of communication strategies within the organization (Bakkalbasioglu, 2020).

3.6 Data Collection Instrumentation

3.6.1 Questionnaire

A structured questionnaire was used as the main instrument for collecting quantitative data from employees of the Federation of Uganda Employers, particularly staff and line managers/heads of departments (Podgórecki, 2023). The questionnaire consisted of close-ended questions designed to generate measurable data on communication strategies and employee performance. A five-point Likert scale ranging from 5 (Strongly Agree) to 1 (Strongly Disagree) was used to capture respondents' views on the effectiveness of communication practices and their influence on performance. This tool enabled systematic data collection aligned with the study objectives and facilitated statistical analysis (Ikart, 2019).

3.6.2 Key informant interview guide

A key informant interview guide was used to collect qualitative data from board members and top management of the Federation of Uganda Employers (Taherdoost, 2021). The guide contained open-ended questions aimed at obtaining in-depth insights into communication strategies, leadership communication practices, and their influence on employee performance. This instrument explored areas such as decision-making processes, feedback mechanisms, and communication challenges within the organization. The qualitative data obtained complemented the quantitative findings by providing deeper understanding and context, thereby strengthening the overall study (Jain, 2021).

3.7 Research and Data Collection Procedure

The researcher got an introduction letter from the Dean, School of Management after approval of the research proposal. The researcher, thereafter, proceeded to get permission from the Executive Director of the Federation of Uganda Employers who introduced her to the respondents and enabled her to identify the respondents who provided the necessary data for the study. The researcher then started collecting the data using the methods highlighted earlier.

3.8 Data Analysis

3.8.1 Analysis of quantitative data

Quantitative data was analyzed using the Statistical Package for Social Sciences (SPSS) version 20, which facilitated efficient data management and analysis. The process involved editing questionnaires to ensure accuracy and completeness, followed by coding responses into meaningful categories for analysis. Descriptive statistics such as frequencies, percentages, and means were used to summarize the data were applied to examine the relationship between communication strategies and employee performance at the Federation of Uganda Employers. This approach enabled systematic interpretation of the data and supported drawing valid conclusions in line with the study objectives (Jopling, 2019).

3.8.2 Analysis of qualitative data

Qualitative data was analyzed using thematic analysis as guided by Creswell (2007) to identify patterns and key themes from interviews conducted with board members and top management of the Federation of Uganda Employers. The analysis began with transcription of interview responses, followed by coding to group similar responses into

categories. These categories were then organized into themes related to communication strategies, leadership communication practices, and their influence on employee performance. The findings were interpreted in relation to the study objectives, with selected responses used to support and enrich the quantitative results. This approach ensured a deeper understanding of organizational communication processes and enhanced the overall interpretation of the study findings (Ruggiano & Perry, 2019).

3.9 Validity and Reliability of the Instrument

3.9.1 Validity

Validity, in this respect, referred to the quality that a procedure or an instrument used in research was accurate, correct, true, meaningful and right. Leedy & Ormrod (2001, P.105) defined validity as an extent to which a method of data collection represents what it is supposed to do; or the extent to which a method of data collection measures what it is supposed to measure and measures it correctly. This ensured that the instruments used yielded relevant and correct data. To ensure validity, the instruments were given to three experts to evaluate the relevance of items in the instruments to the objectives and rate each item to the scale of relevant and not irrelevant. Validity was then established through a validity test using content validity index, which was the measure of the degree to which data collected using a particular instrument represented a specific domain of indicators or contents of a particular concept. This represented all questions rated relevant by the three experts divided by the total number of questions ($C.V.1 = n/N$). The significance test was measured whereby items with validity coefficient of at least 0.7 were accepted as valid in this study.

3.9.2 Reliability

Reliability was looked at as the measure of the degree to which research instrument yielded consistent results if administered at different occasions. According to Amin (2005), reliability was defined as the dependability, trustworthiness or the degree to which an instrument consistently measured whatever it measured. According to Mugenda and Mugenda (1999) reliability was looked at as a measure of the degree to which a research instrument yielded consistent results after repeated trials. To ensure reliability, the researcher used a test-retest coefficient stability and internal consistency. This was administered to 15 people of the study population who were not included in the sample size in order to determine the internal consistency of the instrument. A high degree of stability indicates a high degree of reliability, which meant the results were repeatable. The results obtained from the pre-test were correlated using the Crobanche's coefficient alpha since multiple response items were involved. According to Cohen et al (2000) correlations ranging from 0.65 to 0.85 make possible group predictions that were accurate enough for most purposes.

3.10 Data Processing and Analysis

Descriptive and inferential statistics were run. Correlation, moderation and regressions were run. Correlations were run to establish the association between the study variables of communication and employee performance. Regression was also run to establish the predicting.

3.11 Ethical Considerations

A letter of introduction was secured from the office of the Dean, School of Management upon the approval of the research proposal.

Permission was obtained from Local Leaders and the Executive Director of FUE before data collection.

Respondents were fully informed of the purpose of the research which was purely for academic purposes.

Information by respondents was treated with utmost confidentiality and was not be shared with third parties.

The consent of the respondents was sought from them to participate in the study.

CHAPTER FOUR

DATA ANALYSIS, PRESENTATION OF RESULTS

4.0 Introduction

In this chapter, the researcher presents results from the findings and results. For purposes of organization, the chapter is partitioned into four sections; the first section describes the social demographic characteristics of the respondents. In the subsequent sections, the researcher describes the responses on the role of communication on employee performance, a case of Federation of Uganda Employers.

4.1 Respondents' social demographic features

This section presents the general background information about the respondents in relation to their gender, age and level of education of employees of the Federation of Uganda Employers (FUE) as shown in the table below;

Table 2: Background Information about the respondents

| Item | Description | Frequency | Percentage (%) |
|--------------------|-------------------|-----------|----------------|
| Gender | Male | 30 | 57.7 |
| | Female | 22 | 42.3 |
| | Total | 52 | 100.0 |
| Age bracket | 21-30 years | 19 | 36.6 |
| | 31-40 years | 23 | 44.2 |
| | 41-50 years | 10 | 19.2 |
| | Total | 52 | 100.0 |
| Level of education | Bachelor's degree | 30 | 57.7 |
| | Master's degree | 12 | 23.1 |
| | Others | 10 | 19.2 |
| | Total | 52 | 100.0 |

Source: Primary data

From the results obtained, it is evident that the greater percentage of the sample population was male at 57.7%, whereas females constituted 42.3%. From this, it can be deduced that there was a slight domination of males over females as members of the Federation of Uganda Employers. This can be attributed to the fact that the organization had both genders working within its workforce, but the males were predominant in their numbers.

From the findings, it is evident that majority of the participants were within the age bracket of 31-40 years with a percentage distribution of 44.2%. In second position was the age category of 21-30 years with a distribution of 36.6% while the age category with least participation was 41-50 years having a percentage distribution of 19.2%. It is evident from this finding that the composition of the workforce in the Federation of Uganda Employers is mainly comprised of young and middle-aged workers who are dynamic and energetic.

According to the results, the largest number of participants had attained their Bachelor's Degree, representing 57.7%, followed by Master's Degree with 23.1% and other qualifications making up 19.2%. These results imply that most employees in the Federation of Uganda Employers are highly educated, having an impressive academic background which will definitely enhance both communication and performance. Postgraduate education also indicates that there is a competent staff who can perform even the complicated activities in organizations, while other qualifications imply diversity of qualifications in the organization.

4.2 Employees' perceptions and lived experiences regarding how the FUEs' communication strategy influences their performance

Table 3 summarizes respondents' responses on employees' perceptions and lived experiences regarding how the Federation of Uganda Employers' communication strategy influences their performance using a Likert scale where SA (Strongly Agree), A (Agree), NS (Not Sure), D (Disagree) and SD (Strongly Disagree).

Table 3: Employees’ perceptions and lived experiences regarding how the FUEs’ communication strategy influences their performance

| Statements | Extent of agreement & disagreement | | | | |
|--|------------------------------------|--------------|--------------|--------------|--------------|
| | SA | A | NS | D | SD |
| | Freq. (%) | Freq. (%) | Freq. (%) | Freq. (%) | Freq. (%) |
| Communication from management helps me perform my tasks effectively. | 28 53.8% | 16 30.8% | 00 | 8 15.4% | 00 |
| The way information is communicated in the organization affects my productivity. | 26 50.0% | 21 40.4% | 00 | 5 9.6% | 00 |
| I receive sufficient information to carry out my duties efficiently. | 23 44.2% | 21 40.4% | 00 | 8 15.4% | 00 |
| Communication practices at the Federation influence how well I achieve my work targets. | 26 50.0% | 16 30.8% | 00 | 10 19.2% | 00 |
| I feel more motivated to perform when communication from management is clear. | 28 53.8% | 13 25.0% | 00 | 5 9.6% | 6 11.3% |
| My daily work performance is influenced by how communication is handled in the organization. | 33 63.5% | 13 25.0% | 3 5.8% | 3 5.8% | 00 |

Source: *Primary data*

The findings revealed that 88.5% of the respondents agreed that their daily work performance is influenced by how communication is handled in the organization, while 5.8% disagreed and 5.8% were not sure. This shows that the majority of employees strongly recognize the critical role communication plays in shaping their day-to-day performance. This implies that how communication is structured and delivered within the Federation directly affects employees’ efficiency, output, and overall effectiveness, highlighting the need for well-managed communication systems.

The findings also indicated that 90.4% of the respondents agreed that the way information is communicated in the organization affects their productivity, whereas

9.6% disagreed with the statement. This suggests that most employees perceive communication style and delivery as a key determinant of their productivity levels. This implies that improving how information is shared can significantly enhance employee output, reduce misunderstandings, and foster better work performance.

Furthermore, the results showed that 84.6% of the respondents agreed that communication from management helps them perform their tasks effectively, while 15.4% disagreed with the statement. This indicates that communication from leadership is largely viewed as supportive and instrumental in task execution. This implies that clear and consistent guidance from management enhances employees' ability to perform their duties efficiently and achieve expected results.

More so, the findings revealed that 84.6% of the respondents agreed that they receive sufficient information to carry out their duties efficiently, whereas 15.4% disagreed with the statement. This demonstrates that most employees feel adequately informed to execute their responsibilities. This implies that the availability of sufficient information contributes to improved job performance by enabling employees to make informed decisions and complete tasks with confidence.

In addition, the findings established that 80.8% of the respondents agreed that communication practices at the Federation influence how well they achieve their work targets, while 19.2% disagreed with the statement. This suggests that communication is a significant factor in determining whether employees meet their performance targets. This implies that effective communication practices can enhance goal

attainment, while poor communication may hinder employees from achieving expected outcomes.

Lastly, the findings showed that 78.8% of the respondents agreed that they feel more motivated to perform when communication from management is clear, whereas 20.9% disagreed and 0.0% were not sure. This indicates that clear communication plays an important role in motivating employees. This implies that when management communicates clearly, it boosts employee morale, increases engagement, and encourages higher levels of performance.

Overall, the findings indicate that communication strategies at the Federation of Uganda Employers have a strong positive influence on employee performance, as reflected by the high levels of agreement across all statements. The results demonstrate that effective communication enhances productivity, supports task execution, ensures access to necessary information, motivates employees, and improves achievement of work targets. These aspects collectively contribute to improved employee performance and overall organizational effectiveness.

4.2.1 Communication strategies as a driver of employee performance at FUE

From the interviews conducted with the key informants who are the board members and top management of the Federation of Uganda Employers, they were asked for their views on how communication strategies at the Federation of Uganda Employers influence employee performance and their responses were as follows;

Key informants from both the Board and top management indicated that communication strategies at the Federation of Uganda Employers play a central role in shaping

employee performance. They explained that structured communication channels such as meetings, internal memos, emails, and supervisory briefings ensure that employees clearly understand their tasks and organizational expectations. This clarity was viewed as essential in helping employees align their individual responsibilities with organizational goals.

It was further revealed that communication strategies enhance coordination and teamwork within the organization. Respondents noted that when information is shared in a timely and consistent manner, employees are able to collaborate more effectively, reduce duplication of work, and improve efficiency. They emphasized that communication acts as a link between departments, enabling smooth workflow and improved productivity.

The key informants also observed that communication strategies help employees remain focused and motivated. They explained that when management communicates expectations clearly, employees feel guided and more confident in executing their duties. This sense of direction was associated with improved accountability and performance outcomes across different departments.

In addition, respondents highlighted that communication at FUE supports decision-making processes. They noted that timely and accurate information enables employees and managers to make informed decisions, which reduces delays and improves organizational responsiveness. This was seen as a key factor in enhancing institutional effectiveness.

Furthermore, it was reported that communication strategies contribute to reducing misunderstandings and workplace conflicts. According to the informants, clear communication minimizes confusion regarding roles and responsibilities, thereby improving harmony and productivity within the organization. Some of the key informants had this to say,

“.....Communication systems at FUE ensure that employees clearly understand their roles, and this clarity directly improves coordination, accountability, and overall performance across all departments within the organization.....”

Informant 1

“.....When communication is timely and structured, employees work more efficiently, collaborate better, and align their efforts with organizational goals, which significantly improves productivity and performance outcomes.....”

Informant 2

4.2.2 Effectiveness of communication in supporting employee role performance

From the interviews conducted with the key informants who are the board members and top management of the Federation of Uganda Employers, they were asked for their views on their experiences regarding the effectiveness of communication in supporting employees to perform their roles and their responses were as follows;

Key informants explained that communication at the Federation of Uganda Employers is generally effective in supporting employees to perform their roles. They noted that employees receive adequate information regarding job expectations, reporting lines, and performance standards, which enables them to execute their responsibilities with

confidence and accuracy. This suggests that communication systems are structured in a way that reduces uncertainty among staff, helping them clearly understand what is expected of them and how their performance will be evaluated, which in turn improves efficiency and output.

It was further revealed that regular communication between management and staff strengthens performance support systems. Respondents indicated that supervisory feedback and routine briefings help employees identify strengths and areas for improvement, thereby enhancing continuous performance development. This implies that communication is not only one-way but also developmental, as it creates opportunities for learning and performance improvement through ongoing feedback and guidance.

The informants also pointed out that effective communication fosters a supportive work environment. They explained that open channels of communication allow employees to seek clarification when challenges arise, which improves problem-solving and reduces work-related stress. This shows that communication plays a psychological and operational role in the workplace by creating a culture where employees feel comfortable seeking help, which enhances productivity and reduces errors.

Additionally, it was noted that communication enhances employee engagement and commitment. According to the respondents, when employees feel informed and involved in organizational processes, they are more likely to be motivated and committed to achieving set targets.

However, some informants observed that while communication is generally effective, there is still room for improvement in ensuring consistency and inclusiveness across all departments. They emphasized the need for continuous strengthening of communication systems to sustain high performance levels. This suggests that although the current communication structure is functional, gaps still exist that may limit uniform information flow and equal participation across all units. Some of the key informants had this to say,

“.....Communication at FUE supports employees by giving clear guidance on expectations, which helps them perform their duties effectively and maintain consistency in delivering quality work results” Key Informant 3

“.....When employees receive regular feedback and clear instructions, they become more confident in their roles, which improves their performance and strengthens overall organizational efficiency.....” Key Informant 4

4.3 Employees’ perceived fairness and collective views regarding the relationship between communication and performance at the FUE

Table 4 summarizes respondents’ responses on employees' perceived fairness and collective views regarding the relationship between communication and performance at the Federation of Uganda Employers by using a Likert scale where SA (Strongly Agree), A (Agree), NS (Not Sure), D (Disagree) and SD (Strongly Disagree).

Table 4: Employees’ perceived fairness and collective views regarding the relationship between communication and performance at the FUE

| Statements | Extent of agreement & disagreement |
|------------|------------------------------------|
|------------|------------------------------------|

| | SA | A | NS | D | SD |
|---|--------------|--------------|--------------|--------------|--------------|
| | Freq. (%) | Freq. (%) | Freq. (%) | Freq. (%) | Freq. (%) |
| Communication within the organization is fair to all employees. | 13 25.0% | 23 44.2% | 00 | 10 19.2% | 6 11.5% |
| All employees have equal access to important work-related information. | 28 53.8% | 16 30.8% | 00 | 8 15.4% | 00 |
| Decisions communicated by management are transparent and unbiased. | 9 17.3% | 31 59.6% | 00 | 12 23.1% | 00 |
| Feedback from management is provided fairly to all employees. | 23 44.2% | 18 34.6% | 00 | 11 21.2% | 00 |
| Communication practices promote equal opportunities for employees to perform. | 23 44.2% | 16 30.8% | 00 | 10 19.2% | 3 5.8% |
| I believe fair communication contributes to improved employee performance. | 26 50.0% | 16 30.8% | 00 | 10 19.2% | 00 |

Source: *Primary data*

The findings revealed that 84.6% of the respondents agreed that all employees have equal access to important work-related information, while 15.4% disagreed with the statement. This shows that the majority of employees perceive access to information as fairly distributed within the Federation of Uganda Employers. This implies that equal access to information enhances transparency, reduces information gaps, and enables employees to perform their duties effectively, which positively contributes to overall organizational performance.

The findings also indicated that 80.8% of the respondents agreed that they believe fair communication contributes to improved employee performance, whereas 19.2% disagreed with the statement. This suggests that most employees recognize fairness in communication as a key driver of performance. This implies that when communication is perceived as fair, it fosters trust, motivation, and commitment among employees, thereby enhancing productivity and organizational outcomes.

Furthermore, the results showed that 78.8% of the respondents agreed that feedback from management is provided fairly to all employees, while 21.2% disagreed with the statement. This indicates that a majority of employees perceive feedback mechanisms as generally fair and balanced. This implies that fair feedback promotes employee development, improves performance, and strengthens relationships between management and staff.

More so, the findings revealed that 75.0% of the respondents agreed that communication practices promote equal opportunities for employees to perform, whereas 25.0% disagreed with the statement. This demonstrates that most employees believe communication practices support fairness in opportunities. This implies that equitable communication fosters inclusiveness and allows employees to perform to their full potential, thereby improving organizational effectiveness.

In addition, the findings established that 76.9% of the respondents agreed that decisions communicated by management are transparent and unbiased, while 23.1% disagreed with the statement. This suggests that a majority perceive decision-making communication as relatively transparent. This implies that transparent communication of decisions enhances trust in leadership, reduces uncertainty, and promotes employee confidence in organizational processes.

Lastly, the findings showed that 69.2% of the respondents agreed that communication within the organization is fair to all employees, whereas 30.7% disagreed with the statement. This indicates that although most employees perceive communication as fair, a notable proportion still views it otherwise. This implies that while the

organization has made progress in ensuring fairness, there is still a need to address gaps in communication equity to ensure all employees feel equally treated and valued.

Overall, the findings indicate that employees at the Federation of Uganda Employers generally perceive communication as fair and closely linked to improved performance, as reflected by the high levels of agreement across most statements. The results demonstrate that fairness in communication enhances access to information, promotes transparency, ensures equitable feedback, and supports equal opportunities for performance. These factors collectively contribute to increased trust, motivation, and effectiveness among employees, thereby improving overall organizational performance.

4.3.1 Employees' perceptions of fairness in communication and performance

From the interviews conducted with the employees of the Federation of Uganda Employers, they were asked for their perceptions regarding the fairness of communication practices and their relationship to performance at the Federation of Uganda Employers and their responses were as follows;

From the findings, it was apparent that employees view the communication processes adopted by the organization as fairly conducted, especially with regard to providing access to information and delivering messages clearly. Employees clarified that official communication methods, including emails, meetings, and memos, are normally employed to share information throughout the organization, making sure that all employees are equally informed. The fact that employees receive information through

these means makes them part of the organizational process. In addition, they know what they are supposed to do, making it easier for them to carry out their duties efficiently.

It was also observed by the employees that transparency in management decisions leads to fair communication. This is because, when the management explains its decisions clearly to the staff members, it makes them trust and have confidence in them. This results in the reduction of any rumors or suspicions regarding organizational decisions, and hence it increases the employees' acceptance of organizational policies and plans. As a result, the employees will cooperate with the management, and hence their performance levels will be improved.

Moreover, it was mentioned that there is a need for fair feedback systems to facilitate fair communication. As they pointed out, providing fair and unbiased feedback by the supervisor to all employees will contribute to fostering the spirit of fairness in the organization. Through fair feedback, employees will be able to know where they excel and where they fall short, helping them understand how to improve their performance. However, they will feel frustrated and unmotivated whenever the feedback is selective.

Another advantage associated with fairness in communication was the positive work environment created due to decreased conflicts and effective teamwork. Employees mentioned that when communication is equitable and open, there are fewer chances for misunderstandings and exclusion. Therefore, such a communication approach enables better collaboration between workers. Fairness helps build mutual respect and cooperation among employees, leading to improved overall performance and

achievement of company goals. Thus, one can say that fairness in communication not only promotes individual performance but also increases the effectiveness of group work and performance.

Despite the above-stated advantages, some employees revealed the issue of the lack of communication consistency in different departments. Specifically, employees might be provided with information at different times depending on their status within an organization. However, despite existing issues, the interviewed workers were convinced that the company was implementing measures to solve the problem. In other words, the interviewed people believed that fairness in communication was already implemented to a large extent and could be further improved to achieve even better results. Some of the employees had this to say,

“.....Transparent communication will make employees realize that they are equally valued and well-informed, resulting in confidence in their management as well as motivating them to give their best to achieve organizational objectives.....” **Employee**

“.....Through transparent communication and fair feedback, employees can gain confidence and dedication to the work assigned to them, leading to improved individual and organizational performance.....” **Employee**

4.3.2 Fairness of communication practices within the organization

From the interviews conducted with the key informants who are the board members and top management of the Federation of Uganda Employers, they were asked for their

views on how they would describe the fairness of communication practices within the organization and their responses were as follows;

Key informants from both the Board and top management indicated that communication practices within the Federation of Uganda Employers are generally fair and structured. They explained that information is disseminated through formal channels such as meetings, official emails, memos, and departmental briefings, which ensures that employees across different levels receive consistent messages. This was viewed as an important mechanism for minimizing favoritism and promoting equal access to information.

It was further revealed that fairness in communication is strengthened by the organization's emphasis on transparency. Respondents noted that management strives to ensure that decisions, policies, and organizational updates are communicated clearly and without bias. This approach was said to reduce misunderstandings and build trust among employees regarding leadership intentions.

The informants also observed that fairness is reflected in the way feedback is shared within the organization. They explained that employees generally receive performance-related feedback through structured supervisory channels, ensuring that information is not selectively shared. This was seen as contributing to a more balanced and accountable work environment.

Additionally, it was noted that although communication is largely fair, there are occasional perceptions of uneven information flow across departments. Some employees may receive information faster than others depending on their roles and

proximity to management. However, respondents emphasized that efforts are continuously being made to improve consistency in communication delivery.

Furthermore, key informants highlighted that fairness in communication is supported by established organizational policies that guide information sharing. These policies were said to ensure that communication follows formal procedures, reducing personal bias and promoting uniformity in how information is distributed. Some of the key informants had this to say,

“.....Communication at FUE is guided by formal structures that ensure all employees receive information through official channels, promoting fairness and reducing the possibility of favoritism in information sharing.....” **Key Informant 5**

“.....We try to ensure that communication is consistent across all departments so that no employee feels excluded or disadvantaged in accessing important organizational information and decisions.....” **Key Informant 6**

4.3.3 Effects of fair communication on employee performance at FUE

From the interviews conducted with the key informants who are the board members and top management of the Federation of Uganda Employers, they were asked for their views on how fair communication affects employee performance at the Federation and their responses were as follows;

Key informants explained that fair communication significantly enhances employee performance at the Federation of Uganda Employers. They noted that when communication is perceived as fair, unbiased, and consistent across all staff levels,

employees develop trust in management systems. This trust creates a positive psychological environment where employees feel respected and valued, which directly strengthens their commitment and improves productivity. In such an environment, employees are more willing to align their efforts with organizational goals, leading to better performance outcomes.

It was further revealed that fair communication improves employee motivation and morale within the organization. Respondents emphasized that when employees feel equally informed and not excluded from important organizational information, they develop a stronger sense of belonging. This sense of inclusion increases their enthusiasm to perform duties diligently. As a result, motivated employees tend to demonstrate higher efficiency, stronger work ethic, and greater willingness to go beyond minimum expectations in their daily tasks.

The informants also pointed out that fairness in communication reduces workplace conflicts and misunderstandings. They explained that transparent and consistent sharing of information minimizes rumors, misinformation, and perceptions of favoritism. When employees clearly understand decisions and organizational messages, they are less likely to feel sidelined or unfairly treated. This promotes a harmonious working environment where teamwork is strengthened and employees collaborate more effectively toward shared objectives.

Additionally, it was noted that fair communication enhances accountability among employees. According to the respondents, when expectations, performance standards, and feedback are communicated clearly and consistently, employees are more aware

of their responsibilities. This clarity encourages them to take ownership of their work and remain responsible for outcomes.

Furthermore, key informants emphasized that fair communication strengthens organizational trust and cohesion. They explained that when communication systems are perceived as transparent and equitable, employees are more likely to trust leadership decisions and organizational processes. This trust encourages collaboration, reduces resistance to management directives, and enhances unity within the workplace. Some of the key informants had this to say,

“.....Fair communication builds trust among employees because they feel equally informed and valued, which increases their commitment and improves their overall performance in the organization.....” **Key Informant 7**

“.....When communication is fair and transparent, employees become more motivated and accountable, which enhances teamwork, reduces conflicts, and improves organizational performance outcomes” **Key Informant 8**

4.4 Employees’ collective views and interpretations of how FUE communication strategies have influenced performance at the FUE

Table 4 summarizes respondents’ responses on employees’ collective views and interpretations of how FUE communication strategies have influenced performance at the Federation of Uganda Employers by using a Likert scale where SA (Strongly Agree), A (Agree), NS (Not Sure), D (Disagree) and SD (Strongly Disagree).

Table 5: FUE communication strategies and performance at the FUE

| Statements | Extent of agreement & disagreement |
|------------|------------------------------------|
|------------|------------------------------------|

| | SA | A | NS | D | SD |
|---|--------------|--------------|--------------|--------------|--------------|
| | Freq. (%) | Freq. (%) | Freq. (%) | Freq. (%) | Freq. (%) |
| Effective communication strategies improve overall employee performance in the organization. | 28 53.8% | 16 30.8% | 00 | 8 15.4% | 00 |
| Poor communication negatively affects employee performance. | 26 50.0% | 21 40.4% | 00 | 5 9.6% | 00 |
| Team performance improves when communication is clear and consistent. | 23 44.2% | 21 40.4% | 00 | 8 15.4% | 00 |
| Communication strategies used by the organization support achievement of work goals. | 26 50.0% | 16 30.8% | 00 | 10 19.2% | 00 |
| Open communication enhances collaboration and performance among employees. | 28 53.8% | 13 25.0% | 00 | 5 9.6% | 6 11.5% |
| The organization's communication approach influences how employees meet performance expectations. | 30 57.7% | 12 23.1% | 6 11.5% | 4 7.7% | 00 |

Source: *Primary data*

The findings revealed that 92.3% of the respondents agreed that the organization's communication approach influences how employees meet performance expectations, while 7.7% disagreed and 11.5% were not sure. This shows that the majority of employees strongly recognize the central role of communication strategies in shaping how performance expectations are achieved. This implies that effective communication systems help employees understand targets, align their efforts with organizational goals, and improve overall performance delivery within the Federation.

The findings also indicated that 85.4% of the respondents agreed that effective communication strategies improve overall employee performance in the organization, whereas 15.4% disagreed with the statement. This suggests that most employees perceive communication strategies as a key driver of performance improvement. This

implies that when communication is well structured and effectively delivered, it enhances efficiency, productivity, and employee output across the organization.

Furthermore, the results showed that 90.4% of the respondents agreed that poor communication negatively affects employee performance, while 9.6% disagreed with the statement. This indicates a strong awareness among employees that communication breakdowns have adverse effects on performance. This implies that ineffective communication can lead to misunderstandings, delays, and reduced productivity, emphasizing the need for strong communication systems.

More so, the findings revealed that 84.6% of the respondents agreed that communication strategies used by the organization support achievement of work goals, whereas 15.4% disagreed with the statement. This demonstrates that most employees believe communication plays a supportive role in achieving organizational targets. This implies that clear and structured communication helps employees focus on priorities, coordinate tasks, and achieve set objectives effectively.

In addition, the findings established that 84.6% of the respondents agreed that team performance improves when communication is clear and consistent, while 15.4% disagreed with the statement. This suggests that employees largely associate clarity and consistency in communication with better team outcomes. This implies that consistent communication enhances coordination, reduces confusion, and strengthens teamwork, leading to improved collective performance.

Lastly, the findings showed that 78.8% of the respondents agreed that open communication enhances collaboration and performance among employees, whereas

21.1% disagreed with the statement. This indicates that a majority of employees value openness in communication as a factor that improves collaboration. This implies that open communication fosters trust, encourages idea sharing, and strengthens teamwork, which ultimately enhances overall organizational performance.

Overall, the findings indicate that employees at the Federation of Uganda Employers strongly believe that communication strategies significantly influence employee performance, as shown by consistently high levels of agreement across all statements. The results demonstrate that effective communication enhances performance expectations, improves productivity, supports goal achievement, strengthens teamwork, and fosters collaboration. These factors collectively confirm that communication strategies play a critical role in improving employee performance and overall organizational effectiveness.

4.4.1 Assessment of communication strategies on employee performance

From the interviews conducted with the key informants who are the board members and top management of the Federation of Uganda Employers, they were asked for their views on their assessment of how current communication strategies impact employee performance and their responses were as follows;

Key informants observed that the current communication strategies at the Federation of Uganda Employers have a generally positive impact on employee performance. They noted that structured communication channels such as meetings, emails, and internal briefings ensure that employees receive timely and relevant information. This enables

staff to understand their roles clearly, which enhances efficiency, accuracy, and timely execution of tasks within the organization.

It was further revealed that current communication strategies contribute significantly to employee coordination and teamwork. Respondents explained that when information flows consistently across departments, employees are able to align their efforts and avoid duplication of work. This improves collaboration and strengthens interdepartmental relationships, which ultimately enhances overall organizational productivity.

The informants also indicated that existing communication strategies support decision-making processes within the Federation. They pointed out that timely dissemination of information from management allows employees to respond quickly to tasks and organizational changes. This responsiveness improves adaptability and ensures that performance targets are met within expected timelines.

Additionally, it was noted that communication strategies have helped improve employee accountability. According to the respondents, clear communication of expectations and performance standards enables employees to understand what is required of them. This reduces ambiguity in roles and encourages staff to take responsibility for their output, thereby improving overall performance.

However, some informants highlighted that while the strategies are effective, inconsistencies still exist across departments. They observed that not all employees receive information at the same time or in the same format, which sometimes creates gaps in understanding. This suggests that although communication systems are

functional, there is still room for strengthening uniformity and inclusiveness. Some of the key informants had this to say,

“.....Communication at FUE is guided by formal structures that ensure all employees receive information through official channels, promoting fairness and reducing the possibility of favoritism in information sharing.....” **Key Informant 9**

“.....We try to ensure that communication is consistent across all departments so that no employee feels excluded or disadvantaged in accessing important organizational information and decisions.....” **Key Informant 10**

4.4.2 Suggested improvements in communication strategies to enhance employee performance at FUE

From the interviews conducted with the key informants who are the board members and top management of the Federation of Uganda Employers, they were asked for their views on the improvements in communication strategies would enhance employee performance at the Federation and their responses were as follows;

Key informants suggested that improving consistency in communication across all departments would significantly enhance employee performance. They emphasized the need for standardized communication procedures to ensure that all employees receive the same information at the same time. This would reduce misunderstandings and promote fairness, clarity, and efficiency in executing organizational tasks.

It was further recommended that the Federation should strengthen feedback mechanisms between management and staff. Respondents explained that establishing

structured two-way communication platforms would allow employees to express concerns and receive timely responses. This would improve engagement, motivation, and continuous performance improvement within the organization.

The informants also proposed the integration of more digital communication tools to enhance efficiency. They noted that using modern communication technologies such as internal portals and mobile-based systems would improve speed, accessibility, and accuracy of information sharing. This would ensure that employees remain updated regardless of their location or departmental assignment.

Additionally, it was suggested that management should enhance communication training for both supervisors and employees. According to respondents, training would improve skills in message delivery, active listening, and interpretation of organizational communication. This would reduce miscommunication and improve the overall quality of workplace interactions.

Furthermore, key informants emphasized the importance of promoting a more inclusive communication culture. They explained that encouraging participation from all employees in discussions and decision-making processes would strengthen ownership and commitment. This inclusiveness would foster innovation and improve alignment between employee efforts and organizational goals. Some of the key informants had this to say,

“.....The Federation should improve communication consistency and adopt digital systems that ensure all employees receive timely and uniform information to enhance performance across departments.....” **Key Informant**

“.....Strengthening feedback mechanisms and promoting inclusive communication will allow employees to participate more actively, improving motivation, collaboration, and overall organizational performance effectiveness.....” Key Informant

CHAPTER FIVE

DISCUSSION OF FINDINGS

5.0 Introduction

This chapter presents the discussion of findings according to the study objectives. This section considered possible views and perspectives from various scholars who had earlier on extensively covered on the same topics. For purposes of organization, the chapter is partitioned into three major sections as per the study objectives namely; Identifying the current communication practices at the Federation of Uganda Employers, examining the relationship between Communication and Employee Performance at the Federation of Uganda Employers and analyzing the moderating effect of Organisational Culture on Communication and Employee Performance at the Federation of Uganda Employers.

5.1 How the FUEs' communication strategy influences their performance

The study findings revealed that a greater majority of the respondents agreed that there is clear communication from the supervisor. This scenario depicts a positive outcome with regard to communication in the organisation as the perspective and rating of the majority indicated a positive flow. This finding is in agreement with Joe (2024)

who stressed that communication is key in business, and those organizations that have been able to master this crucial art of open and honest channels of communication between leaders and employees with clarity were the best placed to reap all of the benefits. With open, honest, clear and effective communication, organizations are able to mitigate conflict, increase employee engagement, improved productivity and create a healthy workplace culture, boost employee satisfaction, and increase innovation.

The results showed that an overwhelming majority of respondents agreed that they receive information and feedback in a timely manner. Regular and timely communication are very important in an organisation as this foster excellence, determination to work and support the organisation to attain its targets while also motivating the workers on their performance status. In this respect, Karten (2013) asserts that the role of timely communication is that it helps employees understand their strengths and areas for improvement, thereby boosting their performance. Further still, Wagener (2020) clearly observes that consistent timely communication practices help to align employees with organizational goals, ensuring that their efforts are directed toward achieving common objectives.

Furthermore, results in this respect indicated that there is appropriate communication within the organisation as shown by the majority of the responses (92.3%) and a considerable mean (mean=3.12, high influence). As urged by Sahni,A. (2024), appropriate communication is very crucial for an organisation to foster appropriate communication because it helps to strengthen and enhance strong relationships, increase productivity and create an overall calm and productive environment in an organisation. Because it involves the clear and correct transfer of a message from the

sender to the person receiving it, appropriate communication within a team also tends to build trust and boost employee morale. When managers communicate effectively, employees feel that they are well informed of the company's direction and vision, there is no misunderstanding, and they will feel more secure within their role (Diana Shilling,2012).

Results from this indicated that majority of the respondents agreed that there is effectiveness of communication channels like emails, meetings and memos used within the organization. Ultimately, this finding may suggest that by and large, the communication channels within the organisation are quite effective in delivering the desired information to the intended recipients. This finding aligns to Laudan (2021) who underscores the importance of communication channels in an organisation emphasizing that the enormous development of information technologies and computers has made organizations work as networked systems that can easily share information near and far. This transformation of information has allowed organizations to redesign strategies, transform the existing structure, reevaluate the scope of operation, and increase the efficiency of controlling mechanisms, workflow products, and services.

These findings further concur with Derks and Baker (2010) who, in their study of the impact of email communication on organizational life, raised another aspect of e-mail communication asserting that communications realized through e-mails can be less sociable, relational, understandable, honest, and effective. The reason behind this position is that the absence of nonverbal cues withholds the communicator's important information about attitudes, emotions, and characteristics. Rudnick (2006) also supports this position since he believes that people can convey messages not only with

what they say but also with how they say it. As examples, he lists gestures, voice, and expressions as they are all important paralinguistic cues that can disambiguate ambiguous messages.

Furthermore, on the efficiency of the communication channels used within the organization, a larger majority of respondents (87.2%) believe that there the communication channels used in the organisation are pretty efficient in transmitting information (e.g., emails, meetings, memos) compared to 12.8% who remained neutral. Whereas efficient underscores the competency of the system, there is sufficient evidence to notice that this is at work in the federation of Uganda Employers Union with regard to utilisation of communication channels in the transmission of information between and amongst the staff.

A critical emphasis on this finding is drawn from Rudnick (2006) who notes that communication technology is fostering new forms of learning, enabling new types of communication between employees and management. Additionally, the proper use of new technologies can lead to improvement of the relations among staff and a better understanding of each other. With the communication dynamics, the new trend today is to flatten organizational structure to efficiently speed up the decision-making process (Lau,2001).

On the other hand, however, Derks and Baker (2010) highlight the importance of informal communication practices, such as casual conversations and social interactions, in fostering a collaborative work environment and these too, ought not to be neglected

in an organisation because they, minimally, somewhat convey information within the organisation.

Results indicated that majority of respondents with a high mean (mean=3.14) agreed that communication within the organisation is open and transparent. This implies that, whereas, there is one respondent (2.5%) who disagreed, a clear picture is, however, painted that within this organisation that there is an open and transparent communication system as shown by the majority responses. An open and transparent communication system promotes team work, facilitates the efficient and effective resource utilisation as well as quickening of task/assignment execution. According to Wagener (2020), transparency in communication fosters trust and engagement among employees, which are critical factors for improving performance. Furthermore, Zainab,B., Akbar,W. And Siddiqui,F. (2022) urge that transparent communication in an entity help to create trust among employees of the organization which ultimately have positive effects on employee openness to change.

Most staff in the organisation indicated that they understood their job responsibilities and what they are expected to accomplish while in the workplace. It is very important for both employees and the organization that all employees understand their roles and responsibilities because it provides clarity, reduces confusion and enhances job satisfaction. As a result, there is accelerated performance and career growth for the staff while also ensuring efficiency, accountability, and helps achieve business goals for the organizations. Because employees feel more confident and motivated when they understand their role and how their work supports the company's bigger goals, it is of

utmost significance for the individuals to be well-informed in terms of all types of job duties and responsibilities in personal and professional lives (Kapur,R.,2022).

Secondly, staff understanding their roles reduces the time spent on repetitive communication and this has an impact in fostering productivity and ease the realization of organisation targets and key result areas.

5.2 The relationship between communication and performance at the FUE

Results in this respect revealed that most respondents concurred that they exceeded their expectations in the workplace. This revelation is very crucial for professional growth and organizational success because it demonstrates a commitment to excellence, increases individual value, and fosters a positive work environment. By consistently going above and beyond, employees can enhance their reputation, inspire others, and unlock their full potential. Sadly, Fleming, R.S., Kowalsky, M. (2024) notes that as important as understanding the general and individual expectations of an organization's employees is, the real determinant of the many measures and metrics of organizational success is whether or not an organization and its leaders, managers, and supervisors actually use that understanding to enhance employee satisfaction, commitment, motivation, empowerment, and retention. The unfortunate reality is that sometimes organizational leaders and managers, while understanding the expectations of their organization's most important resource, being its people, do little to act in response to these expectations.

A higher number of respondents still agreed that they are comfortable in meeting their roles and responsibilities at the Federation of Uganda Employers. This is indicative of

the employees' ability to fulfill the job expectations as per their job descriptions. This scenario may also point to the fact that most staff have confidence and competence in performing the tasks that fall under their docket easily because their level of satisfaction and familiarity with the job requirements hence leading to a feeling of ease and readiness to handle daily work tasks. While writing for a medical journal and drawing from a familiar experience, Wassenaar et al (2015) elaborates that feeling safe and comfortable at work, is as well as an important issue for ICU patients because they too need to be comfortable while not feeling safe may result in adverse effects including traumatic experiences, having nightmares and feeling depressed. This too is the stark reality with any workplace.

This elicited majority responses concurring that they are able to use their skills in their current status. Skills are demonstrably so important that professionals must give them more emphasis. Although this finding is somewhat contradicted by the four respondents who disagreed, it does, however, point to the fact that most respondents are ably placed within calibres where their skills and abilities suit them in the current organisation. This finding is supported by Gas, S. and Reardon, D.F. (1988), who note that personal transferable skills are essential work skills which are should no be subject-specific and which, once learned, may be transferred to and applied in many different contexts. Employers require these skills in their graduate recruits but consider that graduates are generally wanting in this respect.

Similarly, most respondents revealed that they are satisfied with the support and resources provided by the company to help them perform their jobs effectively. According to Bowen, D. and Ostroff, C. (2004); Eisenberger, *etal.* (1986),

organisational support refers to employees' evaluation of the extent to which their organisation values their contribution and cares about their well-being. It represents the exchange between employees and organisations (Eisenberger, *et al.* 1986). Employees' perceptions of organisational support depend on their firm's readiness to reward employees' job involvement and meet their need for praise and approval (Eisenberger, *et al.* 1986). In this respect, it is important to understand and appreciate that organisational support and resources accessible to the employee like transport, communication, space among others is crucial for employee well-being, engagement, and performance. This is because when they feel valued and supported by their organisation, they are more likely to be satisfied with their jobs, experience lower stress levels, and exhibit greater commitment to their work.

On the aspect of feedback and support from colleagues and supervisors, 90% of the respondents agreed that they are well supported in this area with regard to what enables them to perform at their roles. Effective feedback can lead to significant improvements in job performance. According to AI sources, constructive feedback is crucial for employee growth, improved performance, and a positive work environment. It provides specific and actionable guidance, helping employees understand their strengths and areas for improvement. This leads to increased engagement, motivation, and a stronger sense of value within the organization. This finding is further supported by Roebuck, C. (1996) who advanced that in the search for competitive advantage, organizations must maximize the performance of both processes and people. Harnessing the knowledge, skills and ideas of all employees via

feedback can be significant in achieving this advantage. Those organizations which have developed effective feedback systems have seen substantial benefits.

On the aspect of respondents' participation in decision making in the organisation, this had a moderate mean (mean= 2.29) as respondents agreed that they are able to contribute their ideas during this process. According to Yoerger, M., Crowe, J., & Allen, J. A. (2015), in the scope of organizational life, few events are as universal or as influential as workplace meetings. In this view, staff are encouraged to contribute ideas during team meetings and decision-making processes because this is crucial for fostering a more engaged, innovative, and productive workplace. In the process of actively involving employees in meetings and decision-making processes, organisations can benefit from diverse perspectives, enhanced problem-solving, and increased employee satisfaction and commitment.

5.3 How FUE communication strategies have influenced performance at FUE

Results in Table 4.20 reveal that almost all respondents (36, 92.3%) confirm that the organisation effectively communicates and reinforces its organisational culture and values. While taking notes on this finding, Gochhayat et al. (2017) agree that cultures have been found to predict the organizational effectiveness and studies indicate that organizations with a strong and deep-rooted culture perform more effectively than organizations with a weak culture and therefore, organisations need to focus on strengthening organisational culture order to improve their effectiveness. Furthermore, according to Jans & Frazer-Jans (1991), it is also believed that organisations which give high priority to the human resource function are likely to be more effective than those whose cultures give a low level of support to the human resource. It is therefore of

paramount importance that organisations like federation of Uganda Employers Union accord attention to communication culture as one of the aspects that will influence its organisational effectiveness.

Relatedly, results indicate that majority of the respondents (95%) agree to the belief that they are comfortable with the organisational culture. Only two respondents thought otherwise. While strengthening an argument in this respect, Schabracq (2003) notes that workplace health is now recognized as having major legal, financial and efficiency implications for organizations and their corresponding culture. They note that that's why psychologists are increasingly called on as consultants or in house facilitators to help design work processes, assess and counsel individuals and advise on change management.

In addition to this, current-preferred culture discrepancies and a low innovation culture were associated with lower job satisfaction. If employees' preference regarding the desired culture differed from those of their colleagues, they reported less on close of business. In this respect, actions are needed to ensure that the current culture and the preferred culture align and that employees agree on how the organizational culture should develop. Unless followers prefer different cultures than their colleagues, supervisors should show intellectual stimulation, especially in a culture whose norms do not support innovation (Endrejat, 2021). Ideally, then, the positive consequences of a culture fit and contributes to the much-needed knowledge regarding the interplay between organizational culture in federation of Uganda Employees and leadership behaviours on employees' attitudes and behaviours needs to be harnessed to create an environment comfortable and hospitable to all.

It was evident from the findings that most of the respondents (97.5%) agreed that organisational culture clearly influences employee motivation and engagement. This finding correlates with Pepra-Mensah & Kyeremeh (2018), public sector organisations need engaged and motivated employees in order to be adaptive in today's turbulent environment. Citing Barrett and Greene (2016), Pepra-Mensah & Kyeremeh (2018) argue that getting workers engaged in their jobs has long been a challenge due to the fact that organisations are under pressure to improve performance and service delivery, while also doing more with less. This therefore draws them to enhance employee engagement and motivation as an important issue if the organisation is to surmount its challenges, motivate the employees and help it achieve its goals. Employees' engagement is thus, a good indicator of outcomes that an organisation like FUE ought to value as a good gauge of organisational health in terms of commitment, satisfaction, productivity, innovation and retention.

Results indicate that 87.0% of the respondents appreciate the work environment in the organisation compared to 13% that disagreed. A work environment can be identified as the place that one works, which means the milieu around a person (Gunaseelan & Ollukkaran, 2012). Gunaseelan et al. (2012) explains that a work environment is the social and professional environment in which a person is supposed to interact with a number of people because it has a significant impact upon employee performance and productivity. Creating a work environment, therefore, in which employees are productive is essential to increase profits for the organization because the work place becomes an integral part of the work itself. Herein are organisations urged to step outside their traditional roles to create a work environment where employees enjoy

what they do, have pride in what they do, can reach their potential. Consequentially, FUE findings show how an appreciated work environment in this organization is affecting the employee performance positively.

Results also shows that a sizeable majority (64.1%) of the respondents are comfortable with the decision-making process in FUE while six respondents (15.4%) disagreed and eight kept mute and remained neutral. According to Beach, L. R. (2014), the decision maker is seen as an individual working either alone or as a member of a group. Most decisions are, in fact, made in concert with others. In all cases the decision maker has to make up his or her own mind, and then differences of opinion are resolved in some manner that depends upon the dynamic of the group. Groups are then not necessarily seen as decision makers but they are merely the contexts within which individual members' decisions become consolidated to form a group product because each decision maker possesses values, morals, ethics and so on that define how things should be and how people ought to behave.

In addition, Halvorsen, K. (2013) asserts that modern work life is increasingly characterized by a shift from the traditional, hierarchical organization to more collaborative forms, often referred to as 'the post-bureaucratic organization'. Within this setting, team decision making is becoming a crucial activity for managing the complex and multiprofessional processes at play. In this regard, whereas findings indicated a slight shift in responses to this variable, it is important that staff in the organisation are brought to a level that makes them jointly own the decisions within the organisation.

According to the study, findings indicate that 87.1% of the respondents agreed that employees have shared values and beliefs about how people ought to behave compared to only three (7.7%) who disagreed. The rest of the respondents (two,5.2%) were undecided. Borges (2020) stresses that throughout time, we have been observing how the contemporary company is increasingly institutionalized and is adapting to the complexity of the current world, recognizing that, in a globalized world, the company cannot be exclusively self-referential but relational, converting the business activity in a motivating act because today's world encounters a new conceptualization of business management, where ethics is not a separate reality but is part of the same organizational system. People seek to connect with their environment on various levels rational, motivational, and emotional and of course they expect this from their workplace. For this reason, we must consider that human talent has clear values and shared beliefs that, directly and through culture, permeate with the purpose of promoting the generation and strengthening of work commitment, engagement (Borges, G.,2020).; which will allow each of the collaborators to maintain positive behaviours and a successful employer brand within the organization.

In summary, according to Stokes et al. (2016), values, beliefs and attitudes (VBA) held by individual employees within business environments will motivate and shape behaviour in the workplace, and the extent to which they reveal roots and drivers linked to associated capitals for the better performance in the organisation.

Concerning the influence of organisational culture on employee performance and productivity, 69.3% of the responses indicated that they agreed with the statement as opposed to 30.7% who did not agree. There is a marked uplift, however, that an

organisations culture has an upper hand on influencing employee productivity because organisational culture greatly affects how an organisation operates and how the workforce interacts to carry out daily activities (Nzuva & Mwendu, 2022).

Ideally, in order to meet the organizational objectives and achieve competitive advantages, Uddin et al. (2013) stress that all organizations must thrive to recruit highly performing individuals. On the other hand, individuals need supportive organizational culture to help them reach individual objectives. Therefore, an organization is a consciously coordinated system where characteristics of individuals, groups and organization interact with each other and effective interaction among them highly depends on organizational culture that shapes the individual performance (Kozlowski & Klein, 2000).

This question elicited responses that indicated that 30 respondents (77%) believed that organisational culture has a bigger bearing on how on employee relationships and teamwork as opposed to 23%(nine) of the responses who thought contrary. One of the superiority features of an organization over other organizations is having loyal and committed human forces. Commitment causes increased profitability and reduced service abandonment and leads to increased efficiency and improvement and increased service quality by influencing personnel performance (Ghorbanhosseini, 2013).

According to Körner et al. (2015), in order to enhance inter-professional teamwork, team interventions can be recommended and should be supported. Organizational characteristics, such as organizational culture, are important aspects for inter-professional teamwork (Burtscher MJ, Manser T (2011), treatment quality and success

because an organization with a strong culture helps employees to accomplish their goals and tasks and be satisfied in their job (Tsai, Y.2011).

CHAPTER SIX

SUMMARY OF FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

6.0 Introduction

This chapter summarizes all the findings reported in chapter four according to the objectives and questions of the study, draws conclusions and suggests recommendations as well as proposed areas for future study.

6.1 Summary of findings

The conclusions to the study are drawn in line with the objectives of the study and research questions.

6.1.1 How the FUEs' communication strategy influences their performance

The findings revealed that communication strategies at the Federation of Uganda Employers have a strong and positive influence on employee performance, as evidenced by high levels of agreement across all survey items where between 78.8% and 90.4% of respondents confirmed that communication enhances productivity, supports task execution, improves motivation, ensures access to sufficient information, and helps employees achieve work targets.

Similarly, qualitative findings from key informants reinforce that structured communication channels such as meetings, emails, and supervisory briefings improve clarity of roles, coordination, teamwork, decision-making, and accountability, while also reducing misunderstandings and workplace conflicts. The interviews further

revealed that effective communication creates a supportive environment that enhances employee engagement, confidence, and continuous performance improvement through feedback and guidance. However, both quantitative and qualitative results also point to minor gaps in consistency and inclusiveness of communication across departments, suggesting that while the communication system is largely effective, further strengthening is needed to ensure uniform information flow and sustained employee performance across the Federation.

6.1.2 The relationship between communication and performance at the FUE

The findings established that employees at the Federation of Uganda Employers generally perceive communication as fair and positively linked to employee performance, as shown by high levels of agreement ranging from 69.2% to 84.6% across all statements. The results reveal that most employees believe they have equal access to work-related information, that management decisions are communicated transparently, that feedback is fairly provided, and that communication practices promote equal opportunities for performance, all of which enhance trust, motivation, and productivity.

Similarly, key informant interviews confirm that communication practices are largely fair and structured through formal channels such as meetings, emails, and departmental briefings, which promote consistency, transparency, and reduced bias, although minor gaps in uniform information flow across departments still exist. The findings further show that fair communication strengthens employee trust, motivation, accountability, and cohesion while reducing conflicts and misunderstandings, ultimately fostering a

supportive work environment where employees are more committed and aligned with organizational goals, thereby improving overall organizational performance.

6.1.3 How FUE communication strategies have influenced performance at FUE

The findings from both the quantitative and qualitative data indicate that communication strategies at the Federation of Uganda Employers have a strong and positive influence on employee performance. The results from the Likert scale analysis show consistently high levels of agreement that effective, clear, and open communication improves performance expectations, enhances productivity, strengthens teamwork, supports goal achievement, and promotes collaboration among employees. Similarly, the key informant interviews confirm that structured communication channels, timely information sharing, and clear performance expectations significantly improve efficiency, coordination, accountability, and decision-making within the organization, although some inconsistencies in communication flow across departments were noted.

The findings also highlight that current communication strategies generally support employee performance by improving clarity of roles, enhancing teamwork, and strengthening responsiveness to organizational needs, but still require improvements in consistency, inclusiveness, feedback systems, and digital integration. The suggested improvements further emphasize the need for standardized communication procedures, stronger two-way feedback mechanisms, enhanced use of digital tools, continuous communication training, and a more inclusive communication culture to ensure equal access to information and improved engagement.

6.2 Conclusions

The study concludes that communication strategies at the Federation of Uganda Employers have a strong and positive influence on employee performance. Both quantitative and qualitative findings consistently show that clear, structured, and timely communication improves productivity, supports task execution, enhances motivation, and strengthens employees' ability to achieve work targets. Employees are better able to understand their roles and expectations when communication is well managed, which directly improves efficiency and performance outcomes. This demonstrates that communication is not just supportive but central to how employees deliver on their responsibilities within the organization.

Furthermore, it can be concluded that communication within the Federation is generally perceived as fair and contributes significantly to employee performance. Employees report equal access to information, transparent decision-making, and fair feedback processes, all of which strengthen trust, motivation, accountability, and workplace cohesion. The statistical evidence further confirms a strong and significant positive relationship between communication and performance, indicating that improvements in communication practices lead to measurable improvements in employee output. This suggests that fairness in communication is a key factor in creating a positive work environment that supports high performance.

Finally, the study concludes that although communication systems at FUE are effective, there are still areas that require improvement, particularly in ensuring consistency,

inclusiveness, feedback mechanisms, and digital integration. Some departments experience variations in how information is shared, which can affect uniform understanding and coordination. Strengthening these areas would further enhance coordination, employee engagement, and overall organizational performance. Therefore, continuous improvement of communication strategies is necessary to sustain and further enhance employee performance across the Federation.

6.3 Recommendations

This study is bound to help organizations like the Federation of Uganda Employers to recognize communication barriers and know the strategies to resolve communication issues leading to a more successful organization and maintaining a positive work environment.

It will also help organizations to understand how communication impacts employee performance to be able to develop targeted strategies to improve communication flows including but not limited to implementing new communication channels, training managers in effective communication techniques, and fostering a more open and collaborative work environment.

The study offered valuable insights into the specific communication challenges and opportunities faced by Ugandan employers. This contributed to a broader understanding of communication in the Ugandan workplace context.

6.4 Areas for further study

In as much as the study has been carried out, the researcher has been able to note some gaps which she feels can be addressed by other researchers in subsequent studies.

- I. Influence of communication systems on workplace productivity
- II. The relationship between communication and the organizational culture.
- III. The relationship between communication and sales performance in a company.

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APPENDICES

Appendix 1: Questionnaire

For Employees of the Federation of Uganda Employers

Dear sir/madam

My name is Nambalirwa Resty; I am a student of MBA at Uganda Christian University. I am conducting a study on “An exploration of the role of communication strategies on employee performance at the Federation of Uganda Employers.” You have been specifically selected to participate in this study and the information collected shall be purely for academic purpose and treated with the highest level of confidentiality. The success of this study shall greatly dependent on your response. Your cooperation shall highly be appreciated.

Section A. Bio Data

Please tick the most appropriate answer

1. What is your gender?

a) Male

b) Female

2. What is your age?

a) 21-30 years

b) 31-40 years

c) 41-50 years

d) Above 50 years

3. What is your level of education?

a) Diploma

b) Bachelors

c) Masters

d) Others specify.....

Section B: Employees' perceptions and lived experiences regarding how the Federation of Uganda Employers' communication strategy influences their performance

Rate your degree of agreement on employees' perceptions and lived experiences regarding how the Federation of Uganda Employers' communication strategy influences their performance using a scale of 5(Strongly Agree), 4(Agree), 3(Not sure), 2(Disagree) and 1(Strongly Disagree).

| s. no | Statements | SA | A | NS | D | SD |
|-------|--|----|---|----|---|----|
| 1 | Communication from management helps me perform my tasks effectively. | | | | | |
| 2 | The way information is communicated in the organization affects my productivity. | | | | | |
| 3 | I receive sufficient information to carry out my duties efficiently. | | | | | |
| 4 | Communication practices at the Federation influence how well I achieve my work targets. | | | | | |
| 5 | I feel more motivated to perform when communication from management is clear. | | | | | |
| 6 | My daily work performance is influenced by how communication is handled in the organization. | | | | | |

Section C: Employees' perceived fairness and collective views regarding the relationship between communication and performance at the Federation of Uganda Employers

Rate your degree of agreement on employees' perceived fairness and collective views regarding the relationship between communication and performance at the Federation of Uganda Employers using a scale of 5(Strongly Agree), 4(Agree), 3(Not sure), 2(Disagree) and 1(Strongly Disagree).

| s. no | Statements | SA | A | NS | D | SD |
|-------|---|----|---|----|---|----|
| 1 | Communication within the organization is fair to all employees. | | | | | |
| 2 | All employees have equal access to important work-related information. | | | | | |
| 3 | Decisions communicated by management are transparent and unbiased. | | | | | |
| 4 | Feedback from management is provided fairly to all employees. | | | | | |
| 5 | Communication practices promote equal opportunities for employees to perform. | | | | | |
| 6 | I believe fair communication contributes to improved employee performance. | | | | | |

Section C: Employees' collective views and interpretations of how FUE communication strategies have influenced performance at the Federation of Uganda Employers

Rate your degree of agreement on employees' collective views and interpretations of how FUE communication strategies have influenced performance at the Federation of

Uganda Employers using a scale of 5(Strongly Agree), 4(Agree), 3(Not sure), 2(Disagree) and 1(Strongly Disagree).

| s. no | Statements | SA | A | NS | D | SD |
|-------|---|----|---|----|---|----|
| 1 | Effective communication strategies improve overall employee performance in the organization. | | | | | |
| 2 | Poor communication negatively affects employee performance. | | | | | |
| 3 | Team performance improves when communication is clear and consistent. | | | | | |
| 4 | Communication strategies used by the organization support achievement of work goals. | | | | | |
| 5 | Open communication enhances collaboration and performance among employees. | | | | | |
| 6 | The organization's communication approach influences how employees meet performance expectations. | | | | | |

Thank you very much for your cooperation

Appendix 2: Interview Guide

For the key informants (top management and board members of FUE)

Dear respondent,

My name is Nambalirwa Resty; I am a student of MBA at Uganda Christian University. I am conducting a study on “An exploration of the role of communication strategies on employee performance at the Federation of Uganda Employers.” You have been specifically selected to participate in this study and the information collected shall be purely for academic purpose and treated with the highest level of confidentiality. The success of this study shall greatly dependent on your response. Your cooperation shall highly be appreciated.

Section A: Introductions

1. Tell me about yourself
2. What position do you hold in FUE?
3. How long have you worked with or have you been a member of FUE?

Section B: Employees’ perceptions and lived experiences regarding how the Federation of Uganda Employers’ communication strategy influences their performance

4. How do communication strategies at the Federation of Uganda Employers influence employee performance?
5. What has been your experience regarding the effectiveness of communication in supporting employees to perform their roles?

Section C: Employees’ perceived fairness and collective views regarding the relationship between communication and performance at the Federation of Uganda Employers

6. How would you describe the fairness of communication practices within the organization?
7. In your view, how does fair communication affect employee performance at the Federation?

Section D: Employees' collective views and interpretations of how FUE communication strategies have influenced performance at the Federation of Uganda Employers

8. What is your assessment of how current communication strategies impact employee performance?
9. What improvements in communication strategies would enhance employee performance at the Federation?

Thank you for your cooperation