

**INTERNAL COMMUNICATIONS AND EMPLOYEE PERFORMANCE IN
UGANDA: A CASE OF UGANDA BUSINESS AND TECHNICAL EXAMINATIONS
BOARD UBTEB**

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RS21M12/010

**A DISSERTATION SUBMITTED TO THE SCHOOL OF SOCIAL SCIENCES IN PARTIAL
FULFILLMENT OF THE REQUIREMENT OF THE AWARD OF THE DEGREE OF MASTER
OF PUBLIC ADMINISTRATION AND MANAGEMENT OF UGANDA CHRISTIAN UNIVERSITY**

August, 2024

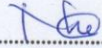


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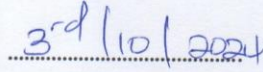
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DECLARATION

I, Ninsiima Stellan, hereby declare that this document is original and has not been submitted in any institution or University for any award of a degree.



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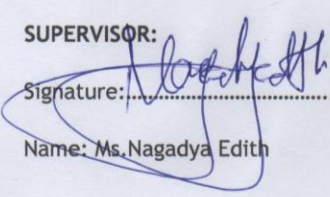


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APPROVAL

This is to certify that this Research project report has been submitted by Ninsiima
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DEDICATION

This Research project report is dedicated to my beloved husband, Mr. Baguma Nicholas, for his endless support, endurance, and understanding; to guardian Mr Oyesigye Onesmus, for being more than a parent and leading me into intellectual pursuits and serving as an inspirational model, My work supervisor Dr. Nahamya Wilfred and to the entire Magabari Family, whose strong spirit and principles have guided my life.

To the UBTEB family for your genuine response during my research.

ACKNOWLEDGEMENT

I would like to express my thanks and appreciation to various individuals who contributed to the Compilation of this work; I am especially indebted to my supervisor, Ms Edith Nagadya, for her constructive ideas, criticism, advice and review of this report. I also appreciate the profound support and encouragement rendered by UBTEB which made this study successful. Thanks goes to my colleagues and all other course mates for their friendship, advice and moral support they rendered me unconditionally. Above all thanks to God Almighty for directing my footsteps all the way. I will forever praise him exceptionally.

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LIST OF ABBREVIATIONS /ACRONYMS

BTVET-Business, Technical, Vocational, and Educational Training

CAC-Cronbach Alpha Coefficient

CVI-Content Validity Index

IQ-Information quality

MUBS-Makerere University Business School

SPSS-Statistical Program for Social Scientists

TVET -Technical Vocational Education and Training sector ()

UBTEB-Uganda Business and Technical Examinations Board

UNEBC -Uganda National Examinations Board.

ABSTRACT

The study investigated the influence of internal communication on employee performance at Uganda Business and Technical Examinations Board (UBTEB). The specific objectives were to: a) Examine the influence of communication flow on employee performance, b) Assess the influence of information quality on employee performance, and c) Analyze the influence of communication channels on employee performance at UBTEB. A cross-sectional research design was employed, utilizing quantitative approaches to analyze data using percentages, frequencies, mean differences, and standard deviation. The study population consisted of 110 UBTEB employees, with a sample size of 77 respondents determined using Krejcie & Morgan's tables. Both random and purposive sampling techniques were used, with purposive sampling targeting key informants such as Heads of Departments. The results revealed a statistically significant relationship between internal communication and employee performance. Multiple regression analysis indicated a strong positive correlation ($R = 0.822$) between the internal communication variables and employee performance. The R Square value of 0.676 suggests that 67.6% of the variability in employee performance is explained by communication flow, information quality, and communication channels. The p-values for communication flow and communication channels were highly significant at 0.000, well below the conventional threshold of 0.05, indicating a strong influence on employee performance. Information quality also had a statistically significant effect, with a p-value of 0.027. The study revealed that boosting communication flow, information quality, and channel diversification can considerably improve employee performance at UBTEB. It advised that UBTEB develop regular feedback mechanisms, undertake communication skills training, assess communication flows on a regular basis, and vary communication channels in order to promote an open communication culture. This study highlights the importance of internal communication in boosting employee performance and provides practical solutions for enhancing communication tactics within firms.

CHAPTER ONE

INTRODUCTION

1.1 Introduction

According to the World Bank (2022), effective internal communication is recognized as a critical component of company success. This recognition is consistent with scientific results that highlight the critical importance of internal communication in building a positive work environment and improving employee performance. Extending this scholarly foundation, the current study seeks to add to the existing body of knowledge by diving into the specific dynamics of internal communication and how they influence employee performance at the Uganda Business and Technical Examinations Board (UBTEB). The scientific literature on internal communication highlights its importance in maintaining organizational coherence, employee engagement, and overall success (Eisenberger, 2020; Welch & Jackson, 2017). Furthermore, research on employee performance emphasizes the importance of communication quality, flow, and channels in impacting outcomes (Dávila, 2017; Rasmussen and Jeppesen, 2020). This investigation is critical for UBTEB's leadership since it attempts to deliver practical insights based on both empirical research and theoretical underpinnings. This chapter gives the backdrop to the study, which includes the statement of the problem, the purpose of the investigation, objectives, research questions, scope of the study, significance, theoretical and conceptual framework.

1.2 Background of the Study

The background to the study was classified under the historical background, which discussed the historical context and prior research that had been conducted in relation to this study, a theoretical background which provides the underlying theory for the study, the conceptual background that provides definitions of essential variables, and contextual background that details employee performance at at the Uganda Business and Technical Examinations Board.

1.2.1. Historical Background

The evolution of internal communication from the late 18th to the present day reflects dynamic shifts in response to industrialization, management theories, and technological advancements. In the late 19th to early 20th century, the necessity

to counteract diminishing personal contact in industrialized societies gave rise to formal internal communication, emphasized by Haynes (1922) and exemplified by the Lowell Offering, a pioneering company magazine (Mercer, 1948). The mid-20th century witnessed the influence of management theories, particularly the Hawthorne Studies, shaping employee communication and highlighting the emergence of industrial paternalism at companies like Western Electric (Hassard, 2012). Internal communication became integral to managing industrial relations, as seen in The American Plan and Powlison's support for communication to ease labor unrest. The late 20th century marked a global economic transformation, driven by technology and political shifts, impacting corporate practices and internal communication processes (Wright, 1995). The subsequent dot-com era brought about changes in external and internal communication practices, integrating web 2.0 and social media technologies (Brown, 2009; Phillips & Young, 2009; Wright & Hinson, 2011; CIPR, 2012). This evolution in communication practices reflects a broader global trend, accompanied by a growing understanding of employee engagement and its significance in organizational success (Welch, 2011; Rayton et al., 2012)

Throughout the 18th to the 20th centuries, Africa experienced unique historical trajectories, marked by colonization, decolonization, and efforts to establish sustainable economies. While the industrialization that defined Western civilizations in the late nineteenth and early twentieth centuries had a later impact on Africa, internal communication inside African contexts evolved in response to local dynamics (Schreuder, 2017). The mid-twentieth century saw the rise of post-colonial nations, each pursuing its own route to economic development. Management theories and industrial paternalism that affected internal communication methods in the Western world during this time period resonated to varied degrees in Africa, where sociopolitical and economic variables played diverse roles (Hamann, 2019). In the midst of these circumstances, the relationship between internal communication techniques and employee performance became increasingly important. Effective communication inside firms is critical for improving staff output, service excellence, and client satisfaction, all of which contribute to total employee performance (Kanda, 2020). As technology advanced in the latter half of the 20th century, communication practices changed

all across the continent. This presented opportunities to improve internal communication strategies and maybe increase worker performance (Schreuder, 2017). As Africa enters the digital era, technology has become more and more integrated into internal communication procedures in recent years. This has opened up new opportunities for promoting employee engagement and, as a result, improved performance in a socioeconomic environment that is changing quickly (Hamann, 2019).

The historical development of employee performance in Uganda is reflective of the country's path from colonial subjection to independence, which was followed by significant economic changes. Uganda experienced periods of instability and conflict after gaining independence in 1962, and it faced early political and economic difficulties (Mulegi, 2022). Idi Amin's rule, which lasted from 1971 to 1979, had a profoundly damaging impact on the labor force and the nation's economy, making it difficult for workers to perform well during the unrest. Notably, internal communication inside firms suffered significant restrictions during this turbulent time, which had an impact on the exchange of information and employee cooperation. In the later decades of the 1980s and 1990s, Uganda began on substantial economic reforms, embracing liberalization and privatization initiatives intended at accelerating economic growth and increasing employee performance (World Bank, 2020).

Recognizing the critical role effective communication plays in creating a positive work environment, firms have been working to revive internal communication channels in tandem with these economic shifts. The administration implemented measures to encourage private sector growth and draw in foreign investment while also emphasizing the need to strengthen internal communication channels. This coordinated strategy, which emphasized the connection between internal communication tactics and economic reforms, improved employee performance and had a favorable effect on the creation of jobs. Uganda has consistently worked to improve employee performance and grow its economy in recent years. To improve the general well-being and productivity of Uganda's workforce, proactive policies addressing aspects such as education and skills development, labor rights, and social protection have been put into place (Government of Uganda, 2021). Recognizing the mutually beneficial relationship between organizational

communication practices and worker performance, this all-encompassing approach incorporates economic and internal communication tactics.

1.2.2 Theoretical Background

The foundation of this study was Eisenhardt's Agency Theory (1989), which provided a framework for comprehending the principal-agent relationship at UBTEB, in which the Board acts as the principals' representative and the employees as their agents. According to the approach, matching employee interests with company objectives requires efficient internal communication channels. Eisenhardt noted that open lines of communication lessen knowledge asymmetry and agency costs, which increases worker dedication and output (Vitolla, 2020). Because it can provide light on the structural dynamics driving employee behavior at UBTEB and shed light on the formal ties between the Board and employees, agency theory is relevant to this study (Panda, 2017).

Nonetheless, it is important to take into account two significant objections to agency theory. First of all, detractors contend that it frequently oversimplifies human behavior in businesses, reducing it to the logical pursuit of self-interest (Vitolla, 2020). It's possible that this oversimplification leaves out important details about UBTEB staff interactions and motivations. Second, Agency Theory ignores the difficulties presented by partial or asymmetric information in actual organizational contexts by assuming that information is easily accessible and widely available (Fama & Jensen, 1983). This drawback could make it more difficult for the theory to fully account for the complexities of UBTEB's internal communication procedures.

The Organizational Communication Theory (2001) by Cheney and Christensen will be used into the research to fill in the gaps that have been found. This hypothesis assumes a central position in the research by providing a comprehensive comprehension of the complex dynamics of internal communication in UBTEB. This theory highlights the role that communication plays in how well an organization functions, with a focus on employee coordination, information sharing, and decision-making (Keyton, 2017).

Benefits of this theory include its capacity to clarify the ways in which good communication techniques support workers' understanding of their responsibilities, ability to adapt to organizational changes, and capacity for productive teamwork. Crucially, the theory fills in the gaps left by structural viewpoints such as Agency Theory by addressing the intricacies of communication processes. Its significance for this research is vital since it allows for a thorough investigation of the ways internal communications affect employee performance at UBTEB, offering valuable insights into the communicative and structural aspects of the organizational context (Avtgis, 2023). By taking into account both the structural and communicative aspects of the organizational context, the integration of these two theories attempts to provide a comprehensive explanation of how internal communications affect employee performance.

1.2.3. Conceptual Background

A communicator's attempt to create "commonness" with another is what the name "communication" (which means "communist" in Latin) refers to (Gibson et al. 2009). The process of transferring information, teaching ideas, and making oneself known by others is referred to as communication, according to Fraser (2011). It also entails receiving understanding from others. Indeed, effective communication depends on mutual understanding. For instance, communication hasn't happened if someone sends another person a message that they misinterpret, but the contrary is also true. Considering this, he observes that a supervisor who sends their employees a ton of emails may not actually be speaking with them. According to Doug Beiger (2007), effective communication is what holds people, strategy, and commitment or, to put it another way, the organizational structure together.

Employee engagement with capable managers depends on the quality of internal communication. Once internal communication is efficient, reaching goals will always be simple. Most actions taken by management to boost internal employee performance include internal communication. According to Gerald (1986), organizational communication is the practice of exchanging ideas and forming connections in settings meant for overseeing, a performance that is goal oriented. Information sharing and movement within an organization takes place through a specific method called organizational communication. Internal communication, according to Shockley-zalabak (1995), is the process by which employees connect,

share ideas, and fully comprehend the culture and values of a given firm. It is the foundation of the existing organization and consists of people, ideas, meanings, performances, and functions. Internal communication inside an organization is incredibly effective, especially between employees. However, these changes depending on the business, such as when communications are created and sent on behalf of management.

According to Rogers (1976), effective communication contributes to employee motivation, which can be assessed by looking at how engaged the workforce is. This finally helps to produce the most output at the lowest cost. Communication that passes down through an organization from one level to another. Alternatively put, communication from. Downward communication occurs in a chain of command between superiors and subordinates. The managers use this channel of communication to share information pertaining to their jobs. Information quality (IQ) is regarded as a multifaceted idea that contains important connections between several properties, including timeliness, correctness, relevance, and others. All these characteristics help to ensure that the information is accurate. A message can be delivered to its target audience using a communication channel. Examples of communication channels include phone calls, text messages, emails, videos, radio, and social media.

Armstrong (2006) defines performance in terms of output, or the accomplishment of a compiled list of Goals: How they are attained is just as important as what people accomplish. Walker (1992), however, notes that the connection between individual ability and motivation results in the management of employee performance in a company being traditionally based on the appraisal of performance and incentive provisions. According to Omar (2010), an employee's performance is determined by how well they fulfill their given tasks and carry out their mandated duties. It also refers to the efficacy, excellence, and productivity of production. The amount of work (or output) generated by an employee over a given time is known as employee productivity. The manager has the authority and duty to support teammates in producing their finest job. The following are three approaches to gauge worker productivity: Measuring objectives and evaluation of work quality.

Service conformance to customer expectations is measured in terms of service quality. Operators of service businesses frequently evaluate the quality of the services they offer to their clients to enhance their offerings, pinpoint issues immediately, and more accurately gauge client happiness. Customer satisfaction is a metric that measures a company's customers' level of satisfaction with its goods, services, and capabilities. Information about customer satisfaction, such as surveys and ratings, can assist a business in deciding how best to adjust or improve its goods and services. Employee engagement with capable managers depends on the quality of internal communication. Once internal communication is efficient, reaching goals will always be simple. Most actions taken by management to boost internal employee performance include internal communication.

1.2.4. Contextual Background

The Uganda Business and Technical Examinations Board (UBTEB) stands as a distinguished Competence-Based National Examinations Board, wielding authority bestowed by the Ugandan Parliament to organize, control, and coordinate national examinations (Mutebi, 2023). Its mandate encompasses the conferment of Certificates and Diplomas in Ugandan Business, Technical, and Vocational Education or Training. As Uganda's premier and sole officially recognized Technical, Business, Vocational, and Specialized Awarding Body, UBTEB currently oversees the evaluation of 170 nationally certified/approved programs. This esteemed institution is endorsed by 615 accredited testing facilities across the nation and ardently focuses on skills development within Uganda. With a commitment to assessing Practical Skills, Applied Knowledge, and Competence-Based Assessment, UBTEB plays a pivotal role in shaping the competence and global competitiveness of graduates (Mutebi, 2023).

Established in response to the pressing need for standardized awards in the Business, Technical, Vocational, and Educational Training (BTVET) subsector, UBTEB has established itself as a beacon of excellence. The Board's mission revolves around producing innovative, creative graduates capable of adapting to the evolving needs of the workplace, both regionally and globally, thereby contributing significantly to national development. UBTEB makes sure that its exams and awards maintain the highest standards by consistently developing,

improving, and consolidating its quality assurance procedures (Okumu, 2019). The management and administration of business, technical, and vocational/specialized education or training assessments were dispersed prior to the foundation of UBTEB in 2011.

Various institutions, including Makerere University Business School (MUBS), the Uganda National Examinations Board (UNEBC), and others, independently administered exams, leading to a lack of consistency in the certificates and diplomas awarded. Standardizing credentials among colleges that provide programs in a variety of sectors, including commerce, technology, agriculture, fishing, meteorology, land surveying, and more, was made difficult by this fragmentation. In order to solve this problem, UBTEB was created, offering a centralized authority to standardize, regulate, and oversee tests and awards for BT/VET in Uganda (UBTEB Annual Report, 2020)

1.3 Statement of the Problem

UBTEB has designed and implemented a number of measures targeted at improving internal communication, HR policies, and operational frameworks to improve employee performance in accordance with its mandate and policies set forth in accordance with the Companies Act of 2008 (Okumu, 2019). These measures include creating channels of communication that are unambiguous, putting HR policies into practice that give employees' well-being and professional growth top priority, and setting up performance review procedures that are in line with company goals (Kalanda, 2021). In addition, UBTEB has established particular rules and regulations to create a favorable workplace that promotes efficient internal communication and worker productivity (Mutebi, 2023).

Despite these initiatives, employee performance at UBTEB has remained an issue, as demonstrated by metrics such as lower productivity, a lack of clarity in roles and duties, and lower employee engagement (staff performance appraisal report 2021). There have been reports of low worker morale, ineffective resource use, and inefficient workflow processes, all of which lead to a general reduction in employee performance. Furthermore, there is a significant lack of empirical research evaluating the relationship between internal communication and

employee performance in Ugandan educational institutions, hindering efforts to effectively address these difficulties (UBTEB Annual Report, 2020).

Failure to address the ongoing concerns with staff performance at UBTEB could have serious ramifications for the firm. According to Yiga (2022), the implications include decreased organizational effectiveness, reduced competitiveness, and potential reputational damage. The failure to optimize staff performance may also impede UBTEB's capacity to achieve organizational goals and effectively fulfill its mandate, weakening the organization's entire mission and objectives (Charles and Djaya, 2023).

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1.4 Purpose of the Study

The purpose of the study was to examine the influence of internal communication on the performance of employees of Uganda Business and Technical Examinations Board.

1.5 Objectives of the Study

1. To examine the influence of communication flow on employee performance in UBTEB.
2. To assess the influence of information quality on employee performance in UBTEB.
3. To analyse the influence of communication channels on employee performance in UBTEB.

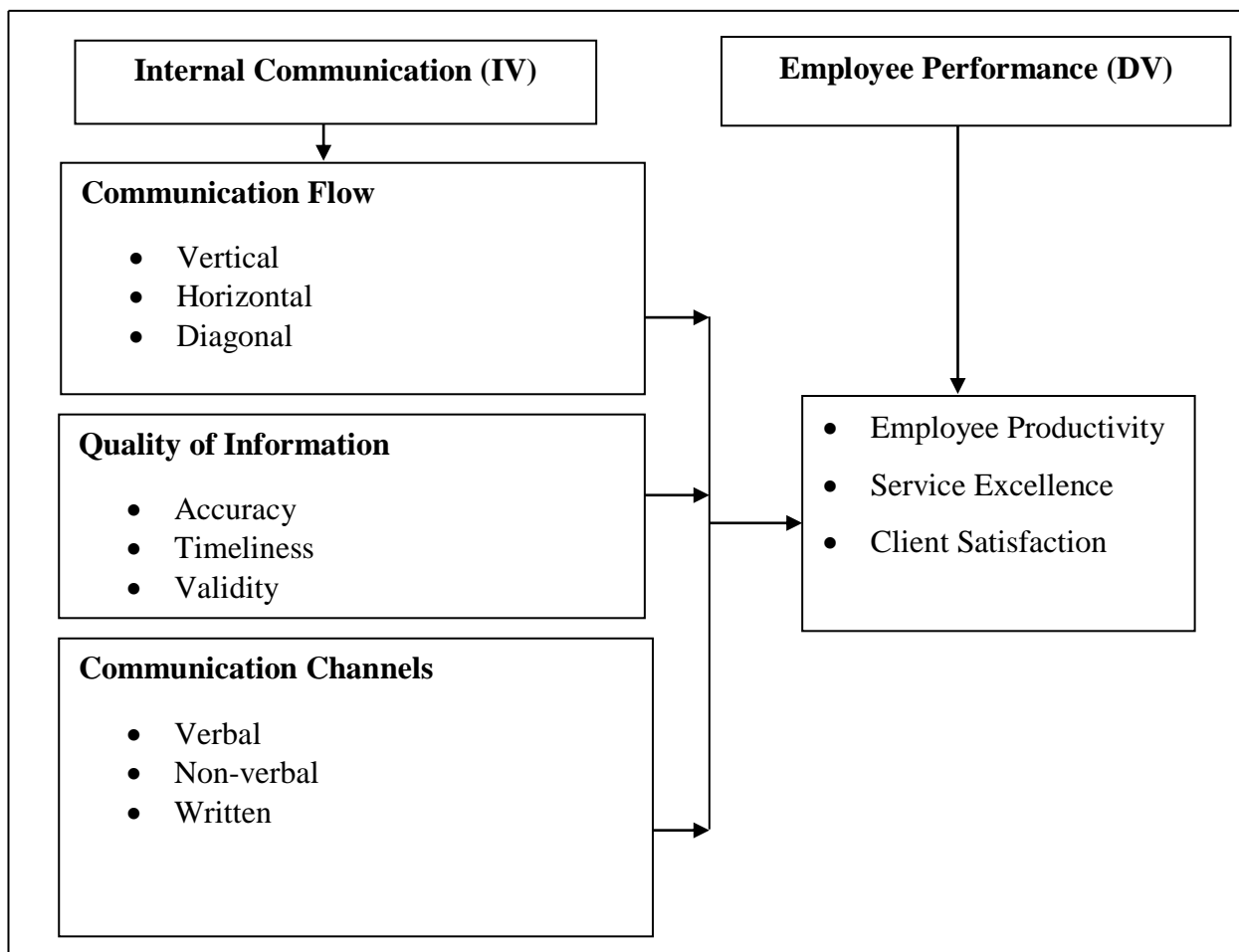
1.7 Hypotheses of the Study

1. H1: There is significant relationship between communication flow and employee performance.

2. H2: There is significant relationship between information quality and employee performance.
3. H3: There is significant relationship between communication channels and employee performance

1.8 The Conceptual Framework

The relationship between the independent (IV) and dependant (DV) variables is diagrammatically represented below:



Source: Adopted from Nischal (2014); Thomas Kilmann, (2015) and UBTEB Strategic Plan (2022-2027) and modified by the researcher

Figure 1:1 A Conceptual Framework showing the influence of internal communication and employee performance at UBTEB.

A conceptual framework is a simplistic expression through which a researcher presents his/her asserted solutions to the problem defined (Thomas Kilmann,

2015). The Conceptual framework formed the core of this study and it is key to note that two main variables of interest comprising of both the independent and dependent variables were adopted. The Conceptual framework shows the relationship between internal communication and employee performance at UBTEB Uganda (Florian and McLemore, 1984). Internal communication will be considered as the independent variable with Communication Channels, Quality of Information and Communication Flow as the key sub-variables. The independent variable influenced the dependent variable which focused on employee performance at UBTEB which was conceptualized with the following sub-variables Employee Productivity, Service Excellence and Client Satisfaction as supported by cited by Nischal (2014).

1.9 Significance of the Study

This study bears immense significance for policymakers, since it may offer crucial insights into the role of internal communications in organizational effectiveness and employee performance. Understanding how communication dynamics influence employee output, service excellence, and client satisfaction at UBTEB may inform policy decisions related to broader workforce development, internal communication strategies, and overall organizational governance. Policymakers can use this knowledge to formulate guidelines that foster optimal internal communication practices across various sectors, contributing to the overall enhancement of organizational performance within the country.

Academicians stand to gain significant contributions from this study as it may add valuable insights to the scholarly discourse on the impact of internal communications on employee performance. The study's emphasis on specific aspects of internal communication, communication flow, information quality, and communication routes gives a sophisticated knowledge that can supplement existing theories and frameworks in corporate communication. It provides as a platform for further academic exploration, presenting new routes for further research, theoretical development, and empirical studies into the complex dynamics of internal communication in varied organizational situations.

Organizational leaders, like those at UBTEB, can use the study's findings to fine-tune internal communication methods and improve employee performance.

Understanding the specific parts of communication that have a major impact on staff production, service excellence, and client happiness allows leaders to design interventions to improve overall organizational efficiency and effectiveness. The study has practical implications for organizational development, establishing a workplace culture that values clear and effective internal communication, resulting in enhanced employee performance.

1.10 Justification of the Study

The inspiration for this study was the intrinsic importance of internal communications in affecting employee performance, which is a fundamental part of UBTEB's organizational architecture. Internal communication is a cornerstone of corporate success (World Bank, 2022), thus evaluating its impact on employee performance inside UBTEB is critical. By customizing the study to the Ugandan setting and focusing on UBTEB, the research intends to solve a specific organizational need and give context-specific insights.

This study was justified by its potential to bridge the existing gap in understanding how internal communication dynamics directly influence employee performance, particularly in the unique setting of a national examinations board. The findings may serve as a guide for UBTEB's leadership in refining communication strategies to foster a conducive work environment, optimize employee performance, and contribute to the organization's overarching objectives. Moreover, the study aligns with the broader discourse on the importance of internal communications in organizational effectiveness and provides a practical case study for future research and organizational development initiatives in Uganda and beyond.

Additionally, numerous studies predominantly focused on developed economies in Europe, Asia, and the USA underscores the gap in research attention on developing nations, including Uganda and other East African countries. Therefore, this study on internal communication and employee performance at UBTEB directly addresses this gap by concentrating on a specific developing nation, thereby contributing to a more inclusive and comprehensive understanding of the relationship between internal communication and employee performance.

1.1 Scope of the Study

1.11.1 Geographical Scope

The study was conducted in Kampala central region with focus on Uganda Business and Technical Examinations Board. The researcher thinks that UBTEB will offer a reliable foundation for investigating employee performance based on internal communication.

1.11.2 Time Scope

The study covered a period between 2018 to 2023, the timeline and a period appropriate for the researcher to obtain the necessary information in regards to the influence of internal communication on the performance of employees of Uganda Business and Technical Examinations Board

1.11.3 Content Scope

The study was specifically sought to examine the influence of internal communication on the performance of employees of Uganda Business and Technical Examinations Board. In this study internal communication was considered as the independent variable while Employee performance was considered as the dependent variable.

1.12 Definition of key terms

Employee performance: Employee performance is defined as the extent to which an employee successfully fulfills the factors included in the job description. It is a measure of how well an employee executes their tasks and responsibilities.

Employee Productivity: This refers to the level of output or efficiency demonstrated by employees in performing their tasks and responsibilities within the organization.

Communication Flow: Communication flow refers to how information travels inside an organization. It entails the exchange of messages, ideas, and feedback among individuals or departments, and includes both formal and informal channels of communication.

Quality of Information: This relates to the correctness, relevance, and dependability of information shared inside the company. It considers elements like

as the timeliness, clarity, and comprehensiveness of the information communicated, ensuring that it fulfills the needs of the recipients and facilitates informed decision-making.

Communication Channels: Communication channels refer to the means or ways by which information is delivered inside an organization. These channels can include in-person encounters, written communication (such as memos, emails, and reports), technological communication (such as intranet platforms and messaging applications), and formal meetings or presentations.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter reviews and presents the literature on the impact of internal communication on the performance of Uganda Business and Technical Examinations Board personnel, based on guidance provided by academics over time. The literature review presented the theoretical, conceptual, and empirical review in relation to the study objectives.

2.2 Theoretical Review

In the theoretical review, Eisenhardt's Agency Theory (1989) served as a core framework for understanding the principal-agent interaction at UBTEB. It explains how efficient internal communication systems link employee interests with company goals, highlighting the need of clear communication channels in reducing knowledge asymmetry and agency costs. Scholars such as Vitolla (2020) validate Eisenhardt's Agency Theory (1989) in organizational contexts, emphasizing its utility in comprehending the principal-agent relationship and the significance of internal communication in aligning employee interests with organizational goals.

However, Fama and Jensen (1983) criticize the theory for oversimplifying human behavior and presuming perfect information availability, pointing out potential limits in capturing the intricate dynamics of employee motivation and interaction. Other scholars have thoroughly investigated the application of Eisenhardt's Agency Theory (1989) and Cheney and Christensen's Organizational Communication Theory (2001) in a variety of organizational settings. Vitolla (2020) investigated Agency Theory, highlighting its usefulness in understanding the principal-agent interaction and its implications for organizational performance.

Fama and Jensen's (1983) extension of the theory has also been investigated, with scholars such as Panda (2017) addressing its implications for matching the interests of principals and agents. On the other hand, Avtgis (2023) has stressed the importance of Organizational Communication Theory in giving light on communication processes within organizations. Keyton (2017) investigated the benefits of this approach in terms of staff coordination, information sharing, and

decision-making. While these scholars acknowledge the strengths of each theory in addressing specific aspects of organizational dynamics, the integration of both theories in the current study aims to provide a more holistic understanding of the interplay between internal communication and employee performance at UBTEB.

The combination of these theories provided a sophisticated knowledge of how UBTEB employees' performance is impacted by internal communication. The study attempts to give comprehensive insights into the complex dynamics within the organization by connecting communication elements with structural viewpoints. As the theoretical framework develops, it acknowledges the depth provided by Cheney and Christensen's Organizational Communication Theory in examining the communicative nuances that shape employee behavior and performance, in addition to the contributions of Eisenhardt's Agency Theory in highlighting structural relationships.

2.3 Conceptual Review

Organizations are primarily communicative organizations, according to Ridder (2004) and Clegg, Kornberger, & Pitsis (2005). Internal communication is useful in facilitating supportive personnel. Orpen (1997) suggested that communication plays a crucial part in the success or failure of any organization; it is utilized for the goal of addressing inconsistencies in work organization so that such organization may progress. Togetherness is required, as is cooperation in thought, action, learning, and advancement. Man can create new boundaries and explore new possibilities through interaction with other people. As a result, when they encounter new individuals, they may speak their own language.

Depending on the type of organization, the kind and range of individuals that best suit the management, and the workplace's location, a variety of communication tools and strategies may be used there. Additionally, Ince and Gül (2011) describe communication as the interchange of thoughts, feelings, and opinions between two or more people using words, letters, and symbols. Without the ability to communicate through reading, listening, speaking, and writing (the productive skills), mankind would find it challenging to solve some of life's riddles. We can better understand things through communication if we are informed about them or if we have questions about them.

Organizations in the modern world are information-rich, according to John Schermerhorn et al (2004). They are also getting more "high tech"—but we must keep in mind that individuals still control the system. Additionally, individuals must be masters at interpersonal communication if they are to collaborate and devote their shared abilities and resources to developing high performance organs. Effective communication can be considered as the cornerstone of modern companies, not just a vital component of these recent organizational innovations Grenier and Metes 1992; D'Aprix (1996); Witherspoon (1997); von Krogh et al. (2000). According to Gray and Laidlaw (2002), managers must develop strategies to improve internal communication because doing so will improve the beneficial effects on the workplace. By fostering equity and integration in the workplace, supervisor-subordinate dialogue aids the company in managing diversity.

According to Anderson & Martin (1995); Haskins (1996), for employees to feel a sense of commitment at work, they must be made aware of the organization's aims and objectives, as well as how they can participate in setting those goals. Research by Brunetto and Farr-Wharton (2004) suggests a connection between internal communication, employee performance, and job commitment. Goris et al. (2000) find that internal communication has a crucial and positive association with influential commitment.

Any organization must prioritize internal communication. Of course, it seems clear, and research backs up this presumption of relevance. Mechanistic organizations, according to Robin and Coulter (2009), are characterized by high specialization, rigid departments, narrow spans of control, centralization, and high formalization. Their study demonstrated that "when employee needs are met through satisfying communication, employees are more likely to build effective work relationships." With these traits, a work environment has little information sharing and little involvement from subordinates in decision-making.

2.4 Empirical Review

According to the study objectives presented in chapter one, the empirical review of the literature in this section was comprehensively discussed below;

2.4.1 Internal Communication and Employee Performance

The behavior demonstrated by an employee while carrying out a certain duty set by the employer is frequently referred to as employee performance. It also has to do with the results that a certain employer in a company produces. According to Fuertes et al. (2020), employee performance is correlated with each employee's accomplishments in accordance with the various standards, guidelines, or requirements of the employer or organization. The nature of employee performance, according to Jiang et al. (2020), represents the skills and aptitudes of each individual employee inside a business. When compared to employees with fewer experience and skills, the most competent and skilled individuals in this situation tend to demonstrate a high level of competence and commitment on the job, which results in improved employee performance.

Although most academics agree that skills, competence, and professionalism are important factors that affect employee performance, effective communication within an organization is one of the most crucial elements that affect employee performance and productivity levels. Excellent employee performance, according to Fuertes et al. (2020), is necessary to produce high-quality services for clients and increased profitability for the businesses. These advantages of improved employee performance frequently result in long-term sustainable competitive advantage. Employee passion and dedication are typically increased when other employees or supervisors within the organization are carrying out their tasks successfully. Since it serves as a source of motivation and new knowledge or skills, the way the organization interacts with or communicates with its employees is crucial in improving employee performance (Jiang et al., 2020).

Business Communication and Employee Performance According to Otoo (2016), the most effective managers or leaders are those that have a thorough understanding of the various facets of communication and how they generally affect the environment or structure of the organization. Knowing the value of business communication allows managers to enhance the nature of communication within the company, which over time produces favorable outcomes, particularly regarding employees' productivity performance. According to Odine (2015), good communication is a very reliable tool for assisting employees in carrying out their

organizational responsibilities. Managers must be willing to encourage open communication among the many departmental units of an organization to increase productivity. Managers have a responsibility to explain the various corporate aims and objectives to the staff and other stakeholders in a way that inspires or motivates the workforce. According to Jiang et al. (2020), successful communication fosters a relationship of trust between staff members and the organization's senior leadership, which motivates the latter to do their jobs well.

The ability of managers to efficiently direct and track the development of the many tasks carried out by employees inside the company is aided by maintaining an effective level of communication with both parties. According to Otoo (2016), focusing on a smooth information flow throughout the organization's complete workforce aids in the accomplishment of various strategic goals and objectives. According to Odine (2015), communication entails people interacting, understanding one another, and sharing knowledge or thoughts about various topics, rather than only talking, listening, and writing. Effective communication enables managers to share goals with other stakeholders of the organization both internally and externally, according to numerous studies.

2.4.2 Communication Flow and Employee Performance

The sharing of information or ideas across the same level or departmental unit in an organization is referred to as horizontal communication. According to Otoo (2016), when using horizontal business communication, the message can only effectively travel up to a certain level inside a company. Horizontal communication encourages direct information sharing, active participation in problem-solving techniques, and teamwork to ensure the successful completion of various given activities and obligations. A higher quality of information exchange inside a company is typically the outcome of effective horizontal communication. This is because it happens face-to-face between individuals who work in the same department or at the same organizational level. According to research, most firms rely on horizontal communication to make sure that the numerous operations in the various areas of the organization are properly coordinated.

The promotion of stronger ties among employees is another benefit of horizontal communication. Long-term, this enhances the overall performance and

productivity of the entire employee group within an organization (Osborne & Hammoud, 2017). It was proposed that there is a considerable connection between horizontal communication and employee performance. According to Rukmana and SE (2018), downward communication refers to the delivery of communications from supervisors to various subordinates within an organization. In this instance, information travels from upper management to staff at lower levels. Under downward communication, information is passed down the organizational hierarchy from top to bottom. Employees can exchange expertise and information with various superiors at various management levels using this kind of communication.

According to Osborne & Hammoud (2017), people are more motivated to perform better in a company when they interact and exchange ideas with the most knowledgeable and experienced supervisors or superiors. Therefore, it was proposed that there is a considerable link between employee performance and downward communication. 3. Upward Communication According to most business experts, upward communication is the process through which employees in an organization convey knowledge to their managers or superiors (Al-Tokhais, 2016; & Wang, 2011). According to studies, upward communication occurs when distinct important messages and information are distributed from the bottom to the top of a defined organizational hierarchy Odine, (2015 & Rukmana & SE, 2018).

Between managers and subordinates, downward communication frequently takes place in a way that enables managers to give instructions, feedback, and vital information that enables subordinates to operate at the anticipated level. According to the organizational hierarchy, communication should ideally flow from people in high-ranking roles to people in lower-ranking positions. Managers can carry out employee performance reviews, job descriptions, new hire orientation, communication policies, and instructions, promote, and recognize employees through this channel of communication. In the long run, this facilitates performance maintenance and improvement. Additionally, it guarantees that staff members are aware of the objectives of the company (Gerald Greenberg, 1997).

Previous studies have shown that employees are expected to be more productive the more information is readily presented. By sharing updates with the

organization on a regular basis, effective downward communication enhances leadership communication. Sharing relevant and accurate information with subordinates by superiors is likely to reduce uncertainty within the organization. This helps the staff comprehend the thinking behind management decisions. By making it easier to effectively communicate work-related information to subordinates and encouraging employees to act in the company's best interests, downward communication has a favorable impact on employee performance. As a result, superiors might use downward communication to set up a system for giving feedback on employee performance, enabling workers to get better over time.

When subordinates ask their superiors for different viewpoints or information, upward communication is typically used. According to research, upward communication influences different decisions made by an organization's top leadership or management. The various facets of upward communication raise the levels of collaboration between staff and upper management or superiors. According to studies, employees can freely express their ideas or feelings about the demands of their jobs and other important workplace concerns through upward communication in any company organization (Tian et al., 2020). This has a major impact on their ability to successfully complete their numerous activities or commitments. Accordingly, it was suggested that there is a strong link between higher communication participants and employee success. The many employees of financial institutions were utilized since they have a wealth of expertise regarding the connection between workplace communication and employee performance.

In an organization, upward communication is thought of as a path via which information travels from the lower levels to the higher levels of a hierarchy, or from the inferior to the superior. According to Gerald Greenberg et al. (1997), upward communication occurs when a message is transmitted from a sender in a lower level in the hierarchy to a recipient in a higher position. It frequently occurs when subordinates ask their superiors for advice. Employees can more easily share their emotions about their jobs and organizational procedures because to upward communication. Additionally, upward communication also displays an employee's competence in carrying out their professional duties.

Previous studies have shown that upward communication, as opposed to the formal style of communication, which has recently lost favor, is growing in popularity within businesses. This is explained by the requirement that employees at this level have a voice heard so that the right decisions may be made. It is argued that upward communication keeps managers alert as they carry out their responsibilities and keeps them informed about the intended behaviors of their subordinates by treating workers well as an important asset and giving them a sense of belonging. As a result, it makes it easier to identify employees' abilities and skills, boosts productivity, and improves employee performance (Greenberg, 2008; Robbins, Judge, 2010).

Upward communication has a good impact on employee performance, according to prior study. The likelihood that the subordinate will participate is increased by this communication channel because employees' opinions and suggestions are crucial for making decisions. According to other academics, a lack of upward communication can prevent an organization from achieving its goals and objectives by underutilizing its employees, engaging in inappropriate political behavior, and having incompetent management. The ability of an organization to survive can be made or broken by information at the local level (Tubbs & Moss, 2008). To prevent discord, the communication system must be effectively handled.

2.4.3 Information Quality and Employee Performance

Any investigation on how much time managers spend interacting with their staff revolves around communication in the workplace. Open lines of communication, encouragement, candor, warmth, and a dedication to dialogue over monologue are the foundations of effective management. Another essential component of a successful business is effective communication. Numerous research findings have revealed that efficient communication process management has significant organizational advantages. According to Clampitt and Downs (1993), enhancing internal communication results in enhanced productivity, decreased absenteeism, better-quality goods and services, higher levels of innovation, fewer strikes, and lower costs. Most of the earlier research have concentrated on organizational effectiveness, effectiveness, commitment, and organizational culture.

Employee engagement and communication satisfaction have received little research attention (Terek et al., 2015). Research on communication satisfaction, employee engagement, work satisfaction, and job performance are widely studied in businesses, although there is little literature on the topic (Hunt et al., 2000). Education has a crucial role. The primary players in education are teachers, and it aids in the growth of nations. The performance of educators is directly impacted by their satisfaction (Demirtas, 2010). As a result, individuals are better able to comprehend and connect with others at the institution (Ali and Haider, 2012). Ideas are exchanged, respect is developed, and contentment is increased. Contrarily, employee unhappiness leads to a bad attitude towards their work, poor communication, and even leaving the company. To increase engagement, job happiness, and performance, higher education administration should provide a positive climate for communication with instructors.

Every aspect of management revolves around communication. It forges bonds and brings people together (Duncan and Moriarty, 1998). According to Schwartzman (1989) and Cooren (1999), communication in an organization entail informing, organizing, coordinating, arranging, and subordinating. As a result, communication encompasses more than merely sharing information. It is crucial to whether an organization succeeds or fails. A two-way process called communication carries meaning from one person to another. It involves the exchange of both verbal and nonverbal signals. A sender, a communication channel, and a receiver are involved. The goal of communication, seeking understanding from other parties, and concluding a process with constant follow-through are all crucial components of communication.

A corporation cannot function efficiently without good communication between employees, levels, and departments, making communication a crucial component of management in business (Carriere and Bourque, 2009). In higher education institutions, effective communication is a crucial tool for survival and expansion (Bordia et al., 2004). Therefore, it is crucial to create, evaluate, and assess communication tools in educational enterprises (Downs et al., 1994). Information sharing within an organization takes place within a specific organizational climate and atmosphere, and this process is known as organizational communication. Tools for internal communication are needed to make sure that employees understand

their responsibilities. Enhanced cooperation between internal divisions, clearer knowledge of roles, and reduced ambiguity are all advantages of organizational communication.

2.4.4 Communication Channels and Employee Performance

Any workplace has its own transmitting channels for quick information transfer. Their choice will rely on how well it aligns with the workplace's goals and objectives. The locations of the communicators, their workflows, and their relationships all have a role in how information moves between them. Staff members can typically forecast how knowledge will circulate within an organization, who normally does so, and who always seems to "know what's going on." The channel is the message's carrier, or the means of transmission. Organizations use a variety of methods to communicate information to its members, including face-to-face interactions, telex conversations, meetings, fax messages, memoranda, policy statements, incentive systems, trainings, etc. Managers typically don't consider how the choice of medium affects the conveyance of a message. As a result, picking the right medium can have a significant impact on employee performance and internal communication (Gibson, Ivancervich, & Domelly 2009).

Marshall (1964) also agrees that the media used in communication can have a big impact on how it turns out. Some media, he continues, "can quicken the pace of activity." An 18-organization created and maintains an intranet, an internet-based network. Some stakeholders can receive the internal organizational messaging through this. Most businesses utilize their intranet to communicate internally about cross-functional and departmental operations Froom, 1998. Additionally, reports are written on an as-needed, periodic, recurrent, or regular basis and contain organized information in the form of narrative, graphic, or tabular form. They frequently allude to a specific period, incidents, event, or topic and can be expressed orally.

On the other hand, memoranda (also known as memos) are short, informal written summaries that are used for communication or to define the conditions of any agreement that is still in the planning stages. Similarly, Brigham and Corbett (1997) found that email influenced power relations in the organization while citing

their study in a sizable UK business. To add to this, Cully et al. (2000) points out that due to the growth of the internet, email systems now operate very efficiently on a global scale, enabling the sending, receiving, and immediate feedback of reports from colleagues who would not be available to pick up a landline. Finally, Cheryl et al. (2011) discusses using newsletters and bulletin boards to communicate team efforts when solving problems. These newsletters are examined to increase their significance as a form of communication at staff meetings.

2.5 Summary of the Literature

The study supports the effect of business communication on employees' overall performance inside a company or other business unit. The many forms of communication, especially horizontal, upward, and downward communication, have a significant impact on how committed employees are to their jobs. This suggests that the various kinds of communication have a significant long-term impact on employee performance and organizational growth. An extremely important instrument for improving performance and therefore maintaining ideal working relationships in an organization is appropriate business communication. If everyone is committed to engaging in good communication, the level of trust among employees can increase in a company. It is significant to emphasize that effective or clear corporate communication promotes employee cooperation and productivity, fostering the kind of teamwork that allows workers to perform better.

This chapter has extensively reviewed the existing literature on how internal communication influences the performance of employees of Uganda Business and Technical Examinations Board, in specific review, the theoretical review and actual review. However, the researcher discovered sociological-political gaps as a result of the complexity resulting from multiple scholars and actors each with their own scholarly world views of how internal communication influences the performance of employees, as well as methodological issues with no clear consensus on the methodology that evaluates how internal communication influences the performance of employees in the Ugandan context, necessitating the researcher's efforts to close the gaps. The literature lacked sufficient studies that focus on particular industries or sectors, such as the education and Technical

Vocational Education and Training sector (TVET) sector hence limiting the generalizability of findings to broader contexts. In response to these identified gaps, the researcher is committed to undertaking a comprehensive exploration in each section, aligning with the study objectives, with the overarching goal of bridging these significant deficiencies in the current body of knowledge.

CHAPTER THREE

METHODOLOGY

3.1 Introduction

An overarching strategy for internal communication and employee performance at UBTEB will be presented in this chapter. Research methodology refers to the methods or strategies used by researchers to identify and analyse data pertaining to a certain area of study. This chapter presented the research design, study population, sample size selection, sampling procedures, data collection methods and instruments, methods of validity and reliability, measurement of variables, data collection procedures, data analysis and ethical considerations.

3.2 Research Design

A cross-sectional research design was used in this study to enable respondents to examine the influence of internal communication on the performance of employees of Uganda Business and Technical Examinations Board. This design was selected as the best fit for the study since it was less expensive, required less time, and investigated a phenomenon that was expected to remain constant throughout. Furthermore, the study included complementary qualitative and quantitative data collection methods.

To evaluate numerical data, quantitative methodologies were employed, such as percentages, frequencies, mean differences, and standard deviation, to present particular conclusions for the variables under study. Meanwhile, qualitative approach was used to describe individuals' interpretations of emotions, attitudes, and behaviors. This technique provided a full comprehension of the research phenomenon. Mixed approaches enhance each other and are suitable for triangulation. Both qualitative and quantitative methods have biases, therefore using both types of analysis helps to decrease prejudice.

3.3 Area of study

The Uganda Business and Technical Examinations Board (UBTEB) was the subject of the investigation, which was particularly carried out in the central region of Kampala. The researcher chose this particular firm and region because she thought UBTEB offered a solid framework for examining employee performance based on

internal communication practices. Given its importance as Uganda's economic and administrative center, the central region of Kampala will be selected as a sample site for researching organizational performance and communication in the framework of UBTEB.

3.3 Sources of Information

This section outlined the primary and secondary data sources that will be consulted during the investigation. Employees of the Uganda Business and Technical Examinations Board (UBTEB) in the central region of Kampala were the subjects of structured interviews and structured questionnaires designed to gather primary data. Secondary data on employee performance and internal communication was gathered from research papers, pertinent academic journals, and official UBTEB publications, reports, and records.

3.4 Study Population

The UBTEB employees Human Resource report (2023) contained 110 elements that made up the study population. These elements included six department heads, sixty officers and their assistants, twenty-five senior principals, and nineteen support levels. This allowed for a variety of viewpoints on internal communication and how it affects worker performance. Heads of departments offer valuable viewpoints on leadership and strategic decision-making, while officers and their assistants are frontline employees who deal with internal communication networks. Support staff viewpoints are essential for comprehending operational aspects and support functions inside the company, and senior principals provide insights from mid-level management.

3.5 Sample Size Determination

By referring to mathematical tables created by Krejcie & Morgan (1970), the sample size was established. As shown in Table 1, a sample size of 77 prospective respondents, including 6 head of departments, 50 Officers and their assistants, 11 senior Principals and 10 support staff as presented in Table 1. The rationale behind selecting these specific groups as part of the sample ensured a balanced representation of various hierarchical levels within UBTEB. The selection of representatives from these different categories of employees ensured a

comprehensive understanding of the influence of internal communication on employee performance across various levels and functions within the organization.

Table 1: Sample Size

Respondent	Population size	Sample size	Sampling technique
Heads of department	6	6	Purposive
Officers and assistants	60	50	Simple random
Senior principals	25	11	Simple random
Support staff	19	10	Simple random
Total	110	77	

Source: Adopted & modified on Krejcie & Morgan in (1970) as cited by Amin M (2005) and additional data from UBTEB Human Resource Department

3.6 Sampling Techniques and Procedure

In this study, both random and purposeful sampling were employed in the investigation. Random or probability sampling was chosen because it provided an equal opportunity for all units in the research population to be included. The adoption of sampling without replacement meant that once a unit within the sample was selected, it could not be sampled again. The sampled respondents included Officers and their assistants, Senior Principal Officers, and Support Staff. Random sampling ensured a fair representation of various roles within the organization, allowing for a comprehensive understanding of the impact of internal communication on employee performance.

On the other hand, for important informants who were department heads, purposive sampling was used. Heads of departments occupied important roles within the company and provided accurate and valid information relevant to the study's goals, hence this sample strategy was selected. The study was able to obtain expert opinions and insights from people who are directly involved in internal communication strategy decision-making processes by using purposive sampling to select department heads.

Their viewpoints were essential for comprehending the dynamics of organizations and developing strategic recommendations. This approach made it easier to choose

important respondents who provided thorough information, which was crucial for analyzing and cross-referencing data acquired from several sources. Purposive sampling was also seen to be less expensive and time-consuming, which made it a sensible option for choosing important informants like department heads.

3.7 Variables definitions and measurements

According to the study's conceptual framework, internal communication was identified as the independent variable that influenced the dependent variable, which was employee performance at UBTEB. The independent variable consisted of three essential subvariables: communication channels, information quality, and communication flow. Employee productivity, service excellence, and client satisfaction were the sub-variables used to conceptualize employee success. The intensity of respondents' emotions or attitudes towards statements linked to these study variables was assessed using the Likert scale.. This Likert scale included nominal and ordinal assessments on a scale of 1-5, indicated by "strongly disagree," "disagree," "not sure," "agree," and "strongly agree." The study used a structured approach to build a complete understanding of how internal communication practices influenced employee performance at UBTEB.

3.8 Procedure for data collection

The researcher employed both primary and secondary sources of data in order to meet the research objectives.

3.8.1 Questionnaire

This study collected primary data by delivering questionnaires to respondents. The questionnaire was divided into two sections. The first section asked about the respondent's socio-demographic factors, such as gender, age, education level, years of employment, and management level. The second portion consisted of questions about internal communication with responders and worker performance. The choice of a questionnaire survey method was made because it allowed for collecting a significant amount of information within a short period of time. Additionally, it was beneficial for ensuring confidentiality and provided relevant data at a minimal cost. Using questionnaires as a data collection method enabled the study to efficiently gather data from a large sample of respondents, ensuring a comprehensive understanding of the study.

3.8.2 Interviews

The researcher conducted interviews with department heads located at the UBTEB headquarters to gather data. Face-to-face interviews were utilized, allowing the researcher to interact professionally with one respondent at a time. This interview process involved a professional verbal interaction, emphasizing strengthened social norms and values between the researcher and the interviewee. Interviews were used by the researcher to complement other data collection methods, as they enable the collection of data through oral and verbal responses. Conducting interviews further provided a richer understanding of the influence of internal communication on employee performance at UBTEB, supplementing the information gathered through questionnaires and ensuring a more holistic approach to the research.

3.9 Data collection instruments

The collection of qualitative and quantitative data involved three instruments. Interview guides and questions were among them.

3.9.1 Questionnaire

To collect the necessary data, the researcher employed structured type questionnaires. In this study, primary data was collected using self-administered questionnaire and these was used for purposes of collecting primary quantitative data. Questionnaires were adopted since they were less expensive, offered a sense of confidentiality to the respondent, and were easier to administer than any other method.

3.9.2 Key Informant Interview Guide

The researcher used a semi-structured interview guide to conduct interviews with the selected respondents. The interview guides was employed to elicit more in-depth feelings and opinions of respondents regarding the influence of internal communication on employee performance. Interviews were conducted orally and followed a structured timetable, similar to a questionnaire. This method offered a comprehensive and easily accessible data needed to fulfill the study objectives. Additionally, interviews were allowed by the researcher to capture better insights

and perspectives, contributing to a more thorough and holistic exploration of the research topic.

3.10 Quality/Error Control

The researcher managed the quality of data collected and of instruments in order to approve their reliability and validity as per the acceptable standards for this study as explained below;

3.10.1 Validity

The researcher will gauge how well the question items portrayed in the particular regions are covered using the content validity index. To obtain Content Validity Index (CVI), judges were used with the help of two research consultants. Each of the judges were provided opinions on a two-point rating scale of Relevant (R) and Irrelevant (IR) to calculate the average Content Validity Index (CVI). Calculation yielded a CVI of 0.94 for questionnaire and this was a sufficient and valid since any CVI larger than 0.7, indicates that the instrument is valid for use in any (Chetwynd, 2022). The validity index was tested using the algorithm below;

CVI = Number of items regarded relevant

Total number of items

$$CVI=32/34=0.94$$

3.10.2 Reliability

The degree to which a research instrument yields consistent results across various items when administered again at a different point in time will be referred to as reliability. Reliability for the qualitative instrument was achieved through consultation with the supervisor, prolonged engagement and audit trails. Data collected was systematically checked, focus was maintained and errors identified and corrected (Chetwynd, 2022). On the other hand, the reliabilities of items in the various constructs were tested using Cronbach Alpha (α) method provided by SPSS The Cronbach's alpha value attained from the selected items was 0.843 which was greater than 0.7 hence the level of consistency of the results using the Cronbach Alpha Coefficient successfully established.

Table 3.2: Reliability Test

Items	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
Communication Flow	29.76	24.235	.738	.655	.802
Information Quality	30.02	22.756	.747	.647	.799
Communication Channels	29.57	32.153	.050	.345	.871
Employee performance	29.64	24.040	.725	.697	.804

Source: Primary Data 2024

3.11 Data Processing and Analysis

Quantitative analysis was performed using the computer program SPSS (Statistical Program for Social Scientists). Data entry involved entering data into SPSS and analyzing it to identify links between variables. This procedure included checking, amending, and coding. The propositions or hypotheses underwent quantitative investigation to ascertain their validity. The associations between the dependent variable (employee performance) and the independent variable (internal communication), as well as between each of their individual sub-variables, were investigated using regression analysis. This statistical tool enables the researcher to measure the strength and direction of these associations.

Furthermore, the research issues were addressed by means of the SPSS analysis of the gathered data. While inferential statistics, such as t-tests and ANOVA, were used to test the hypotheses and provide answers to the research questions, descriptive statistics, such as means, frequencies, and percentages, were used to summarize the data. To make the results easier to interpret, diagrams and tables were used to display the regression analysis and statistical test results. These quantitative techniques efficiently addressed the study questions and offered actual data to support or contradict the assumptions. SPSS was utilized in the qualitative analysis, particularly with the key informants, to code the data, find themes in the responses, and identify categories. The researcher was able to

perform a thorough examination of the study phenomenon and better comprehend the study with the help of qualitatively assessed data.

3.12 Ethical Consideration

The study followed ethical guidelines by requiring all respondents to obtain informed consent prior to participation. Before collecting data, the researcher obtained permission from each participant and ensured that the questions were tailored to protect their privacy and confidentiality. All data collection instruments, such as questionnaires and interview guides, were accompanied by a letter describing the confidentiality procedures in place. This note promised respondents that their personal information would be kept private and secure, and that their responses would only be used for research reasons.

Furthermore, the study preserved anonymity by anonymizing the data acquired, which protected respondents' identities and ensured that ethical standards were followed throughout the research process. To avoid plagiarism, the researcher's supplied version will include citations and references. The work with a 15% or below score will be assessed utilizing the Turnitin web-based service. Finally, a letter of introduction from UCU with the researcher's identification will be produced and used to designate the researcher for data collection.

CHAPTER FOUR

DATA ANALYSIS, PRESENTATION AND INTERPRETATION

4.0 Introduction

This chapter presents research findings; data presentation, analysis and discussion of the findings, various characteristics of the respondents such as age, gender, and education levels are equally presented in relation to the influence of internal communication on the performance of employees of Uganda Business and Technical Examinations Board .

4.1 Response Rate

Table 4.1 presents the response rate for this study, showcasing the level of participation from both the survey respondents and key informants.

Table 4.1 Response rate

Variable	Planned	Actual	Percentage (%)
Respondents (UBTEB staff)	71	65	92%
Key Informants (Heads of departments)	6	6	100%
Total	77	71	92%

Source: Research Findings (2023)

The table above provides a detailed account of the response rates achieved in the study, highlighting participation from both survey respondents and key informants. Specifically, out of the planned 71 UBTEB senior, assistant, and support staff members, 65 responded, resulting in a response rate of 92%. Additionally, all 6 targeted key informants, who are Heads of Departments, participated, achieving a response rate of 100%. Overall, the combined response rate for the study is 92%, which is significantly higher than the minimum acceptable response rate of 50% as supported by Mugenda & Mugenda (2003). This high level of participation indicates a robust data collection process and a strong commitment from participants, enhancing the reliability and validity of the study's findings.

4.2 Background Information on the respondents

Demographics results of respondents in relation to gender, age, level of education, department and work experience in relation to the influence of internal communication on the performance of employees of Uganda Business and Technical Examinations Board in Table 4.2;

Table 4.2 Demographic Results of Respondents

Characteristic	Category	Frequency	Percent
Department	Examination	10	15.4%
	Technical and Vocational Education	8	12.3%
	Planning, Budgeting, and Investment	7	10.8%
	Business and Humanities	11	16.9%
	Internal Audit	6	9.2%
	ICT	5	7.7%
	Research	9	13.8%
	Accounts and Finance	6	9.2%
	Procurement and Logistics	1	1.5%
	Quality Assurance and Awards	2	3.1%
Gender	Male	41	63.1%
	Female	24	36.9%
Age	20-25	7	10.8%
	26-30	1	1.5%
	31-35	14	21.5%
	41 and above	43	66.2%
Level of Education	Diploma	3	4.6%
	Degree	27	41.5%
	Masters	33	50.8%
	Doctorate	2	3.1%
Work Experience	1-5 years	18	27.7%

	6-10 years	15	23.1%
	11-15 years	16	24.6%
	16 years and above	16	24.6%

Source: Research Findings (2024)

The distribution of respondents across departments demonstrates a diversified representation inside the organization. The largest group (16.9%) comes from the Business and Humanities department, followed by 15.4% from the Examination department. Other departments, such as Technical and Vocational Education (12.3%) and Research (13.8%), have a significant participation. This diverse departmental distribution guarantees that the study obtains a wide view of internal communication and its impact on employee performance. The diversity of departmental representation is important because it provides for a full investigation of how internal communication practices may differ across various functional areas of the company.

The gender distribution of respondents shows a higher representation of males (63.1%) than females (36.9%). This gap reflects a gender divide among the responding population. Understanding this distribution is critical since it may influence the study's conclusions regarding gender-specific communication preferences and performance implications. This gap may represent the actual gender composition of the workforce, or a response bias.

The higher proportion of male respondents could have an impact on the study's findings on internal communication, as gender-based perceptions may differ. Understanding these differences is important because it reveals potential gender-related variances in perceptions or experiences with internal communication within the business.

The age distribution among respondents shows a plurality of employees aged 41 and up, accounting for 66.2% of the sample. This is followed by 21.5% in the 31-35 age group, with a lesser proportion in the younger age ranges (10.8% in 20-25 years and 1.5% in 26-30 years). The age tilt toward more experienced personnel is significant since it represents a staff with extensive expertise. This demographic factor is significant for assessing the impact of internal communication on

performance, because more experienced employees have distinct communication demands and preferences than younger, less experienced staff.

Respondents' educational backgrounds suggest that 50.8% have a Master's degree, while 41.5% have a Bachelor's. Doctorates and diplomas account for a smaller fraction (3.1% and 4.6%, respectively). This high level of educational attainment is significant because it implies a well-educated workforce, which may influence their comprehension and use of internal communication techniques. The significant percentage of respondents with higher education levels shows that internal communication techniques correspond with advanced professional expectations and competencies.

Work experience among respondents varies, with 27.7% having 1-5 years, 23.1% having 6-10 years, 24.6% having 11-15 years, and an equal 24.6% having 16 years or more. This distribution suggests a workforce with varying experience levels, which is important for giving relevant information and properly understanding how internal communication affects employees at different phases of their careers. The range of experience levels ensures that the study captures insights from both relatively new and long-serving employees, providing a more nuanced understanding of how internal communication impacts performance across different stages of career development.

4.3. Descriptive Analysis

Section 4.3.1, 4.3.2 and 4.3.3 presents descriptive statistics to the influence of internal communication on the performance of employees of Uganda Business and Technical Examinations Board. The statistics depict the levels of acknowledgement as per the Likert scale of 1 to 5, where 1 was strongly disagree and 5 was strongly agree

4.3.1 Communication Flow

The study sought opinions on communication flow from UBTEB staff. Table 4.6 presents a summary of the opinions expressed in percentages.

Table 4.6 Communication Flow

Frequency	SD	D	N	A	SA	Mean	SD
Percentage	%	%	%	%	%	%	%
	1	2	3	4	5		
Communication channels between managers and employees at UBTEB are clear	0	3.1	24.6	50.8	21.5	3.91	0.765
I am well informed about decisions made by management	1.5	13.8	27.7	40.1	16.9	3.57	0.984
My superiors explain my roles and responsibilities clearly	3.1	9.2	7.7	56.9	23.1	3.88	0.976
I am aware of UBTEB work ethics	1.5	1.5	7.7	33.9	55.4	4.4	0.825
I communicate effectively with my colleagues	1.5	3.1	6.2	40	49.2	4.32	0.85
Organisational strategies at UBTEB are fair and objective	3.1	0	9.2	52.3	35.4	4.17	0.84
Confidentiality of information is maintained at UBTEB	1.5	13.8	10.8	43.1	30.8	3.88	1.053
Departments at UBTEB effectively collaborate	6.2	6.2	16.9	41.5	29.2	3.82	1.117

Source: Primary data (2024)

The survey results indicate a strong positive perception of the clarity of communication channels at UBTEB. With 72.3% of respondents either "Agreeing" (50.8%) or "Strongly Agreeing" (21.5%), it is evident that the majority of employees feel confident about how information flows between management and staff. The absence of any strong disagreement and a minimal percentage of those who disagree (3.1%) highlight that communication channels are generally effective. However, the 24.6% of respondents who are neutral suggest there is still room for improvement. These neutral responses could point to inconsistencies in communication practices or varying experiences among employees. Ensuring that all employees receive clear and consistent information can further enhance communication effectiveness and organizational transparency.

"In general, the communication channels between managers and employees at UBTEB are clear and structured. However, I have observed that there are

occasional lapses, particularly when urgent decisions are made or significant changes occur. For instance, when new policies or procedural updates are introduced, the information is sometimes not communicated promptly to all relevant staff members. This delay can lead to confusion and a lack of alignment among team members. To enhance clarity, it would be beneficial if management could implement a more robust system for disseminating information, perhaps through regular updates or briefings that ensure all employees are informed in a timely manner." Said participant A01.

The results show that while a majority 57% of employees "Agree" (40.1%) or "Strongly Agree" (16.9%) that they are well-informed about management decisions, there is notable variability. With 27.7% of respondents remaining indifferent and 15.3% feeling less informed (Strongly Disagree and Disagree), it appears that information sharing about management choices is not consistent across the business. This variation suggests that some employees may not be fully educated, which may impact their engagement and ability to connect with business goals. Improving communication tactics and providing regular information to all staff members could assist bridge the gap and improve overall organizational coherence.

The significant percentage of respondents who "Agree" (56.9%) or "Strongly Agree" (23.1%) demonstrates widespread agreement that superiors successfully convey duties and responsibilities. This clarity is critical to ensure that employees understand their responsibilities, which can have a direct impact on job performance and satisfaction. The modest amount of disagreement (12.3% combined) lends credence to this optimistic viewpoint. However, the 7.7% who are neutral indicate that there may be occasional ambiguities or inconsistencies in role communication. Improving how roles and responsibilities are conveyed can help ensure that all employees have a clear understanding of their positions, leading to more efficient operations and higher job satisfaction.

Overall, my superiors do a commendable job of explaining my roles and responsibilities, and I generally have a good understanding of what is expected of me. However, there have been instances where the explanations were somewhat vague or lacked specificity, especially when changes to tasks or expectations were introduced. For example, when new projects or initiatives are assigned, the

details provided are sometimes too broad, leaving me to figure out the finer points on my own. More detailed and clear instructions would help me perform my duties more effectively and reduce any potential ambiguity in my role." Said participant A02

The overwhelming majority 89.3% of respondents "Agree" (33.9%) or "Strongly Agree" (55.4%) that they are aware of UBTEB's work ethics. This high level of agreement indicates that the organization has been successful in communicating its ethical standards to its employees. The very low percentages of disagreement (3%) suggest that work ethics are well-understood across the board. Awareness of work ethics is vital for maintaining a positive organizational culture and ensuring that all employees adhere to the same standards while 7.7% were neutral. Continued emphasis on ethical behavior and clear communication of ethical expectations can reinforce this understanding and support a cohesive work environment.

"UBTEB provides a solid framework for understanding work ethics, and I feel well-informed about the general principles that guide our professional conduct. Nonetheless, there are moments when the application of these ethics can be somewhat unclear. For instance, while the core values are communicated through orientation sessions and internal documents, how these ethics translate into everyday decision-making is not always obvious. It would be beneficial to have periodic refresher sessions or workshops focused on practical applications of our work ethics, as this could help reinforce the principles and clarify their relevance in various scenarios." Participant A03

The results show that a significant majority of employees "Agree" (40%) or "Strongly Agree" (49.2%) that they communicate effectively with their colleagues. This indicates a strong perception of effective interpersonal communication within the organization, which is crucial for collaboration and team success. The very low percentage of disagreement (4.6%) reflects that communication issues are not widespread. However, the 6.2% of neutral responses suggest that there may be some variability in communication effectiveness among employees. Strengthening communication practices and fostering a collaborative culture can help ensure that all employees experience effective communication with their peers.

A substantial majority 89.2% of employees "Agree" (52.3%) or "Strongly Agree" (35.4%) that UBTEB's organizational strategies are fair and objective. This indicates a strong belief in the fairness and transparency of the strategies that guide the organization. The absence of disagreement and a low neutral response (9.2%) suggest that employees generally trust the organizational strategies. Fair and objective strategies are essential for maintaining employee trust and alignment with organizational goals. Ensuring that these strategies are continuously reviewed and communicated can reinforce their perceived fairness and objectivity.

The results indicate that majority of the respondents 73.9% (43.1% of respondents "Agree" and 30.8% "Strongly Agree) confidentiality is maintained that there is a notable level of concern regarding information security, with 15.3% of respondents feeling that confidentiality is not adequately maintained (Strongly Disagree and Disagree combined) while 10.8% were neutral. This variability suggests that while many employees trust the confidentiality practices, there may be areas where improvements are needed. Strengthening confidentiality measures and addressing any concerns about information security can help build greater trust and ensure that all employees feel confident about the handling of sensitive information.

A combined 70.7% of respondents "Agree" (41.5%) or "Strongly Agree" (29.2%) that departments collaborate effectively. This positive perception indicates that inter-departmental collaboration is a strength within UBTEB. However, the 12.4% who "Strongly Disagree" or "Disagree," along with the 16.9% neutral responses, suggest that there may be some challenges or inconsistencies in collaboration practices. Enhancing inter-departmental communication and collaboration efforts could address these concerns and further improve organizational efficiency and teamwork.

This was supported by participant A01 who stated that departments at UBTEB generally collaborate well, but there are moments when inter-departmental coordination could be improved. For example, while they have regular meetings to discuss joint projects, sometimes the communication between departments feels fragmented, leading to delays and misunderstandings. An improvement could be the implementation of a more integrated communication platform or regular

cross-departmental workshops that encourage a better understanding of each department's role and current projects..

4.3.2 Information Quality

The study sought opinions on information quality from UBTEB staff. Table 4.7 presents a summary of the opinions expressed in percentages.

Table 4.7 Information Quality

Frequency	SD	D	N	A	SA	Mean	SD
Percentage	%	%	%	%	%	%	%
	1	2	3	4	5		
The information provided by UBTEB is accurate	1.5	3.1	12.3	58.5	24.6	4.02	.800
Stakeholders are satisfied with the accuracy of information provided by UBTEB.	3.1	9.2	20	46.2	22	3.74	1.004
UBTEB provides timely updates and notifications regarding exam schedules and results.	0	6.2	7.7	46.1	40	4.20	.833
There is timely delivery of services at UBTEB	0	7.7	7.7	63.1	21.5	4.75	6.376
Stakeholders are satisfied with the timely delivery of updates and notifications from UBTEB.	0	7.7	23.1	47.7	22	3.83	.858
UBTEB considers feedback from stakeholders in decision-making processes.	0	10.8	3.1	56.9	29.2	4.05	.874
Stakeholders believe that UBTEB considers valid feedback in its decision-making processes.	1.5	9.2	10.8	49.2	29.3	3.95	.959

Source: Primary data (2024)

Results from the survey reveal that 83.1% of respondents either agreed (58.5%) or strongly agreed (25%) that the information provided by UBTEB is accurate. This high level of agreement underscores a strong confidence in the reliability of UBTEB's information, indicating that most stakeholders find the information to be precise and dependable. However, 12.3% of respondents were neutral, reflecting a mixed perception or lack of sufficient interaction with the information. Meanwhile, a small proportion of 4.6% raised reservations, with 3.1% disagreeing and 1.5% strongly disagreeing, implying minimal issues regarding accuracy. Overall,

these results illustrate the effectiveness of UBTEB's communication in preserving confidence and credibility, even while addressing the concerns of the few.

According to Participant A01, effective communication flow guarantees that all employees are aligned with company goals and task assignments. This participant underlined the need of structured communication channels, such as regular briefings and updates, in ensuring clarity and coherence in internal communications. Participant 2 also shared this position, emphasizing that well-defined communication paths are vital for aligning employees with the organization's strategic goals. *This participant stressed that regular updates and clear directives from management are vital for reducing ambiguity and ensuring that employees understand their roles and responsibilities. The alignment of these qualitative insights with the survey results underscores the importance of a robust communication flow in achieving organizational effectiveness.*

According to the survey findings, 67.7% of stakeholders are satisfied with the accuracy of the information provided by UBTEB, with 46.2% agreeing and 21.5% strongly agreeing. This indicates a strong level of satisfaction, showing that the majority of stakeholders feel that the information meets their expectations for accuracy. However, 12.3% of respondents expressed dissatisfaction, with 9.2% disagreeing and 3.1% strongly disagreeing, which points to some areas where improvements could be made. The 20% who remained neutral might not have had enough interaction to form a clear opinion or may have varied experiences with the information accuracy. Addressing these concerns and enhancing the perceived accuracy could further improve stakeholder satisfaction. *Participant A04's view that accurate and well-presented information improves task performance and decision-making supports this. Participant A02 also highlighted that clear, actionable information enhances employees' ability to execute their responsibilities effectively. These insights are consistent with the survey findings, indicating that high-quality information is crucial for enhancing performance.*

According to the poll results, 86.1% of respondents agreed (46.1%) or strongly agreed (40%) that the UBTEB delivers timely information and alerts about exam schedules and outcomes. This reflects a strong positive assessment of UBTEB's ability to ensure that stakeholders receive crucial information on time. Only 6.2%

of respondents disagreed, with none strongly disagreeing, indicating that worries regarding the timing of updates are minor. This outcome demonstrates UBTEB's effectiveness in sharing critical information in a timely way, which is critical for stakeholders' planning and decision-making processes. Participant A061 supports this by indicating that clear and timely communication allows staff to do their responsibilities more successfully and fulfill deadlines. Participant A04 also mentioned that excellent communication flow decreases misunderstandings and errors, which improves overall performance.

According to the study results, 84.6% of respondents agreed (63.1%) or strongly agreed (21.5%) that UBTEB provides prompt services. This high degree of agreement implies that customers are quite satisfied with the timing of UBTEB's services. Only 7.7% of respondents disagreed, and none strongly disagreed, indicating that concerns with service delivery timing are uncommon. This result indicates UBTEB's ability to manage service schedules, demonstrating its commitment to meeting stakeholder needs quickly and efficiently. Participant A03 defined information quality as ensuring that data supplied inside the UBTEB is accurate and relevant. They underlined the importance of using high-quality information to make sound decisions. Participant A06 stated that accurate and detailed information helps to avoid misconceptions. This understanding is consistent with the survey results, indicating a consensus on the importance of high-quality information for effective internal communications.

According to poll results, 69.7% of participants are happy with the prompt delivery of notifications and updates, with 47.7% agreeing and 21.5% strongly agreeing. This shows a generally positive view of the timeliness of UBTEB's communication, although it is slightly less enthusiastic compared to other areas. On the other hand, 7.7% of respondents disagreed and 23.1% were neutral, suggesting some variability in experiences with the delivery of updates and notifications. Improving consistency in these areas could help address mixed perceptions and further enhance stakeholder satisfaction with timely delivery of updates and notifications from UBTEB. *Participant A05 stated that delays in communication create confusion and disrupt workflow highlighting the need for improvements to ensure that all employees receive timely and consistent information.*

According to the survey results, 86.1% of respondents believe that UBTEB considers feedback from stakeholders in decision-making processes, with 56.9% agreeing and 29.2% strongly agreeing. This high percentage indicates a positive perception of UBTEB's responsiveness to stakeholder feedback. Conversely, 10.8% of respondents disagreed, with no respondents strongly disagreeing, reflecting relatively few concerns about feedback integration and 3.1 were neutral. This result demonstrates that UBTEB is viewed favorably in terms of incorporating feedback, which is vital for aligning its decisions with stakeholder expectations and improving organizational.

The survey results reveal that 78.5% of respondents either agreed (49.2%) or strongly agreed (29.3%) that UBTEB considers valid feedback in its decision-making processes. This indicates a positive perception of how UBTEB integrates feedback into its operations. However, 10.8% of respondents were neutral, and 10.7% disagreed (9.2% disagreed and 1.5% strongly disagreed), suggesting some concerns or dissatisfaction with how feedback is used. This result highlights that while many stakeholders see feedback as being considered, there is room for improvement in how feedback mechanisms are perceived and implemented. *Participant A05 expressed a favorable view, stating that "UBTEB has a structured process for gathering feedback from stakeholders and seems to genuinely incorporate it into decision-making. For instance, when they provided input on the new exam scheduling system, their suggestions were taken into account and implemented". Similarly, Participant 2 noted, "He has seen improvements in how UBTEB handles feedback, particularly in refining their internal policies and procedures. It's evident that they consider their opinions when making changes."*

4.3.3 Communication Channels

The study sought opinions on communication channels from UBTEB staff. Table 4.8 presents a summary of the opinions expressed in percentages.

Table 4.8 Communciation Channels

Frequency	SD	D	N	A	SA	Mean	SD
	%	%	%	%	%		
Percentage	1	2	3	4	5	%	%
Verbal communication effectively resolves issues and addresses concerns at UBTEB	4.6	9.2	23.1	47.7	15.4	3.60	1.012
I am satisfied with the effectiveness of verbal communication in resolving issues at UBTEB	4.6	16.9	21.5	46.2	10.8	3.42	1.044
Verbal communication contributes positively to interactions among employees at UBTEB	6.2	6.2	15.4	49.2	23	3.77	1.072
UBTEB fosters a trusting relationship with stakeholders through non-verbal communication	6.2	7.7	15.4	52.2	18.5	3.69	1.060
Non-verbal communication is important in fostering trust with stakeholders at UBTEB	4.6	4.6	15.4	63.1	12.3	3.74	.906
Non-verbal communication contributes to a positive work environment at UBTEB	3.1	7.7	15.4	55.4	18.4	3.78	.944
Written communication at UBTEB is clear and concise	6.2	0	6.2	52.3	35.3	4.11	.986
Written communication effectively contributes to information sharing within UBTEB	6.2	1.5	12.3	40	40	4.06	1.074

Source: Primary data (2024)

The survey results indicate that a combined 63.1% of respondents agree (47.7%) or strongly agree (15.4%) that verbal communication is effective in resolving issues and addressing concerns at UBTEB. This high percentage suggests that verbal communication, such as face-to-face discussions and phone calls, is generally perceived as a useful tool for managing and resolving workplace issues. However, 23.1% of respondents remained neutral, which could imply a lack of strong opinion or varied experiences with verbal communication's effectiveness. A combined 13.8% of respondents disagree (9.2%) or strongly disagree (4.6%), reflecting some dissatisfaction or ineffectiveness in specific instances. This lower percentage might point to cases where verbal communication alone failed to address issues or where follow-ups were inadequate. *They were aligned to Participant A06 who highlighted*

that verbal communication is often effective for quick resolution of immediate concerns but noted that its success heavily depends on follow-up and documentation. Participant A01 supported this by noting that well-managed channels facilitate smooth information flow and enhance external communication effectiveness especially from stakeholders. These insights align with the survey results, underscoring the importance of effective communication channels in supporting organizational communication.

The survey reveals that 57% of respondents are either satisfied (46.2%) or very satisfied (10.8%) with the effectiveness of verbal communication in resolving issues. This indicates a positive perception of verbal communication's role in issue resolution. However, 21.5% of respondents are neutral, suggesting a lack of strong feelings or mixed experiences. Meanwhile, a combined 21.5% of respondents disagree (16.9%) or strongly disagree (4.6%), indicating that some find verbal communication insufficient for effectively addressing issues. This dissatisfaction may reflect instances where verbal communication did not meet expectations or failed to resolve problems adequately. *This aligned with the views of Participant A03 who expressed general satisfaction but noted that effectiveness might be reduced if there is a lack of formal documentation. Participant A04 agreed that while verbal communication can be effective, it does not always meet everyone's needs, reflecting the dissatisfaction found in the survey.*

According to the survey, a combined 72.3% of respondents agree (49.2%) or strongly agree (23.1%) that verbal communication enhances interactions among employees. This high percentage indicates that verbal communication is generally seen as beneficial for fostering positive interactions and teamwork. However, 15.4% of respondents are neutral, indicating that some may not have a strong opinion or might have varying experiences. A combined 12.4% of respondents disagree (6.2%) or strongly disagree (6.2%), suggesting that verbal communication does not always contribute positively, possibly due to ineffective communication or interpersonal issues.

According to the survey results, a total of 70.7% of participants strongly agree (18.5%) or agree (52.3%) that UBTEB builds trust with stakeholders through nonverbal communication. This suggests a strong conviction in the use of nonverbal

clues in establishing trust, such as body language and facial expressions. On the other hand, 15.4% are neutral, indicating ambiguity or differing opinions. A combined 13.9% of respondents disagree (7.7%) or strongly disagree (6.2%), demonstrating that for some, non-verbal communication may not be helpful in developing trust, potentially due to misinterpretation or absence of clear non-verbal clues.

The majority of respondents—75.4% in total—see non-verbal communication as essential to establishing trust with stakeholders. Of these, 63.1% agree and 12.3% strongly agree. This powerful impression emphasizes how crucial nonverbal cues are to developing trust. 15.4%, on the other hand, are neutral, indicating some ambiguity or a range of experiences. 9.2% of respondents overall disagreed (4.6%) or strongly disagreed (4.6%), suggesting that nonverbal communication may not be as important in building trust for certain people as it is for others, maybe as a result of different communication preferences or contextual circumstances.

Participant A03 underlined the importance of gestures and eye contact in fostering a trustworthy and confident environment. Effective nonverbal communication improves interpersonal connections and aids in the development of long-term trust among stakeholders, according to participant A05.

According to the poll results, 73.8% of participants strongly agree (18.5%) or agree (55.4%) that nonverbal communication fosters a pleasant work atmosphere. This implies that people commonly believe that nonverbal cues improve the environment at work. 15.4%, on the other hand, are indifferent, suggesting some ambiguity or differing views regarding the significance of nonverbal communication. 10.8% of respondents overall disagreed (7.7%) or strongly disagreed (3.1%), indicating that nonverbal communication may not always be viewed as having a positive impact. This could be because nonverbal cues are interpreted differently by each individual or because nonverbal cues are applied inconsistently. *Participant A01 mentioned that while non-verbal communication plays a role in shaping the work environment, its impact can be diminished if not supported by effective verbal communication and organizational policies. This aligns with the idea that non-verbal communication is one part of a larger communication strategy.*

According to the study results, 87.6% of respondents agree (52.3%) or strongly agree (35.4%) that UBTEB's written communication is clear and straightforward. This high percentage demonstrates overall satisfaction with the clarity and precision of written communications. However, 6.2% are neutral, indicating some degree of indifference or unpredictability in experiences. A total 6.2% of respondents disagreed (6.2%), indicating that written communication is not always seen as clear or succinct, which may reflect specific concerns with written documents or communication processes. Participant A03 appreciated written communication for its clarity and efficacy, stating that it aids in task comprehension and execution. He said that, while generally straightforward, occasional flaws with complexity or structure can generate misunderstanding, which is consistent with the survey findings.

Participant 03 praised the clarity and conciseness of written communication, claiming that well-structured emails and reports enhance efficient workflow and reduce the likelihood of misunderstandings. They underlined how effective written communication improves decision-making and work performance. Participant 02 indicated that, while written communication is usually clear, occasional errors with too sophisticated wording or structure can cause confusion. They suggested that lowering language and improving document design could solve these concerns, representing the 6.2% who disagreed.

According to the poll, 80.0% of respondents agree (40.0%) or strongly agree (40.0%) that written communication is an effective way to provide information within UBTEB. This demonstrates a strong conviction in the importance of written communication in spreading information. However, 12.3% are neutral, which indicates some doubt or mixed experiences. A combined 7.7% of respondents disagree (6.2%) or strongly disagree (1.5%), pointing to occasional challenges with written communication, such as issues with completeness or clarity that might hinder effective information sharing. The qualitative responses highlight several challenges with communication channels. *However, Participant A06 noted that while various channels are used, inconsistent use and lack of training on effective communication can lead to ineffective information dissemination. This feedback supports the survey findings that while many employees see communication channels as beneficial, issues with channel effectiveness and usage can impact*

overall performance. The challenges mentioned reflect the need for improved training and integration of communication tools to ensure they support rather than hinder performance

4.3.3 Project Performance

The study sought opinions on project performance from UBTEB staff. Table 4.9 presents a summary of the opinions expressed in percentages.

Table 4.9 Project Performance

Frequency	SD	D	N	A	SA	Mean	SD
Percentage	%	%	%	%	%	%	%
	1	2	3	4	5		
Employees at UBTEB demonstrate high productivity in their roles	6.2	12.3	6.2	50.8	24.5	3.75	1.146
I am satisfied with the productivity of my colleagues at UBTEB	3.1	10.8	4.6	53.8	27.7	3.92	1.020
The work environment at UBTEB positively influences employee productivity	3.1	9.2	7.7	53.8	26.2	3.91	.996
UBTEB strives for excellence in delivering services.	1.5	3.1	4.6	35.4	55.4	4.40	.844
I am satisfied with the level of service excellence provided by UBTEB.	0	9.2	15.4	43.1	32.3	3.98	.927
Service excellence is a priority in the work culture at UBTEB.	0	4.6	3.1	50.8	41.5	4.29	.744
Stakeholders are satisfied with the quality of services provided by UBTEB	0	1.5	15.4	53.8	29.3	4.11	.710
I am satisfied with the level of client satisfaction achieved by UBTEB	1.5	6.2	18.5	53.8	20	3.85	.870
Client satisfaction is a key focus in the delivery of services at UBTEB	4.7	0	1.5	52.3	41.5	4.26	.889

Source: Primary data (2024)

The study revealed that majority 75.3% of respondents either agreed (50.8%) or strongly agreed (24.5%) that employees at UBTEB demonstrate high productivity in their roles. This signifies that a significant majority of employees perceive their colleagues as productive. A notable portion of respondents agreed or strongly

agreed that their colleagues are effective and efficient in their roles, which implies a strong belief in the capability and performance of peers within UBTEB. Meanwhile, 6.2% of respondents were neutral, indicating some uncertainty or mixed feelings about the productivity levels of their colleagues. However, 18.5% of respondents either disagreed (12.3%) or strongly disagreed (6.2%), pointing to a minority that perceives a gap in productivity, which suggests areas where improvements could be made to enhance overall performance.

The study further revealed that 81.5% of respondents either agreed (53.8%) or strongly agreed (27.7%) that they are satisfied with the productivity of their colleagues at UBTEB. This implies a high level of satisfaction with colleagues' productivity. The majority agreeing or strongly agreeing with this statement indicates a widespread acknowledgment of colleagues' contributions to their roles. On the other hand, 4.6% of respondents were neutral, suggesting some uncertainty or ambivalence regarding their colleagues' productivity. Furthermore, 13.9% of respondents either disagreed (10.8%) or strongly disagreed (3.1%), reflecting a small portion of dissatisfaction, which could point to specific issues or areas for potential improvement in team dynamics or individual performance.

According to the study findings, the overwhelming majority of the respondents 80% either agreed (53.8%) or strongly agreed (26.2%) that the work environment at UBTEB positively influences employee productivity. This suggests that the majority of employees perceive the workplace conducive to productivity. The high level of agreement indicates that the work environment at UBTEB is viewed as supportive and motivating. However, 7.7% of respondents were neutral, showing some confusion or conflicting feelings about the work environment's impact on productivity. Meanwhile, 12.3% of respondents either disagreed (9.2%) or strongly disagreed (3.1%), indicating that certain employees have challenges or hurdles in the workplace that may be addressed to improve productivity.

The results revealed that 90.8% of respondents either agreed (35.4%) or strongly agreed (55.4%) that UBTEB strives for excellence in delivering services. This demonstrates a firm conviction in UBTEB's dedication to service quality. The overwhelming agreement shows that employees appreciate and cherish UBTEB's efforts to provide high-quality services. However, 4.6% of respondents were

neutral, indicating some ambivalence or doubt regarding UBTEB's commitment to excellence. A small minority, 4.6%, either disagreed (3.1%) or strongly disagreed (1.5%), suggesting there may be areas where service delivery could be improved or where expectations are not being fully met. *Participant A01 stated, "UBTEB's focus on quality is evident in our continuous improvement initiatives and training programs." In contrast, Participant A02 commented, "While there is a strong push for excellence, resource limitations sometimes hinder our ability to achieve the highest standards*

The study findings revealed that 75.4% of respondents either agreed (43.1%) or strongly agreed (32.3%) that they are satisfied with the level of service excellence provided by UBTEB. This implies a high level of satisfaction with the quality of services offered. The majority agreement suggests that employees are generally pleased with the standard of services provided by UBTEB. However, 15.4% of respondents were neutral, indicating some level of uncertainty or mixed feelings about the service excellence. Meanwhile, 9.2% of respondents disagreed, indicating a portion of the workforce that is dissatisfied with the service quality, pointing to potential areas for enhancement.

Majority of the respondents 92.3% either agreed (50.8%) or strongly agreed (41.5%) that service excellence is a priority in the work culture at UBTEB. This signifies a strong cultural emphasis on achieving high standards of service. The high level of agreement reflects a collective commitment to prioritizing service excellence within UBTEB's work culture. Only 3.1% of respondents were neutral, suggesting minimal uncertainty about this cultural aspect. A small minority, 4.6%, disagreed, indicating there may be isolated views or experiences where service excellence is perceived as less prioritized. *Participant A05 highlighted, "Service excellence is ingrained in our culture, and we are continually encouraged to uphold high standards."*

83% of respondents either agreed (53.8%) or strongly agreed (29.2%) that stakeholders are satisfied with the quality of services provided by UBTEB. This implies a high level of perceived stakeholder satisfaction. The substantial agreement indicates a strong belief among employees that stakeholders are pleased with the services they receive. However, 15.4% of respondents were

neutral, reflecting some uncertainty or variability in perceptions of stakeholder satisfaction. A very small percentage, 1.5%, disagreed, suggesting that a few employees perceive stakeholder satisfaction to be lower, highlighting areas for potential service improvement.

73.8% of respondents either agreed (53.8%) or strongly agreed (20%) that they are satisfied with the level of client satisfaction achieved by UBTEB. This signifies a high level of internal satisfaction regarding client satisfaction. The majority agreement suggests that employees are confident in the satisfaction levels of UBTEB's clients. However, 18.5% of respondents were neutral, indicating some uncertainty or mixed views about client satisfaction. Meanwhile, 7.7% of respondents either disagreed (6.2%) or strongly disagreed (1.5%), suggesting there are areas where client satisfaction could be improved.

The study revealed that 93.8% of respondents either agreed (52.3%) or strongly agreed (41.5%) that client satisfaction is a key focus in the delivery of services at UBTEB. This signifies a strong emphasis on client satisfaction within UBTEB. The overwhelming agreement indicates that employees recognize and prioritize client satisfaction in their service delivery. Only 1.5% of respondents were neutral, suggesting minimal uncertainty about this focus. However, 4.6% of respondents either disagreed (3.1%) or strongly disagreed (1.5%), highlighting that a small portion may feel that client satisfaction is not always the primary focus. *Participant A05 noted, "Our policies and practices are designed to ensure high client satisfaction, and we constantly strive to meet their needs." Conversely, Participant A06 mentioned, "While client satisfaction is a priority, there are times when operational challenges can impact our ability to maintain it.*

Additionally, key informants highlighted that the quality of information shared within UBTEB was also identified as a critical factor influencing employee performance. High-quality, accurate, and clear information ensures that employees have the necessary knowledge to execute their tasks effectively. Participant A03 remarked, "When the information we receive is accurate and timely, it enhances our decision-making and performance." However, issues with information quality, such as outdated or unclear information, can lead to errors and inefficiencies. In terms of communication channels, participants noted that

the use of various channels like emails, meetings, and internal portals plays a significant role in how effectively information is shared and received. Participant A04 stated, "Different communication channels serve different purposes, and using the right channel for the right message is crucial for maintaining clarity and effectiveness.

4.4 Inferential Statistics

4.4.1 Regression Analysis

This study adopted a multiple regression analysis which enabled the researcher to examine the influence of internal communication on the performance of employees of Uganda Business and Technical Examinations Board. The results are presented here below

4.4.2 Multiple regression analysis of coefficient

The multiple regression for this study between the internal communication and employee performance at UBTEB was analysed in table 4.10 below

Table 4.10 Multiple regression analysis of coefficient

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	5.420	4.779		1.134	.261
1					
Communication Flow	.580	.098	.997	5.895	.000
Information Quality	-.206	.091	-.390	-2.273	.027
Communication Channels	.712	.115	.470	6.201	.000

Source: Primary data (2024)

The multiple regression was analyzed and comprehensively interpreted per each study objective as captured below.

4.4.2.1 Communication Flow and Employee Performance

The multiple regression analysis indicates a highly significant p-value of 0.000 for communication flow, which is well below the conventional threshold of 0.05. This

result provides strong evidence that communication flow has a significant impact on employee performance. The positive coefficient suggests that effective communication flow is strongly associated with improved employee performance at UBTEB. This conclusion suggests that when communication channels are well-established and information is efficiently conveyed throughout the firm, employee performance improves. The significant result rejects the null hypothesis, which states that communication flow has no effect on employee performance. As a result, the study supports the alternative hypothesis that excellent communication flow is vital for improving employee performance, emphasizing the need of resolving any bottlenecks in communication processes to build a more productive work environment.

4.4.2.2 Information Quality and Employee Performance

The study yields a p-value of 0.027 for information quality, which is less than the 0.05 significance level. This research demonstrates that information quality has a major impact on employee performance. Specifically, the negative coefficient related with information quality indicates that poor information quality is linked to decreased employee performance. In practical words, this means that when employees' information is confusing, erroneous, or inadequate, it has a negative impact on their capacity to function effectively.

The significant p-value leads to the rejection of the null hypothesis, which proposed that information quality has no impact on employee performance. Consequently, the study supports the alternative hypothesis, highlighting the critical role of ensuring high-quality, accurate, and clear information to boost employee performance. Organizations should prioritize improving the quality of the information they disseminate to enhance overall performance.

4.4.2.2 Communication Channels

The coefficient for communication channels is associated with a p-value of 0.000, indicating a high level of statistical significance. This result suggests that the effectiveness of communication channels has a substantial and positive influence on employee performance. The positive coefficient implies that well-designed and efficiently managed communication channels are strongly correlated with better performance outcomes for employees at UBTEB.

The p-value being less than 0.05 provides clear evidence to reject the null hypothesis, which proposed that communication channels do not significantly affect employee performance. The significant result reinforces the idea that optimizing communication channels such as through improved platforms or processes for information sharing can lead to enhanced performance. Thus, the findings highlight the importance of investing in effective communication infrastructure to support and improve employee productivity.

4.5.1 Model Summary

Table 4.11 Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.822 ^a	.676	.660	3.96355

Source: Primary data (2024)

The model summary indicates a strong positive relationship between internal communication variables (communication flow, information quality, and communication channels) and employee performance at UBTEB, as evidenced by the correlation coefficient (R) of 0.822. The R Square value of 0.676 signifies that approximately 67.6% of the variability in employee performance can be explained by these internal communication variables. The Adjusted R Square of 0.660, slightly lower than the R Square, accounts for the number of predictors in the model and suggests that the model is a good fit for the data. The standard error of the estimate (3.96355) provides a measure of the average distance that the observed values fall from the regression line, indicating a moderate level of accuracy in predictions. This strong relationship implies that improvements in internal communication at UBTEB are likely to result in significant enhancements in employee performance, highlighting the critical role of effective communication in organizational success.

4.5.2 ANOVA Analysis

Table 4.12 ANOVA Analysis

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	2000.845	3	666.948	42.454	.000 ^b
Residual	958.293	61	15.710		
Total	2959.138	64			

Source: Primary data (2024)

The findings of the Analysis of Variance (ANOVA) from table 4.12 for the regression model applied for this study revealed an F- statistics 17.553 and with a significance level of p-value 0.000 which is less than 0.05, an indication that the model was statistically significant. This implies that the relationship between internal communication on the performance of employees of Uganda Business and Technical Examinations Board was statistically significant. Therefore, Researchers can rely on this study to draw conclusions and make informed decisions about the relationships between the independent variables (internal communication) and dependant variable (employee performance).

In conclusion of this chapter, communication flow exhibits the highest strength and effect on employee performance. This is evidenced by its positive coefficient of 0.580 and a statistically significant p-value of 0.000, indicating a robust and positive relationship with performance outcomes. In contrast, communication channels, with a coefficient of 0.712 and a p-value of 0.000, also show a positive effect but to a slightly lesser degree compared to communication flow. Information quality, although statistically significant with a p-value of 0.027, has a negative coefficient of -0.206, suggesting that poor information quality detracts from performance. Therefore, the analysis highlights that enhancing communication flow has the most substantial impact on improving employee performance at UBTEB, while addressing communication channels and improving information quality are also important but to a lesser extent.

CHAPTER FIVE

SUMMARY, DISCUSSION, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

The purpose of the study was to examine the influence of internal communication on the performance of employees of Uganda Business and Technical Examinations Board. This chapter presented the summary, discussions, conclusions and recommendations anchored on the research findings.

5.2 Summary of the Study Findings

The summary of the study findings in regards to the study objectives are presented below.

5.2.1 Communication Flow and Employee Performance

The first goal of this research was to investigate the impact of communication flow on employee performance at the Uganda Business and Technical Examinations Board (UBTEB). The data revealed a positive association between communication flow and employee performance, with a p-value of 0.000, implying that good communication inside the firm boosts productivity. The study also found that communication flow had a statistically significant positive effect on employee performance, highlighting its vital role in organizational success. As a result, the null hypothesis, which said that communication flow does not improve employee performance, was rejected, while the alternative, which states that effective communication flow improves employee performance, was accepted. The descriptive statistics revealed that the majority of respondents recognized the existence of a constructive communication environment at UBTEB. Respondents were generally in agreement on a number of issues, including the timeliness, clarity, and completeness of information transmission across the business. This consensus emphasizes UBTEB's dedication to maintaining an open and efficient communication flow, which, according to the study, is essential for increasing staff performance.

5.2.2 Information Quality and Employee Performance

The second objective for this study was to assess the influence of information quality on employee performance at UBTEB. The regression analysis revealed that information quality has a significant positive significant effect on employee performance, as indicated by a p-value of 0.027, which is below the 0.05 threshold for significance. This result suggests that the quality of information plays a critical role in how well employees perform their duties. Consequently, the null hypothesis, which stated that information quality does not affect employee performance, was rejected in favor of the alternative hypothesis which states that information quality has a significant effect on employee performance.

Descriptive results revealed that employees at UBTEB have a strong positive perception on information quality. The majority of the employees felt well-informed about management decisions and believed that their superiors effectively communicated roles and responsibilities, contributing to a collaborative and successful team environment. Furthermore, there was a strong belief in the fairness and transparency of the strategies guiding the organization, which fosters trust among employees. While the majority of respondents were confident in the confidentiality practices, some areas may still require improvement. Additionally, inter-departmental collaboration is perceived as a significant strength, enhancing the overall quality of information exchange and positively impacting employee performance.

5.2.3 Communication Channels and Employee Performance

The third objective was to analyse the influence of communication channels on employee performance in UBTEB. The regression analysis revealed that communication channels have a strong positive significant effect on employee performance, as evidenced by a p-value of 0.000, which indicates a high level of statistical significance. This finding underscores the importance of effective communication channels in enhancing employee performance. The exceptionally low p-value provides strong evidence to reject the null hypothesis, which posited that communication channels do not significantly affect employee performance and accept the alternative which indicates that communication channels have a significant effect on employee performance.

The descriptive findings revealed that verbal communication at UBTEB is widely perceived as an effective tool for resolving issues and addressing concerns, with many employees expressing satisfaction with its role in issue resolution. Additionally, verbal communication is seen as instrumental in enhancing interactions among employees, fostering positive teamwork and collaboration. Non-verbal communication also plays a significant role in the organization, with a strong belief among employees that non-verbal cues, such as body language and facial expressions, are crucial for building trust with stakeholders and contributing to a positive work environment. Despite this, there is some neutrality regarding the impact of non-verbal communication, suggesting varied opinions. Written communication is highly regarded within UBTEB, with most respondents viewing it as clear, concise, and effective for information sharing, reflecting a general satisfaction with the written communication processes in the organization.

5.3 Discussions of Findings

This section presented a discussion of the study findings as per the study objectives as explained below.

5.3.1 Communication Flow and Employee Performance

The regression analysis yields a very significant p-value of 0.000 for communication flow, which is significantly below the standard threshold of 0.05. This research highlights the significant impact that excellent communication flow has on staff performance at UBTEB. The regression coefficient is positive, indicating that improved communication flow is highly connected with increased employee performance. These findings are consistent with existing literature, which highlights the importance of effective communication in boosting organizational performance. For example, Osborne and Hammoud (2017) argue that successful horizontal communication builds better bonds among employees, increasing overall productivity and performance. This is consistent with our findings, which show that UBTEB employees experience a pleasant communication environment characterized by timely and clear information exchanges. Respondents' unanimity on the effectiveness of communication supports the premise that excellent communication strategies lead to better employee outcomes.

Furthermore, the descriptive statistics show that respondents strongly agree on the clarity, timeliness, and completeness of communication within UBTEB. This confirms prior research, like as that of Rukmana and SE (2018), who argue that both downward and upward communication play important roles in organizational effectiveness. Effective information and feedback sharing requires both downward communication (from supervisors to subordinates) and upward communication (from subordinates to supervisors).

The results, which demonstrate that workers value thoroughness and clarity in communication, are consistent with research by Robbins, Judge, and Campbell (2010) and Greenberg and Baron (2008), who discovered that upward communication improves workers' capacity to voice issues and suggestions, resulting in better work output. This emphasizes how important channels of communication are for enabling workers to participate in decision-making processes as well as for easing the flow of information.

Furthermore, the study's findings are consistent with other studies suggesting that upward communication improves worker performance. Greenberg et al. (1997), for instance, contend that upward communication allows staff members to voice their opinions and concerns to higher-ups, which may result in improved skill identification and higher output. The study also supports the premise that a lack of upward communication might impair company goals and employee engagement, as observed by Tubbs. Our results are consistent with past research, indicating that improving employee performance and organizational effectiveness requires an efficient flow of information both upward and below. Therefore, the UBTEB results confirm how crucial it is to have strong communication channels in order to promote employee success and overall organizational health

5.3.2 Information Quality and Employee Performance

Information quality has a considerable impact on employee performance, as evidenced by the analysis, which finds a significant p-value of 0.027 for this variable. This finding is consistent with previous research that emphasizes how crucial high-quality information is to improving organizational success. Descriptive statistics support this conclusion even more, demonstrating that UBTEB staff members generally view the quality of the information they get as favorable. The

respondents think their superiors do a good job of communicating duties and responsibilities, and they feel well-informed about management decisions. A collaborative and trustworthy work atmosphere is fostered by this perception of open and transparent communication, and enhanced employee performance depends on it. These results are in line with the arguments made by Clampitt and Downs (1993), who contend that improving internal communication increases productivity and produces higher-quality services. This highlights the significance of high-quality information for the success of a business.

The favorable opinion that employees have about the quality of the information is consistent with studies conducted by Terek et al. (2015) and Hunt et al. (2000) that demonstrate the relationship between employee engagement and communication satisfaction. These studies indicate that effective communication—including the caliber of information shared—plays a substantial impact on employee satisfaction and performance, despite the fact that they mostly concentrate on organizational success and culture. UBTEB's strong commitment in the equity and openness of its organizational methods validates the claim that effective communication fosters employee trust and engagement. According to Carriere and Bourque (2009), who stress the critical importance of communication in business management, this trust is essential for creating a productive work environment and accomplishing organizational goals.

Even if the majority of respondents had faith in the confidentiality procedures, there may still be room for improvement in a few areas. This observation aligns with the views of Schwartzman (1989) and Cooren (1999), who contend that communication entails comprehension, respect for one another, and follow-through in addition to the transmission of information. In order to guarantee that all parties are on the same page and actively participating, effective communication is a two-way process that needs to be constantly assessed and enhanced. In educational contexts, Bordia et al. (2004) underline that good communication is vital for institutional performance, highlighting the necessity for continuing examination and refinement of communication instruments. Up order to improve employee performance and satisfaction, UBTEB should fill up any information quality gaps. This will help to maintain communication as a crucial element of organizational management.

5.3.3 Communication Channels and Employee Performance

The research yields a p-value of 0.000 for communication channels, showing that their effectiveness has a dramatic and beneficial impact on employee performance. This finding is supported by the descriptive data, which show that UBTEB employees believe verbal communication is highly helpful in resolving conflicts and promoting positive connections. The satisfaction with verbal communication is consistent with Gibson, Ivancevich, and Donnelly's (2009) argument that the mode of communication has a major impact on message delivery and employee performance. Effective verbal communication, especially face-to-face contacts, is critical in managing and resolving workplace difficulties, boosting teamwork, and promoting collaboration, which in turn increases overall employee performance.

Furthermore, the study emphasizes the importance of nonverbal communication at UBTEB, with employees stating that nonverbal indicators like as body language and facial expressions are critical for establishing trust with stakeholders and fostering a healthy workplace. This study lends support to Marshall's (1964) theory that the medium of communication has a considerable impact on its effectiveness. Nonverbal communication, as described, contributes to trust-building and a supportive work environment, in line with Froom's (1998) explanation of the function of communication channels in improving internal processes. The use of nonverbal clues complements verbal communication and builds interpersonal ties inside the organization, therefore contributing to better performance.

Furthermore, the literature indicates that businesses use a variety of communication methods, such as intranet, reports, and memoranda, to enhance information flow and support corporate goals (Gibson et al., 2009). This is consistent with the study's findings, which show that several communication channels, such as newsletters and bulletin boards, are used to disseminate information and coordinate team efforts (Cheryl et al., 2011). The favorable impact of these channels on staff performance at UBTEB highlights the need of a systematic approach to selecting and maintaining communication means. Cully et al. (2000) emphasized the need of effective communication channels in preserving organizational efficiency and employee engagement. The study's findings are

consistent with these viewpoints, underlining the necessity of using proper communication channels to improve organizational performance and employee happiness.

5.4 Conclusions

The study concluded that internal communication has a statistically significant influence on the performance of employees at UBTEB. The conclusions for each study objective are highlighted below:

5.4.1 Communication Flow and Employee Performance

The study revealed that effective communication inside UBTEB considerably improves staff performance. A pleasant and transparent communication environment was identified as a critical factor in ensuring that employees are well-informed, engaged, and capable of carrying out their jobs effectively. The study's findings confirmed the rejection of the null hypothesis, which stated that communication flow has no effect on employee performance. Instead, the study confirmed that good communication flow, defined as fast, clear, and accurate information sharing, led to better employee productivity and overall organizational efficiency. This conclusion emphasizes the need for UBTEB to maintain and further build strong communication channels that promote open debate and input across all levels of the organization.

5.4.2 Information Quality and Employee Performance

The quality of information offered to employees was discovered to be a significant predictor of their success. The study found that high-quality information, as defined by its clarity, correctness, and completeness, had a favorable and statistically significant impact on employee performance. In contrast, low information quality was connected to decreased employee effectiveness, showing that when employees get confusing or erroneous information, their ability to operate optimally is hindered. The rejection of the null hypothesis in this case emphasizes the essential role that information quality plays in allowing employees to reach their maximum potential. As a result, UBTEB must emphasize the transmission of high-quality information to promote informed decision-making and efficient task execution among its workforce.

5.4.3 Communication Channels and Employee Performance

The investigation found that the effectiveness of communication channels has a substantial impact on staff performance at UBTEB. The study found a robust and favorable association between well-structured communication channels and staff productivity. The study showed compelling evidence to reject the null hypothesis, which claimed that communication channels have no meaningful effect on employee performance. The study emphasized the significance of multiple kinds of communication vocal, nonverbal, and written in promoting a healthy work environment, boosting collaboration, and building trust both within the business and with external stakeholders. Effective communication channels guarantee that staff are well-informed, aligned with organizational goals, and capable of working cohesively, therefore contributing to the overall success of UBTEB.

5.5 Recommendations

In accordance with the three objectives of the study, the major recommendations for this study are highlighted below

5.5.1 Communication Flow and Employee Performance

UBTEB should set up regular feedback channels that allow employees to express their issues, provide comments, and recommend improvements to communication processes. These feedback loops are critical to establishing a transparent and inclusive communication climate in which employees feel heard and valued. By actively engaging employees in the communication process, UBTEB may identify and handle potential issues before they escalate, thereby ensuring open and effective communication channels throughout the organization.

The Department of Communication should hold periodic training sessions for both staff and management to improve their communication abilities. These training sessions should emphasize critical skills such as active listening, message clarity, and establishing an open communication culture. UBTEB can ensure that all messages are communicated clearly and understandably by providing personnel with the tools and information they require. This not only reduces the possibility of misunderstandings, but also promotes a more collaborative and productive work atmosphere.

UBTEB should implement digital communication tools to enable real-time information exchange across the enterprise. Modern communication technology, including as internal message systems, digital newsletters, and virtual meeting tools, can significantly improve the speed and efficiency of information delivery. These systems enable instant updates, rapid decision-making, and ongoing involvement, ensuring that all employees are aware and aligned with the organization's goals and initiatives. Using these digital technologies, UBTEB can maintain continuous communication, even in a fast-paced work environment.

The Human Resources Department shall undertake frequent checks on communication flow inside UBTEB. These assessments may include conducting surveys, convening focus groups, and using other feedback techniques to examine the effectiveness of existing communication channels. By assessing and analyzing communication procedures on a regular basis, the HR department can identify any hurdles or inefficiencies that may impede successful communication. Addressing these issues swiftly will assist maintain a continuous flow of information which is crucial for maintaining high levels of employee performance and organizational success.

5.5.2 Information Quality and Employee Performance

UBTEB should create standardized standards for information distribution to ensure that all communications are clear, correct, and comprehensive before being shared with employees. These protocols should specify the stages for checking information accuracy, communication approval processes, and information distribution methods. By creating such standards, UBTEB may considerably limit the occurrence of misunderstandings, errors, and disinformation, promoting an atmosphere in which employees can rely on the information they receive to properly do their responsibilities.

The Department of Communication should develop an internal audit mechanism to frequently assess the quality of information given inside the institution. This audit system could include periodic inspections to ensure the accuracy, relevance, and timeliness of information distributed, particularly in critical areas such as policy changes, management decisions, and strategic initiatives. By regularly monitoring and analyzing the quality of information flow, UBTEB can discover any

communication gaps or vulnerabilities and take corrective action as soon as possible. This proactive strategy will assist ensure that the information reaching employees is of the greatest quality, allowing them to make educated decisions and perform their tasks confidently.

UBTEB should invest in employee training programs geared toward good information management. These programs should emphasize the value of quality information in decision-making processes, emphasizing how accurate and well-structured information may result in better outcomes for both people and the company as a whole. Topics covered in training sessions may include data management, effective communication skills, and the efficient use of information technology tools to obtain and utilize information. UBTEB may improve employees' ability to efficiently manage information by providing them with the essential skills and knowledge. This ensures that they are well-prepared to handle the demands of their employment.

The Information Technology Department should improve the digital instruments used for information sharing, making them more user-friendly and capable of facilitating high-quality information flow. This includes modernizing current systems, making information more accessible, and giving proper assistance and training to users so they can fully utilize the available capabilities. UBTEB can promote the smooth and effective transmission of information across the business by investing in strong and dependable digital platforms, reducing delays and ensuring that employees have access to the information they require when they need it. This technology support is critical in protecting the integrity and quality of information, which leads to higher employee performance.

5.5.3 Communication Channels and Employee Performance

UBTEB should vary its communication channels by using both traditional and digital ways to ensure that all employees, regardless of technology skill, have access to critical information and engage in corporate communication. Traditional means, such as in-person meetings, printed newsletters, and bulletin boards, should be used alongside digital platforms such as emails, intranets, and instant messaging services. By providing a choice of communication alternatives, UBTEB can accommodate varied preferences and capabilities, allowing all employees to keep

informed and involved. This diversity of communication channels also assures that no employee is excluded from critical discussions or decisions owing to a lack of access to particular communication tools.

The Public Relations Department should improve its nonverbal communication training for workers, emphasizing the importance of body language, tone of voice, facial expressions, and other nonverbal clues in effective communication. Nonverbal communication is crucial for establishing trust and cultivating strong connections within an organization. Training sessions should be tailored to assist employees precisely comprehend and interpret these signs, allowing them to communicate more effectively and compassionately with their coworkers and superiors. By increasing non-verbal communication skills, UBTEB can increase interpersonal relationships, minimize misunderstandings, and promote a more collaborative and supportive work environment.

UBTEB should review the effectiveness of its communication channels on a regular basis using systematic surveys, feedback sessions, and focus groups. These evaluations will provide significant insights into how well current communication strategies meet the needs of employees and the organization as a whole. Based on the comments, UBTEB should be prepared to make changes and enhancements to increase the efficiency of communication channels. This could include improving digital platforms, fine-tuning communication methods, or introducing new tools and techniques to better suit the changing needs of the workplace. Regular assessments ensure that communication stays dynamic, responsive, and aligned with business goals, thus increasing employee engagement and performance.

UBTEB should actively encourage an open communication culture among its employees, encouraging them to freely share information, ideas, and comments at all levels. This can be accomplished by increasing opportunities for face-to-face encounters, such as team meetings, workshops, and social gatherings, where employees can openly discuss difficulties, brainstorm solutions, and strengthen professional relationships. An open communication culture promotes transparency, trust, and collaboration, all of which are necessary for a productive and harmonious workplace. By empowering employees to express their thoughts and

contribute to decision-making processes, UBTEB can create an environment where everyone feels valued and inspired to perform at their best.

5.6 Areas recommended for further research

In conclusion, while this study shed insight on the impact of communication flow, information quality, and communication channels on employee performance at UBTEB, there are some areas that require additional research. Future research could look into the impact of digital transformation on communication practices and workforce performance. Furthermore, investigating the significance of leadership communication styles, such as transformational or transactional methods, may provide more insight into their impact on employee motivation and performance. Another intriguing area of research is the relationship between organizational culture and communication efficacy. Finally, longitudinal studies could provide a comprehensive picture of how sustained improvements in communication strategies contribute to long-term gains in employee performance and overall organizational success. These topics of further research may provide useful insights for both academic study and practical application within UBTEB and other comparable organizations.

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APPENDICES

APPENDIX A: Research Questionnaire

A questionnaire to examine the influence of internal communication on the performance of employees of Uganda Business and Technical Examinations Board.

Dear Respondent,

My name is Ninsiima Stella a student of Master of Public Administration And Management Of Uganda Christian University , I am required to conduct a research in an area of my interest. My interest in this study is to examine the influence of internal communication on the performance of employees of Uganda Business and Technical Examinations Board. You have been sampled to participate in this study and the information you give will be used strictly for academic purposes and will never be used against you or your office. The information got from you will be kept confidential. Your participation in this study is entirely voluntary. Your consent to participate is implied by your decision to complete this questionnaire.

Thank you for your cooperation.

SECTION A: BACKGROUND INFORMATION OF THE RESPONDENTS			
01	Department		
02	Current job title		
03	Gender	Male.....1 Female2	Enter the correct code <input style="width: 50px; height: 20px; border: 1px solid green;" type="text"/>
04	Age of respondent	20-25.....1 26-30.....2 31-35.....3 36-40.....4 41 and above5	<input style="width: 50px; height: 20px; border: 1px solid green;" type="text"/>
05	Level of Education	Certificate....1 Diploma2 Degree.....3	Enter the correct code <input style="width: 50px; height: 20px; border: 1px solid green;" type="text"/>

		Masters.....4 Doctorate.....5	
06	Work experience	1-5 yrs1 6-10 yrs2 11-15 yrs.....3 16 yrs and above...4	Enter the correct code <input style="border: 1px solid green; width: 50px; height: 20px;" type="text"/>

For the following questions, please tick (✓) the number of your choice as indicated in the key below

1. Strongly Disagree	2. Disagree	3. Neutral	4. Agree	5. Strongly agree		
INDEPENDENT VARIABLES						
SECTION B: COMMUNICATION FLOW AND EMPLOYEE PERFORMANCE						
	SCALE	1	2	3	4	5
1	Communication channels between managers and employees at UBTEB are clear					
2	I am well informed about decisions made by management					
3	My superiors explain my roles and responsibilities clearly					
4	I am aware of UBTEB work ethics					
5	I communicate effectively with my colleagues					
6	Organisational strategies at UBTEB are fair and objective					
7	Confidentiality of information is maintained at UBTEB					
8	Departments at UBTEB effectively collaborate					

SECTION C: INFORMATION QUALITY AND EMPLOYEE PERFORMANCE						
	SCALE	1	2	3	4	5
9	The information provided by UBTEB is accurate					
10	Stakeholders are satisfied with the accuracy of information provided by UBTEB.					
11	UBTEB provides timely updates and notifications regarding exam schedules and results.					
12	There is timely delivery of services at UBTEB					
13	Stakeholders are satisfied with the timely delivery of updates and notifications from UBTEB.					
14	UBTEB considers feedback from stakeholders in decision-making processes.					
15	Stakeholders believe that UBTEB considers valid feedback in its decision-making processes.					
SECTION D: COMMUNICATION CHANNELS AND EMPLOYEE PERFORMANCE						
	SCALE:	1	2	3	4	5
16	Verbal communication effectively resolves issues and addresses concerns at UBTEB					
17	I am satisfied with the effectiveness of verbal communication in resolving issues at UBTEB					
18	Verbal communication contributes positively to interactions among employees at UBTEB					
19	UBTEB fosters a trusting relationship with stakeholders through non-verbal communication					
20	Non-verbal communication is important in fostering trust with stakeholders at UBTEB					

21	Non-verbal communication contributes to a positive work environment at UBTEB					
22	Written communication at UBTEB is clear and concise					
23	Written communication effectively contributes to information sharing within UBTEB					
DEPENDENT VARIABLE						
SECTION E: EMPLOYEE PERFORMANCE						
	SCALE	1	2	3	4	5
24	Employees at UBTEB demonstrate high productivity in their roles					
25	I am satisfied with the productivity of my colleagues at UBTEB					
26	The work environment at UBTEB positively influences employee productivity					
27	UBTEB strives for excellence in delivering services.					
28	I am satisfied with the level of service excellence provided by UBTEB.					
29	Service excellence is a priority in the work culture at UBTEB.					
30	Stakeholders are satisfied with the quality of services provided by UBTEB					
31	I am satisfied with the level of client satisfaction achieved by UBTEB					
32	Client satisfaction is a key focus in the delivery of services at UBTEB					

THANK YOU FOR YOUR TIME AND PARTICIPATION!

APPENDIX B: Interview Guide for key informant interviews

Section A:

Sex

Age

Occupation

Place of residence

Section B:

1. What do you understand by communication flow in the context of internal communications at UBTEB?
2. How has communication flow within UBTEB influenced employee performance?
3. Are there any challenges related to communication flow that influence employee performance at UBTEB? (If yes, probe why?)
4. What do you understand by information quality in the context of internal communications at UBTEB?
5. How does the quality of information within UBTEB influence employee performance?
6. Are there any challenges related to information quality that influence employee performance at UBTEB? (If yes, probe why?)
7. What do you understand by communication channels in the context of internal communications at UBTEB?
8. How do different communication channels within UBTEB influence employee performance?
9. Are there any challenges related to communication channels that affect employee performance at UBTEB? (If yes, probe why?)
10. Do you have any additional insights or questions related to the influence of internal communication on employee performance at UBTEB?

Thank you for your Cooperation

APPENDIX C: Document Review Checklist

Section A			
	Documents	Information Required	Comments
1	Journal articles	Literature on internal communication employee performance	
2	Magazines on employee performance	Literature on employee performance	
3	UBTEB annual reports	Literature on internal communication	
4	Research & Evaluations findings	Literature on internal communication	
5	UBTEB Quarterly Reports	Literature on internal communication	
6	Performance appraisal reports	Literature on employee performance	
7	Human Resource manuals	Literature on employee performance	

APPENDIX D: Krejcie & Morgan Table

N	S	N	S	N	S	N	S	N	S
10	10	100	80	280	162	800	260	2800	338
15	14	110	86	290	165	850	265	3000	341
20	19	120	92	300	169	900	269	3500	246
25	24	130	97	320	175	950	274	4000	351
30	26	140	103	340	181	1000	276	4500	351
35	32	150	108	360	186	1100	285	5000	357
40	36	160	113	380	181	1200	291	6000	361
45	40	180	118	400	196	1300	297	7000	364
50	44	190	123	420	201	1400	302	8000	367
55	48	200	127	440	205	1500	306	9000	368
60	52	210	132	460	210	1600	310	10000	373
65	56	220	136	480	214	1700	313	15000	375
70	59	230	140	500	217	1800	317	20000	377
75	63	240	144	550	225	1900	320	30000	379
80	66	250	148	600	234	2000	322	40000	380
85	70	260	152	650	242	2200	327	50000	381
90	73	270	155	700	248	2400	331	75000	382
95	76	270	159	750	256	2600	335	100000	384

Note: "N" is Population Size
 "S" is Sample Size.