



**ORGANIZATIONAL COMMUNICATION AND EMPLOYEE PERFORMANCE: A CASE OF KEMRI-WELLCOME TRUST
RESEARCH PROGRAMME, KENYA**

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ABSTRACT

Organizational communication has not only become far more intricate and diverse but also critical in organizational performance. This notwithstanding, organizational communication has been neglected by most institutions in Kenya. Furthermore, empirical evidence on the effect of organizational communication on employee performance is not clear. Based on this backdrop, the current study sought to fill this gap by examining the effect of organizational communication on employee performance at KEMRI-Wellcome Trust Research Programme, Kenya. The following specific objectives guided the study: to determine the effect of the communication channels on employee performance; to establish the effect of communication feedback on employee performance; to find out the effect of employee attitude towards organisation communication on employee performance and to examine the effect of organisational communication culture on employee performance at Kemri-Wellcome Trust Research Programme. A descriptive research design was employed to establish the effect of organizational communication on employee performance. The target population comprised of 704 management and staff of Kemri Wellcome Trust Research Programme, Kilifi. Slovin's formula was used to calculate a sample size of 255 respondents. Self-administered structured questionnaires were used to collect data. Data gathered was coded and tabulated to facilitate analysis using quantitative statistical packages for social sciences (SPSS) version 20. Descriptive statistics included percentages and measures of central tendency. Multiple linear regression was used to model the relationship between organizational communication and employee performance. The study established that communication channels ($p < .05$), feedback ($p < .05$), employee attitude towards organisation communication ($p < .05$) and organisational communication culture ($p < .05$) significantly predicts employee performance. As such, it's imperative for organizations to strive to create and maintain a positive employee attitude towards organizational communication by improving employee engagement levels in the organization as well as creating conducive work environment for employees because it was shown that employee attitude towards organisation communication affects employee performance.

Keywords: Employee Performance, Communication Channels, Communication Feedback, Employee Attitude

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INTRODUCTION

Accomplishment of any organisation relies upon how well or seriously employees carry out their activities in the organisation (Tripathi, 2009). Organisation that comprehends the impact of their labourers' well or badly, will be in position to saddle employees' yield and the rate at which they deliver (Okoye, 2004). On the off chance that the performance of employees is all-round composed, it helps organisation to enhance its benefits and frequently meet the set objectives. Furthermore, communication is the data given by an organisation to its clients whereby the clients can either be internal: workers and partners; it could be external: organizations, channel accomplices; media; government; industry; bodies and foundations: instructive and overall population (Lee, 2003; and Scott, 2004). Chen (2008) contends that an organisation ought to send comparative data to every one of its clients, to transmit unity, and quality that influences individuals to trust in them.

Organizational communication alludes to the demonstration of sending and accepting data among interrelated people inside a specific defining to accomplish shared objectives (Winska, 2010). Communication can be used as mechanical assembly of controlling behavior of individuals. A study directed by Gulman (2005) in Poland battle that communication demonstrations to control the lead of employees. In particular, communication supports motivation by illustrating to workers what ought to be done or how well they are getting along (Winska, 2010). Koontz and Weihrich (2012) opines that wrong suppositions increment when communication is in different tongues. In addition, specialists are critical to any organisation consequently their understanding into the brand and organisation decides the performance of the firm (Drake, Gulman and Roberts, 2005). Everything thought of it as, is important that employees think about the objectives of an organisation with the point that these strategies can be performed (Quirke, 2000).

Communication may take distinctive structures relying upon the way of life and standards of those conveying. Koontz and Weihrich (2012) clarify that false impressions increment when communication is in various dialects. Stewart et al., (2008) emphasizes that organisations are as a matter of first importance conveying substances; they are made out of individuals who can address each other and who need to address others. Communication happens when an organisation tries to impart a feeling of itself to different crowds, for example, employees, clients or speculators. Communication is these days comprehended not similarly as a functioning method for making, forming, and keeping up connections and empowering shared qualities, normal societies, an avarice objectives, and means for their accomplishment.

Representatives' performance can be upgraded by ensuring appropriate affirmation and reward for their undertakings, and by improving communication, learning and working conditions. It is moreover a run of the mill rehearse out in the open territory performance organization writing to talk about the 3E: Economy, Efficiency, and Effectiveness (Javier 2002; Gondal and Shahbaz, 2012). To achieve change in some arbitrary performance nevertheless, one should first perceive what describes a quality performance. It is along these lines basic to understand the segments that accept a pertinent part in any performance.

Performance estimation is the path toward get-together, researching, and also uncovering information on the performance of an individual, gathering, organisation, system, or fragment (Upadhya, Munir, and Blount, 2014). It can incorporate a review of systems, strategies, approaches, and parameters to track performance against proposed targets. O'Boyle and Hassan, (2014) evaluated performance on bases of limits in finishing responsibilities by work drive in an organisation. Bayle and Robinson (2007) propose there are three

decides that performance depends on: the game plan of organization; the nature of the affiliation's framework (organisations, supporting bodies); and the arranging of the relationship inside its particular diversion. The study implies these gauges as 'The Strategic Performance Mix'.

The KEMRI Wellcome Trust Research Program is a widely acclaimed wellbeing research unit of perfection. The program was framed in 1989 when the Kenya Medical Research Institute shaped an organization with the Wellcome Trust and the University of Oxford. The Program has throughout the most recent 26 years developed from a little gathering of 12 to a cutting edge office facilitating more than 100 research researchers and 700 care staff working crosswise over Kenya, Uganda and the district. Throughout the years the Program has exceeded expectations being used of original thoughts working with neighborhood network's to accomplish better wellbeing for Africa while additionally creating African logical pioneers. It is situated along Hospital Road in the Kilifi County.

Problem Statement

Poor channels of communication can result to delays in giving criticism and broken guarantees to clients and employees (Daft et al., 2010). There are different investigations which have been completed in Kenya on the connection between hierarchical communication and worker performance; nonetheless, the studies neglect to give a solid connection between authoritative communication and employee performance. For instance; Kibe (2014) researched the impacts of communication systems on worker performance. The investigation built up that for any hierarchical performance to be viable, an open communication condition ought to be energized. However, the study did not bring out the existing communication cultures and how they affected organizational performances. Furthermore, Atambo and Momanyi (2016) investigated the impacts of communication on employee performance

with regards to the Kenya Power and Lighting Company, South Nyanza Region. It was discovered that descending communication is valued by KPLC along these lines data is auspicious, upgrading performance. Through upward communication, the administration gets input on performance and workers can raise protestations to the administration thus upgrading performance. The study concluded that lack of proper, clear and open communication lowers employees' efficiency and causes employees to have bad attitude towards the organisation which negatively affects worker performance.

Muriithi (2013) contemplated the connection between showcase valuation and firm estimation of venture banks in Kenya and found a noteworthy connection between the two factors. Anyway the study did not think about other money related attributes. Kipkurui (2012) examined the connection between investors financing and firm estimation of insurance agencies in Kenya and did not discover any connection between the two factors. The investigation concentrated on protection area and did not think about business banks as is for the situation with the present study. Also, an ongoing contextual investigation done by Momanyi (2016) demonstrates that KEMRI - Wellcome Trust Research Program strategy rules give passing reference to setting clear performance destinations, which are connected to the corporate and marketable strategy anyway they are ineffectively directed, with little respect for guaranteeing that organisation and individual targets are adjusted as nearly as would be prudent. This means poor performance for both the representative's and the business.

Because of absence of formalized performance study at KEMRI, objectives are not plainly characterized so both the administrator and the employee don't partake in defining the objectives and in this way there is no input to the worker's with respect to how well they are advancing towards the objectives (Kibe, 2014). In addition, employees are not timely

informed on changes taking place within the organization which has direct effect on their work. Normally, the strategic plan of an organisation and its objectives cascade from the managers to subordinates in order to inform the objective setting for the employees on performance. However, this is opposite in KEMRI - Wellcome Trust Research Programme (Kirimi, 2013). Despite these empirical evidence, the studies failed to document the significance and nature of organisational communication on employee performance at KEMRI - Wellcome Trust Research Programme. This formed a good basis for the current study.

Objectives of the Study

The general objective of this study was to examine the effect of organizational communication on employee performance at KEMRI-Wellcome Trust Research Programme, Kenya. The specific objectives were:-

The specific objectives of the study were:

- To determine the effect of the communication channels on employee performance at Kemri-Wellcome Trust Research Programme.
- To establish the effect of communication feedback on employee performance at Kemri-Wellcome Trust Research Programme.
- To find out the effect of employee attitude towards organisation communication on employee performance at Kemri-Wellcome Trust Research Programme.
- To examine the effect of organisational communication culture on employee performance at Kemri-Wellcome Trust Research Programme.

The hypotheses of the study were:

- Ho₁: Communication channels have no effect on employee performance at Kemri-Wellcome Trust Research Programme.

- Ho₂: Communication feedback has no effect on employee performance at Kemri-Wellcome Trust Research Programme.
- Ho₃: Employee attitude towards organisation communication has no effect on employee performance at Kemri-Wellcome Trust Research Programme.
- Ho₄: Organisational communication culture has no effect on employee performance at Kemri-Wellcome Trust Research Programme.

LITERATURE REVIEW

Theoretical Review

Discourse Theory

The discourse theory proposed by Dreyfus and Rabinow (1982) presumes that digressive communication, for instance, composing and talking teaches people groups' exercises and fundamental administration process (Stewart et al., 2008). In particular, the human resource organization empowers individuals to make certain request and make suppositions about employees. It is beneficial of the dissent one is talking about. Morgan (1986) as alluded to by Stewart et al., (2008) composes of pictures of organisations. Talk through and through shapes foundation's world since occasionally words make reality that they portray. Study of talk hypothesis suggests that it is the tongue used in the communication occurring in the organisation that shapes establishment's world. This hypothesis tended to the free factor, communication. This hypothesis was applicable to the investigation on the grounds that the dialect utilized in communication decides the adequacy of communication and additionally its stations.

Satir Theory

This hypothesis was advocated by Virginia Satir in 1916 with an intention to enhance connections and communication inside the hierarchical structure by tending to worker's activities, feelings, and observations as they identify with their dynamism

inside the authoritative unit (Kirimi, 2013). As per this hypothesis Virginia Satir portrayed the communication style by evaluating harmoniousness. Harmoniousness is the investigation of how well verbal dialect, non-verbal communication, tone, outward appearances, and every single other component of communication fit together. Satir additionally trusted that sentiments of self-esteem affect communication. Positive self-esteem can be an incredible resource. We depend on others responses to us. In the event that you are feeling down about yourself, this inclination is regularly reflected in your communication with others (Karen, 2000). You start to trust that other individuals think you are as useless as you are feeling right then and there. Satir likewise connected self-esteem with pressure. The author trusted that people encounter pressure when the self-esteem is imperiled.

Satir Theory tended to the free factors channels of communication, disposition and communication culture. This hypothesis was pertinent to the investigation since the idea of communication directs in an organisation impacts the nature and kind of work connections among employees and also their state of mind towards each other and the organisation. Likewise, authoritative communication culture to a great extent relies upon the idea of communication channels. Open and powerful communication channels make great communication culture in an organisation.

Human Relations Theory

The human relations hypothesis founded by Elton Mayo in 1924 states that, human relations approach is critical in light of the fact that it advances a two-way communication (Wrench et al., 2015). Besides, the human relations point of view considers communication to be an apparatus that can be utilized by administration to "purchase" participation from subordinates. Lewin recognized the way that laborers need to have a voice and give contribution to their assignments (Wrench et al., 2015). The human

relations hypothesis as per Kurt Lewin can be connected essentially in a hierarchical setting by empowering communication among staff particularly when there is have to acquaint change that will lead with enhanced performance of people and the Organization. Human Relation hypothesis tended to the second autonomous variable communication input. This hypothesis was pertinent to the investigation since communication input from the two chiefs and staff is important for powerful communication in any organisation.

Empirical Review

Communication Channels and Employee Performance

Communication Channels includes a course of action of aptitudes including mindful listening, the capacity to administer a worry at the time, and the ability to see and comprehend ones estimations and those of the individual one is chatting with. Kirimi (2013) sets that persuading and able communication results in better performance. Achievement of an organisation is an impression of the sufficiency of its communication. Standard bungles in an Organization, for example, misfortunes, abuse, reproduced work and lacking work is a delayed consequence of poor communication.

A cross sectional survey conducted by Daft et al., (2010) in India found that intense communication both inside and without the organisation is an obligation in regards to heads. Insufficient communication causes colossal issues including poor laborer confirmation, nonattendance of advancement, lessened performance and a powerlessness to respond to new threats or openings in the earth. Armstrong (2009) states that convincing communication is a basic bit of any change organization program. If any change is proposed in wording and conditions of business, for instance, unforeseen pay, working methodologies, advancement, things and organizations or

organisation (mergers and acquisitions) delegates need to grasp what is proposed and how it will impact them. Guarantee to the organisation is enhanced if specialists perceive what the organisation is trying to achieve or has achieved and how this focal points them. Convincing communication makes trust as organisations take the bother to illuminate what they are doing and why.

Communication Feedback and Employee Performance

A cross sectional survey accrued out by Pitsis (2008) found that particularly feedback is the strategy in which part of the yield of a system is returned to its commitment to demand to control its further yield. It should be a key bit of guideline, getting ready and mindfulness It urges authorities to extend their potential at various times of getting ready, raise their thought in regards to qualities and open entryways for progression, and perceive exercises to be made to enhance performance. The best pioneers suitably look for contribution to refresh their performance. It is hard to act ordinarily cautious without commitment from others. Contribution from others trains individuals in lead that improves the self-information (Stewart et al., 2008).

An empirical analysis done by Robinson and Judge (2007) found that communications are more compelling where criticism is connected. It was found that gatherings specifically have an impressive favorable position of allowing this sort of input. Individuals in the working environment experience the ill effects of poor performance because of not getting criticism, an exceptionally normal situation and in many organisations. A deficiency of input happens even in little organisations, groups and in families. The 'criticism starvation' is a vacuum that happens when individuals get lacking data in connection to their performance. This worries continuous, standard and casual criticism which ought to be convenient and particular in order to enable people to discover their objectives.

Employee Attitude and Employee Performance

Existing exploratory evidence on agent environment and expert performance has become faithful relationship between worker outlook and worker performance. Specifically, most associations' right by and by observe that bidirectional communication offers a road map to see agent duty and manufacture legitimate obligation. Studies display that open two-way communication adds to brilliant agents, who are suitable in all parts of life (Anchor, 2009; Eisenberger and Stinglhamber, 2011; Rhoades and Eisenberger, 2002). Different studies have realized the supposition that delegates make sentiments concerning their driving force to the alliance recalling a definitive target to fulfill socio-excited needs and to choose the association's status to see and remunerate expanded work exertion and performance.

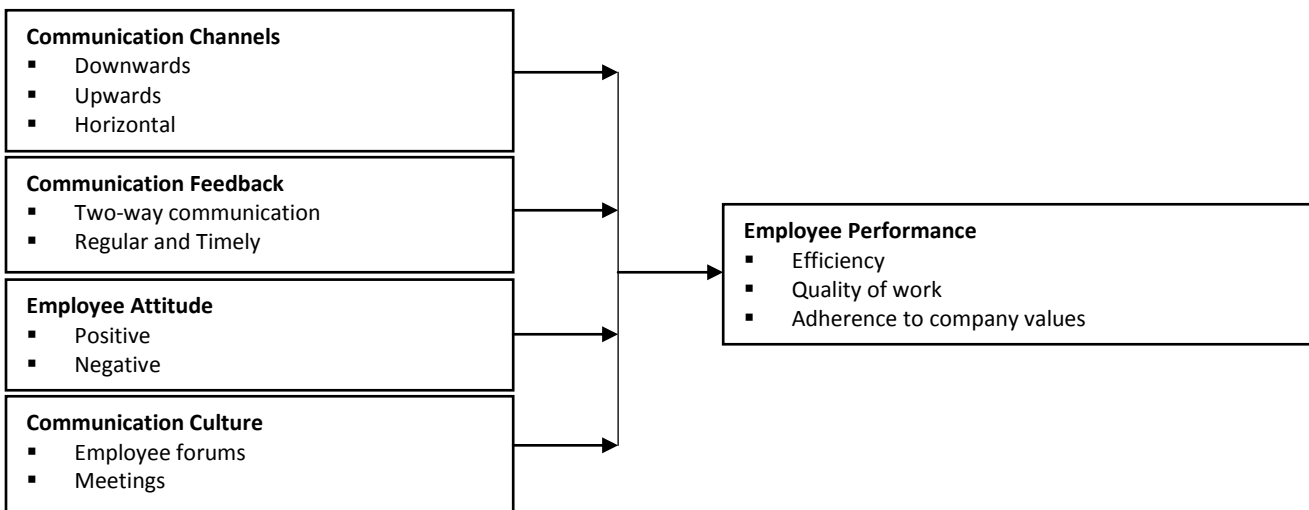
Bi-directional communication progresses conclusions of being regarded and assembles work satisfaction. Organisations that develop an elevating perspective and try to propel happiness approach people with regard and trust, and as needs be, are generally more powerful than those that don't. Managers who interface with their specialists in fundamental initiative, basic reasoning, target setting, and regular exercises have more satisfied agents with bigger measures of gainfulness and efficiency (Froman, 2010). Delegates make sense of how to like their vocations and their colleagues, which changes over into organisation accomplishment (Anchor, 2009; Fredrickson, 2009; Keller, 2012). The progression of various leveled culture starts with organization and does not happen with no thinking ahead. Notwithstanding the development of an uplifting mentality, administration should audit the assignments and identities of workers. Having the ideal individual relegated to employments that fit individual aptitudes, capacities, and identities is essential to primary concern achievement (Anchor, 2009; Kerns, 2008).

Communication Culture and Employee Performance

Late studies in authoritative communication recommend critical positive relationship between communication culture and employee performance. Youngster (2005) saw that administrators in the present worldwide world need to perceive social contrasts and how they influence communication. What is seen as being worthy in one culture might be seen as inadmissible in another. Albeit formal communication programs endeavor to encourage shared importance, there will dependably be stories, fantasies, and prattle coursing too. Other than the inward engaged communication, organisations likewise always converse with their surroundings and various partners. Organisations convey their personality, qualities, and explanations behind being to those groups of onlookers (Stewart et al., 2008).

Communication may take diverse structures relying upon the way of life and standards of those conveying. Koontz and Weihrich (2012) clarify that errors increment when communication is in various dialects. Stewart et al., (2008) organisations are as a matter of first importance imparting substances; they are made out of individuals who can address each other and who need to address others. Communication happens when an organisation tries to convey a feeling of itself to different groups of onlookers, for example, workers, clients or financial specialists. Communication is these days comprehended not similarly as a functioning method for making, molding, and keeping up connections yet additionally empowering shared qualities, regular societies, concurred objectives, and means for Organizations accomplishment.

Conceptual Framework



Independent Variables

Dependent Variable

Figure 1: Conceptual Framework

Source: Author (2018)

METHODOLOGY

The study utilized descriptive research design. Descriptive research design intends to answer who, what, where, which, when or how of the study issue. To characterize the population, an analyst determined the unit being inspected, the land area

and the fleeting limits. Therefore, the number of inhabitants in this study included the 704 administration and staff of Kemri Wellcome Trust Research Programme, Kilifi. The study used descriptive and inferential statistics in the analysis of data. Data was crosschecked and verified for errors, completeness and consistency. Data was analyzed

using Statistical Package for Social Sciences (SSPS 20). Multiple linear regression analysis model was computed to determine the statistical relationship between the independent variable and the dependent variables. Multiple linear regression model used was as follows:

$$Y = a + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \beta_4X_4 + e$$

Where:

Y = dependent variable (organizational performance)

a = intercept or constant value

β_i = partial regression coefficient ($i = 1, 2, 3, 4$)

X_i = independent variables

(X_1 = Communication Channel, X_2 = Communication feedback, X_3 = Employee Attitude and X_4 = Communication Culture)

e = Error term

FINDINGS

Communication Channels

The investigation tried to determine the impacts of the communication channels on worker performance

Table 1: Communication Methods

Communication Methods	Category	Frequency	Percentage
Downward Communication	Company Reports	15	9.8
	Company newsletter	25	16.4
	Team briefing	113	73.8
Upward Communication	Employee Survey	23	15.0
	Email	95	62.1
	Staff Suggestion scheme	35	22.9
Horizontal Communication	Annual Employee forum/meeting	26	17.0
	Departmental meetings	127	83.0

The study tried to establish the impacts of the communication channels on employee performance at Kemri-Wellcome Trust Research Program. The discoveries of the investigation were displayed in a five point Likert's scale where SA= strongly concur, A= agree, N = Neutral, D = disagree, SD = strongly differ and T = total. The respondents were asked whether their organisations had open communication channels. The consequences of the study demonstrated that 36.6 percent unequivocally

at Kemri-Wellcome Trust Research Program. The respondents were requested to express the specialized strategies used to encourage diverse sorts of communication at Kemri-Wellcome Trust Research Program. For descending communication, larger part of the respondents 73.8 percent expressed group instructions, 16.4 percent expressed the utilization of organization pamphlet to get data from their seniors while 9.8 percent of them expressed the utilization of organization reports.

For upward communication, larger part of the respondents 62.1% expressed that they utilized messages, 22.9 percent of them utilized staff proposal conspire while 15 percent of them utilized employee review. At long last, in connection to level communication, greater part of the respondents, 83 percent expressed that they utilized departmental gatherings to impart to their individual staff while 17 percent of them utilized yearly worker discussion. These discoveries were condensed on table 1 below.

consented to the announcement, 35.3 percent concurred, 19 percent were impartial, and 3.3 percent differ while 5.8 percent of them firmly oppose this idea. This inferred greater part of the respondents concurred that their organisations had open communication channels.

The respondents were asked whether their organisations had successful communication channels. The aftereffects of the investigation

showed that 33 percent unequivocally consented to the announcement, 32.7 percent concurred, 22.2 percent were detached while 8.5 percent and 3.3 percent of them differ and firmly differ individually. This inferred greater part of the respondents concurred that their organisations had viable communication channels.

The respondents were additionally asked whether communication channels impacted the level of worker proficiency. The aftereffects of the investigation demonstrated that 51 percent emphatically consented to the announcement, 35.9 percent concurred, 10.5 percent were apathetic while 1.3 percent of them differ and unequivocally differ separately. This inferred larger part of the respondents concurred that communication channels affected the level of worker proficiency.

The respondents were additionally asked whether communication channels impacted the level of employee profitability. The aftereffects of the investigation demonstrated that 56.2 percent firmly consented to the announcement, 30.7 percent concurred, 9.8 percent were impartial, 2 percent

differ while 1.3 percent of them emphatically oppose this idea. This suggested larger part of the respondents concurred that communication channels impacted the level of employee efficiency.

The respondents were additionally asked whether upward communication enhanced input instrument. The aftereffects of the investigation demonstrated that 44.4 percent emphatically consented to the announcement, 34 percent concurred, 16.4 percent were impartial, and 1.3 percent differ while 3.9 percent of them unequivocally oppose this idea. This suggested dominant part of the respondents concurred that upward communication enhanced criticism instrument.

The respondents were additionally asked whether level communication enhanced work relations. The consequences of the study showed that 56.8 percent emphatically consented to the announcement, 30.7 percent concurred, 8.5 percent were nonpartisan, and 1.3 percent differ while 2.7 percent of them firmly oppose this idea. This inferred dominant part of the respondents concurred that even communication enhanced work relations.

Table 2: Communication Channels

Statement		SA	A	N	D	SD	T
My organisation has open communication channels	F	56	54	29	5	9	153
	%	36.6	35.3	19.0	3.3	5.8	100
My organisations has effective communication channels	F	51	50	34	13	5	153
	%	33.3	32.7	22.2	8.5	3.3	100
Communication channels influence the level of employee efficiency	F	78	55	16	2	2	153
	%	51.0	35.9	10.5	1.3	1.3	100
Communication channels influence the level of employee productivity	F	86	47	15	3	2	153
	%	56.2	30.7	9.8	2.0	1.3	100
Upward communication improves feedback mechanism	F	68	52	25	2	6	153
	%	44.4	34.0	16.4	1.3	3.9	100
Horizontal communication improves work relations	F	87	47	13	2	4	153
	%	56.8	30.7	8.5	1.3	2.7	100
Downward communication increases employee performance	F	63	48	31	6	5	153
	%	41.2	31.4	20.3	3.9	3.2	100

At long last, the respondents were asked whether descending communication expanded employee performance. The aftereffects of the study showed that 41.2 percent emphatically consented to the announcement, 31.4 percent concurred, 20.3 percent were unbiased, and 3.9 percent differ while 3.2 percent of them unequivocally oppose this idea. This inferred larger part of the respondents concurred that descending communication expanded employee performance. The discoveries were in accordance with another investigation led by Warren (2008) which found that administration communication influences performance fundamentally in light of the fact that it flags that the organisation thinks about the prosperity and qualities the commitments of its workers.

Communication Feedback

The respondents were asked whether feedback was constantly given in their organisation. The discoveries of the study uncovered that lion's share of the respondents 85 percent concurred that criticism was constantly given, 12.4 percent of them expressed that input was not generally given while 2.6 percent of them expressed didn't know. This could imply that the employees of the organisation under scrutiny are spurred to perform extraordinarily as the channel of communication is open. This implied that KEMRI would keep on performing admirably later on if the pattern proceeds. The discoveries are opened up by an investigation led by Robinson and Judge (2007) which found that employees in the work environment experience the ill effects of poor performance because of not getting input.

The investigation additionally looked to build up the impact of communication input on employee performance at Kemri-Wellcome Trust Research Program. The discoveries of the investigation were displayed in a five point Likert's scale where SA = strongly concur, A = agree, N = impartial, D = disagree, SD = strongly differ and T = total.

The respondents were asked whether input was constantly given on time. The aftereffects of the investigation showed that 29.5 percent emphatically

consented to the announcement, another 29.5 percent concurred, 24.1 percent were unbiased, and 7.8 percent differ while 9.1 percent of them firmly oppose this idea. This suggested larger part of the respondents concurred that criticism was constantly given on time which goes to imply that the employees in the study region can assess their own performance to meet authoritative objectives. The outcomes are in accordance with a study directed by Jain (2015) which expressed that association's prosperity is driven by opportune outcomes or input which upgrade assets and expand yield.

The respondents were asked whether there was two way input system. The aftereffects of the study showed that 27.5 percent firmly consented to the announcement, 28.8 percent concurred, another 28.8 percent were impartial, and 8.5 percent differ while 6.4 percent of them unequivocally oppose this idea. This suggested larger part of the respondents concurred that there was two way criticism component. This could imply that the organisation is excited about communication and this goes to imply that the employees in the study territory are persuaded to convey towards authoritative targets. The discoveries are upheld by Daft (2010) who expressed that criticism must be a reasonable communication with the goal that the beneficiary does not need to make inquiries about it.

The respondents were likewise asked whether input was conveyed in the correct dialect. The consequences of the study demonstrated that 49 percent unequivocally consented to the announcement, 30.7 percent concurred, 13.1 percent were unbiased, and 4.6 percent differ while 2.6 percent of them firmly oppose this idea. This inferred dominant part of the respondents concurred that criticism was conveyed in the correct dialect which goes to imply that the organisation esteemed employees and is resolved to upgrade open communication channels.

The respondents were additionally asked whether proposals were generally welcomed amid input sessions. The consequences of the investigation

showed that 30.7 percent emphatically consented to the announcement, 34.6 percent concurred, 17.0 percent were impartial, and 9.2 percent differ while 8.5 percent of them firmly oppose this idea. This inferred lion's share of the respondents concurred that proposals were normally welcomed amid criticism sessions. This at that point implies that employees in the investigation region are very much put to express their perspectives towards performance suggestions of the organisation. This goes to imply that the organisation under scrutiny will keep on providing imaginative administrations to clients' affability of clear communication channels. This outcomes are in accordance with another study led by Sopow (2007) which saw that criticism can be profoundly propelling and invigorating and it has solid connects to worker fulfillment and efficiency. Individuals get a kick out of the chance to feel included and distinguished at their work environment.

The respondents were additionally asked whether communication input roused workers. The aftereffects of the study demonstrated that 46.4 percent emphatically consented to the announcement, 36.6 percent concurred, 11.1 percent were impartial, and 2.0 percent differ while 3.9 percent of them firmly oppose this idea. This inferred greater part of the respondents concurred that communication criticism propelled workers. This goes to imply that the organisation is performing extraordinarily well when contrasted with others in a similar industry. This could likewise imply that the employees in the investigation territory are very much set to perform past desires. The discoveries are upheld by a study directed by Stewart (2008) which found that criticism causes workers to boost their potential at various stages, raise their consciousness of qualities and regions for development, and distinguish moves to be made to enhance performance.

Table 3: Communication Feedback

Statement		SA	A	N	D	SD	T
Feedback is always provided timely	F	45	45	37	12	14	153
	%	29.5	29.5	24.1	7.8	9.1	100

The respondents were additionally asked whether communication criticism enabled workers. The consequences of the study demonstrated that 42.5 percent firmly consented to the announcement, 39.9 percent concurred, 11.8 percent were unbiased, and 1.3 percent differ while 4.5 percent of them emphatically oppose this idea. This suggested greater part of the respondents concurred that communication input enabled employees. This implies the employees in the study region can get new plans to the organisation henceforth an ensured proceeded with performance by the organisation. The outcomes are like a study done by Robinson and Judge (2007) which battle that through compelling communication, workers trade and offer data with each other, impact dispositions, conduct and comprehension.

At long last, the respondents were asked whether communication criticism enhanced workers' performance. The consequences of the investigation demonstrated that 45.8 percent unequivocally consented to the announcement, 34.6 percent concurred, 14.4 percent were nonpartisan, and 1.3 percent differ while 3.9 percent of them firmly oppose this idea. This suggested greater part of the respondents concurred that communication criticism enhanced workers performance. This is a reasonable sign that the organisation under scrutiny will keep on performing outstandingly well later on if two way communication is grasped over the long haul. These outcomes are in accordance with an investigation done by Kirimi (2013) which found that insufficient communication causes noteworthy issues including poor employee spirit, absence of development, diminished performance and an inability to react to new dangers or openings in the earth. Table 3 below presents the discoveries of the study.

There is two way feedback mechanism	F	42	44	44	13	10	153
	%	27.5	28.8	28.8	8.5	6.4	100
Feedback is delivered in the right language	F	75	47	20	7	4	153
	%	49.0	30.7	13.1	4.6	2.6	100
Suggestions are usually invited during feedback sessions	F	47	53	26	14	13	153
	%	30.7	34.6	17.0	9.2	8.5	100
Communication feedback motivates employees	F	71	56	17	3	6	153
	%	46.4	36.6	11.1	2.0	3.9	100
Communication feedback empowers employees	F	65	61	18	2	7	153
	%	42.5	39.9	11.8	1.3	4.5	100
Communication feedback improves employees performance	F	70	53	22	2	6	153
	%	45.8	34.6	14.4	1.3	3.9	100

Effects of Employee Attitude on Employee Performance

The investigation sought to determine the states of mind of workers towards authoritative communication at Kemri-Wellcome Trust Research Program. The discoveries of the study uncovered that dominant part of the respondents 90.2 percent had an uplifting disposition towards hierarchical communication at Kemri-Wellcome Trust Research Program while just 9.8 percent expressed that they had a negative state of mind towards authoritative communication at Kemri-Wellcome Trust Research Program. The discoveries could suggest that the organisation is extremely sharp in supporting a two way communication channel for the employees to take part in issues of institutional improvement.

The respondents were additionally asked whether their demeanour impacted their level of performance. Greater part of them 92.2 percent expressed that their mentality affected their level of performance while just 7.8 percent of them expressed that their disposition did not impact their level of performance. This implied that the employees in the investigation zone know about the communication directs in the organisation and any endeavour to abuse open criticism will influence their performance toward hierarchical objectives.

The investigation additionally tried to discover the impact of worker state of mind towards

organisation communication on employee performance at Kemri-Wellcome Trust Research Program. The discoveries of the investigation were exhibited in a five point Likert's scale where SA=strongly concur, A=agree, N = nonpartisan, D=disagree, SD=strongly differ and T=total.

The respondents were asked whether they were associated with basic leadership. The consequences of the investigation showed that 24.2 percent unequivocally consented to the announcement, 27.5 percent concurred, 25.5 percent were nonpartisan, and 9.8 percent differ while 13 percent of them firmly oppose this idea. This inferred greater part of the respondents concurred that they were associated with basic leadership which at that point goes to imply that the employees in the investigation region know about the mission and vision of the organisation and are moving in the direction of accomplishing hierarchical objectives. The outcomes could likewise imply that the organisation has gone above and beyond to oblige diverse perspectives from various offices which is a formula for advancement.

The respondents were additionally asked whether they knew their activity prerequisites and what was anticipated from them once a day. The aftereffects of the investigation demonstrated that 62.1 percent emphatically consented to the

announcement, 29.3 percent concurred, 3.9 percent were nonpartisan, and 2 percent differ while 2.7 percent of them unequivocally oppose this idea. This suggested dominant part of the respondents concurred that they knew their activity necessities and what was anticipated from them once a day. These outcomes are an unmistakable sign that the organisation under survey has a reasonable, open and two way communication channel. The discoveries could likewise imply that the employees in the investigation territory are submitted towards the establishment's objectives.

The respondents were additionally asked whether the administration perceived and made utilization of worker's capacities and aptitudes. The consequences of the investigation showed that 34 percent emphatically consented to the announcement, 36.6 percent concurred, 18.3 percent were nonpartisan, and 7.2 percent differ while 3.9 percent of them unequivocally oppose this idea. This suggested dominant part of the

respondents concurred that the administration perceived and made utilization of representatives' capacities and aptitudes.

At long last, the respondents were asked whether the administration made an open and agreeable workplace. The consequences of the study showed that 33.3 percent firmly consented to the announcement, 37.3 percent concurred, 21.6 percent were nonpartisan, and 3.9 percent of them differ and unequivocally differ individually. This inferred greater part of the respondents concurred that the administration made an open and agreeable workplace. Table 4 delineated the discoveries of the investigation. This implied that the employees in the study region were roused to work in the organisation which implied that the organisation could hold the best ability and subsequently managed performance. This was bolstered by Armstrong (2009) who expressed that responsibility to the organisation would be improved if workers recognized what the organisation is attempting to accomplish or has accomplished and how this advantages them.

Table 4: Employee Attitude

Statement		SA	A	N	D	SD	T
I am involved in decision making that affects my job	F	37	42	39	15	20	153
	%	24.2	27.5	25.5	9.8	13.0	100
I know my job requirements and what is expected of me on a daily basis	F	95	45	6	3	4	153
	%	62.1	29.3	3.9	2.0	2.7	100
Management recognizes and makes use of my abilities and skills	F	52	56	28	11	6	153
	%	34.0	36.6	18.3	7.2	3.9	100
Management has created an open and comfortable work environment	F	51	57	33	6	6	153
	%	33.3	37.3	21.6	3.9	3.9	100

Effects of Communication Culture on Employee Performance

The study additionally tried to look at the impact of authoritative communication culture on worker performance at Kemri-Wellcome Trust Research Program. The respondents were requested to express

the most widely recognized employee specialized strategy at Kemri-Wellcome Trust Research Program. The discoveries of the investigation uncovered that dominant part of the respondents 75.8 percent expressed utilization of electronic mail, 15.7 percent expressed verbal or up close and personal

communication (gatherings, discussions, move clusters) and 5.2 percent of them expressed phone or voice message messages while just 3.3 percent of them expressed composed messages (bulletins, updates, publications/flyers). The outcomes could imply that the organisation has grasped innovation in imparting business related issues. The discoveries are like discoveries of another investigation directed by Brown (2015) which found a change in perspective from customary strategies for communication to data and communication innovation (ICT)

The respondents were additionally solicited to express their favoured strategy from communication. Dominant part of the respondents 59.5 percent expressed utilization of electronic mail, 21.6 percent of them expressed verbal or up close and personal communication (gatherings, discussions, move clusters), 6.5% of them expressed Scrolling ticker load up/TV screen and composed messages (bulletins, reminders, publications/flyers) while just 5.9 percent of them expressed Facebook/Twitter. The discoveries implied that greater part of the employees in the study territory were trailblazers and had grasped data and communication innovation to change their method for performing authoritative obligations.

The respondents were additionally asked whether the current specialized strategies at Kemri-Wellcome Trust Research Program were tasteful. Larger part of them 79.1 percent expressed that the current specialized strategies were palatable while just 20.9 percent expressed that the current specialized techniques were not attractive in light of the fact that stream of data was not smooth and there were a great deal of administrations that frustrated open entryway communication. This implied that the organisation has thought about every single worker in its main goal and vision.

The investigation additionally sought to establish the respondents' conclusion on authoritative communication culture at Kemri-Wellcome Trust

Research Program. At the point when respondents were asked whether their organisation had a communication group set up which assesses and designs interior communication, 69.9 percent expressed that a communication group that assesses and plans inward communication rehearses was set up while 30.1 percent of them expressed there was no group set up that assesses and plans inner communication hones. The discoveries implied that the employees in the study zone can give their perspectives and suggestions concerning the communication channel.

The respondents were asked whether the organisation led two-way worker gatherings. Larger part of them 70.6 percent concurred that the organisation directed two-way worker gatherings while 29.4 percent of them oppose this idea. The outcomes could imply that the organisation can comprehend any negative issues addressing the foundations mission before they spread. This goes to imply that the organisation has kept up a decent notoriety inside and outside the work environment.

The respondents were additionally asked whether the organisation had a month to month bulletin. The discoveries of the study showed that dominant part of the respondents 71.8 percent affirmed that the organisation had a month to month pamphlet while just 28.1 percent expressed something else. This could imply that the employees have a chance to impart their accomplishment to the overall population outside the working environment.

At last, the respondents were asked whether the organisation had a communication gateway page to store data, dominant part of them 80.4 percent expressed that the organisation had a communication entrance page to store data while 19.6 percent of them expressed the opposite. Table 5 showed the study discoveries. The outcomes are a reasonable sign that the organisation is sharp in tracking past accomplishments to be utilized by the future age in

the organisation which implied that the organisation would keep on performing incredibly well.

Table 5: Communication Culture

Variable	Response	Frequency	Percentage
Communication team that evaluates and plans internal communication practices	Yes	107	69.9
	No	46	30.1
Conduct two-way employee forums	Yes	108	70.6
	No	45	29.4
Monthly newsletter	Yes	110	71.9
	No	43	28.1
Communication portal page to store information	Yes	123	80.4
	No	30	19.6

Employee Performance

At last, the study sought to find out the worker performance at Kemri-Wellcome Trust Research Program. The discoveries of the study were exhibited in a five point Likert's scale where SA=strongly concur, A=agree, N = nonpartisan, D=disagree, SD=strongly differ and T=total.

The respondents were solicited whether communication impacted the level from worker responsibility. The aftereffects of the study showed that 50.3 percent unequivocally consented to the announcement, 41.2 percent concurred, 6.5 percent were impartial, and 1.3 percent differ while 0.7 percent of them emphatically oppose this idea. This inferred dominant part of the respondents concurred that communication impacted the level of employee duty. This implied the employees in the investigation region know about their everyday obligations and their situations as specialists. This goes to imply that the organisation has conveyed plainly its main goal and where the establishment needs to go.

The respondents were likewise asked whether authoritative communication impacted the level of employee fulfilment. The aftereffects of the investigation showed that 44.3 percent emphatically consented to the announcement, 41.2 percent concurred, 13.1 percent were nonpartisan while 0.7 percent differ and firmly differ to the announcement separately. This inferred larger part of the

respondents concurred that authoritative communication affected the level of employee fulfilment. The outcomes could imply that communication impacts performance decidedly as well as adversely. This is upheld by Kirimi (2013) who battled that viable communication process is an establishment for every relational relationship.

The respondents were likewise asked whether hierarchical communication affected the level of worker inspiration. The consequences of the investigation showed that 45.8 percent firmly consented to the announcement, 41.2 percent concurred, 9.7 percent were nonpartisan, and 2.0 percent differ while 1.3 percent of them emphatically oppose this idea. This suggested dominant part of the respondents concurred that authoritative communication impacted the level of employee inspiration. The discoveries could imply that the organisation has utilized viable communication channels to improve working environment support consequently managed employee profitability. The outcomes are opened up by a study done by Banihashemi, (2011) which expressed that all work environment angles point to viable communication in the organisation and channels of communication is a standout amongst the best route in accomplishing combination and coordination of exercises. The respondents were additionally asked whether hierarchical communication affected the level of employee productivity. The aftereffects of the study

showed that 42.4 percent unequivocally consented to the announcement, 45.1 percent concurred, 10.5 percent were impartial, and 0.7 percent differ while 1.3 percent of them emphatically oppose this idea. This inferred dominant part of the respondents concurred that authoritative communication affected the level of employee effectiveness. This goes to imply that the administration of the organisation under scrutiny is grasping a two way communication channel which likewise implies that the organisation has upgraded great relations with its employees. This is in accordance with the human relations hypothesis as contended by Wrench (2015) that the human relations point of view considers communication to be an instrument that can be utilized by administration to "purchase" collaboration from subordinates. The respondents were additionally asked whether authoritative communication impacted the level of worker efficiency. The aftereffects of the study showed that 47.6 percent unequivocally consented to the announcement, 38.6 percent concurred, 11.8 percent were nonpartisan, and 1.3 percent differ while 0.7 percent of them firmly oppose this idea. This suggested dominant part

of the respondents concurred that hierarchical communication affected the level of employee efficiency. This implied powerful communication channels improves cooperation and advancement. This was bolstered by a study led by Atambo (2016) which found that poor channels of communication have come about to loss of business and low employee profitability in numerous organisations in Kenya.

At last, the respondents were asked whether authoritative communication impacted the level of employee performance. The aftereffects of the study demonstrated that 43.7 percent emphatically consented to the announcement, 45.1 percent concurred, 9.2 percent were unbiased, and 0.7 percent differ while 1.3 percent of them unequivocally oppose this idea. This inferred dominant part of the respondents concurred that hierarchical communication impacted the level of employee performance. This implied that the workers in the study territory had encountered the advantages of an unmistakable, open and two way communication direct in the organisation. Table 6 outlined the discoveries of the investigation.

Table 6: Employee Performance

Statement		SA	A	N	D	SD	T
Organizational communication influences the level of employee commitment	F	77	63	10	2	1	153
	%	50.3	41.2	6.5	1.3	0.7	100
Organizational communication influences the level of employee satisfaction	F	68	63	20	1	1	153
	%	44.3	41.2	13.1	0.7	0.7	100
Organizational communication influences the level of employee motivation	F	70	63	15	3	2	153
	%	45.8	41.2	9.7	2.0	1.3	100
Organizational communication influences the level of employee efficiency	F	65	69	16	1	2	153
	%	42.4	45.1	10.5	0.7	1.3	100
Organizational communication influences the level of employee productivity	F	73	59	18	2	1	153
	%	47.6	38.6	11.8	1.3	0.7	100
Organizational communication influences the level of employee performance	F	67	69	14	1	2	153
	%	43.7	45.1	9.2	0.7	1.3	100

Inferential Statistics

Bivariate Correlation Coefficients

The results in table 7 below showed that there is a strong relationship between employee attitude and

employee performance ($r = 0.762, p < 0.05$). This goes to mean that the employees in the study area have a positive attitude towards an effective communication in relation to their productivity.

Table 7: Organisational communication and Employee Performance

		Communication Channels	Communication Feedback	Employee Attitude	Communication Culture	
Spearman's rho	Communication channels	Correlation Coefficient	1.000	-.546**	-.426**	.092
		Sig. (2-tailed)	.	.000	.000	.420
		N	100	100	100	100
	Communication Feedback	Correlation Coefficient	-.546**	1.000	.762**	-.175
		Sig. (2-tailed)	.000	.	.000	.124
		N	100	100	100	100
	Employee Attitude	Correlation Coefficient	-.426**	.762**	1.000	-.216
		Sig. (2-tailed)	.000	.000	.	.056
		N	100	100	100	100
	Communication Culture	Correlation Coefficient	.092	-.175	-.216	1.000
		Sig. (2-tailed)	.420	.124	.056	.
		N	100	100	100	100

** . Correlation is significant at the 0.01 level (2-tailed).

Hypothesis Testing

Hypothesis One

Ho₁: Communication channels have no effect on employee performance at Kemri-Wellcome Trust Research Programme.

From the linear regression model, communication Channels ($\beta = 0.506$) was found to be positively related to employee performance and the t-test $P < 0.001$ in the multivariable model but not in the univariate analysis. Therefore, since the t-test $P < 0.05$, we found evidence to reject the null hypothesis of no linear organisation and concluded that communication channels had a linear organisation

with employee performance of Kemri-Wellcome Trust Research Programme.

Hypothesis Two

Ho₂: Communication feedback has no effect on employee performance at Kemri-Wellcome Trust Research Programme.

Communication feedback ($\beta = 0.350$) was found to be positively related with employee performance in the multivariable linear regression analysis and t-test $P = 0.02$. Therefore since the t-test $P < 0.05$, we found evidence to reject null hypothesis of no linear organisation and concluded that communication

feedback had a linear organisation with employee performance employee at Kemri-Wellcome Trust Research Programme.

Hypothesis Three

Ho₃: Employee attitude towards organisation communication has no effect on employee performance at Kemri-Wellcome Trust Research Programme.

Employee attitude ($\beta = 0.360$) was found to be positively related with employee performance and the t-test $P=0.02$. Therefore, since the t-test $P<0.05$, we found evidence to reject the null hypothesis and concluded that Employee attitude towards organisation communication had a linear organisation with employee performance at Kemri-Wellcome Trust Research Programme. The findings were similar to another study conducted by Keen (2014) which found

a significant relationship between channels of communication and workplace performance.

Hypothesis Four

Ho₄: Organisational communication culture has no effect on employee performance at Kemri-Wellcome Trust Research Programme.

Organisational communication culture ($\beta = 1.024$) was found to be positively related with employee performance and the t-test <0.001 . Therefore, since the t-test $P<0.05$, we found evidence to reject the null hypothesis and concluded that strategic Organisational communication culture had a linear organisation with employee performance at Kemri-Wellcome Trust Research Programme.

Univariate Linear Regression analysis

Univariate linear regression coefficients and their 95% confidence intervals are shown in Table 8 below.

Table 8: Univariate regression Coefficients

	Coef.	std. error	t	P>t	[95%Conf. Interval]
Communication Channels	0.027902	0.298208	0.09	0.926	-0.59861–0.654414
Communication Feedback	0.167144	0.409219	0.41	0.688	-0.69623–1.03052
Employee Attitude	0.147662	0.233614	0.63	0.535	-0.34314–0.638466
Communication Culture	-0.08974	0.346632	-0.26	0.799	-0.81799–0.638506

Multiple Linear Regression

Multiple Linear Regression were processed at 95 percent certainty interim (0.05 margin error) to demonstrate the numerous straight connection between the free and ward factors of the study.

Regression Coefficients

From the Coefficients table the regression model was derived from the regression coefficients as follows:

$$Y = 29.741 + 0.506X_1 + 0.350X_2 + 0.360X_3 + 1.024X_4$$

Where:

Y= Employee performance

X₁= Communication channels

X₂= Communication feedback

X₃= Employee attitude

X₄= Organisational communication culture

The results in indicated that all the independent variables had a significant positive effect on employee performance. The most influential variable was communication culture with a regression coefficient of 1.024 (p-value <0.000), followed by communication channels with a coefficient of 0.506 (p-value = 0.000) then communication feedback with a coefficient of 0.360 (p-value = 0.023) and lastly employee attitude with a coefficient of 0.350 (p-value = 0.019).

Table 9: Multivariable regression Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients Beta	t	Sig.
	B	Std. Error			
(Constant)	29.741	2.638		11.273	.000
Communication Channels	.506	.127	.697	3.985	.000
Communication Feedback	.350	.147	.282	2.387	.019
Employee Attitude	.360	.156	.353	2.308	.023
Communication Culture	1.024	.179	.733	5.720	.000

Model Summary

The R Square from the multiple linear regression model was 0.279, meaning the regression model

explains only 27.9% of the variability of the independent variables around the linear regression line (Table 10).

Table 10: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.529 ^a	.279	.252	4.10718

a. Predictors: (Constant), Communication channel, Communication feedback, Communication Culture, Employee Attitude.

Analysis of Variance

Table 11 showed the Analysis of Variance (ANOVA) results, the F test value=14.346 and P=0.002.

Therefore, since the F test $P < 0.05$, we reject the null hypothesis that all the regression co-efficients were equal to zero and concluded the multiple linear model fitted the data.

Table 11: ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	686.766	4	171.691	14.346	.002 ^b
	Residual	1771.234	148	11.968		
	Total	2458.000	152			

CONCLUSION

The investigation reasoned that communication channels were observed to be decidedly related to employee performance at Kemri-Wellcome Trust Research Program. Kemri-Wellcome Trust Research Program had open and compelling communication channels. Upward communication enhanced criticism component, flat communication enhanced work relations and descending communication expanded employee performance. What's more, communication channels affected the level of worker proficiency, employee efficiency.

The utilization of electronic mail was the most widely recognized also favored specialized technique, trailed by up close and personal communication at that point phone while the minimum was the utilization of composed messages. Furthermore, Kemri-Wellcome Trust Research Program had communication group that assessed and planed interior communication rehearses, the organisation directed two-way worker discussions, the organisation had a month to month bulletin and a communication gateway page to store data. Hierarchical communication culture was observed to be decidedly related employee performance.

Communication feedback influenced worker at Kemri-Wellcome Trust Research Program. Input was constantly given on time, there was two way criticism instrument and proposals were typically welcomed amid input sessions and additionally input was conveyed in the correct dialect. What's more, dominant part of the respondents concurred that communication criticism spurred employees, enabled workers and enhanced representatives' performance.

Employee state of mind towards organisation communication influenced worker performance at Kemri-Wellcome Trust Research Program. Dominant part of the respondents had an inspirational demeanor towards authoritative communication at Kemri-Wellcome Trust Research Program while just a couple of them expressed that they had a negative state of mind towards hierarchical communication. Lion's share of the respondents concurred that they were engaged with basic leadership, the administration perceived and made utilization of representatives' capacities and aptitudes and in addition making an open and agreeable workplace.

RECOMMENDATIONS

Organisations should endeavor to make and keep up a positive employee state of mind towards authoritative communication by enhancing worker commitment levels in the organisation and additionally making helpful workplace for employees

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since it has been demonstrated that employee mentality towards organisation communication influenced employee performance. Organisations ought to keep up open and viable communication channels since communication channels were observed to be emphatically related worker performance.

Organisations ought to have appropriate and compelling communication culture that gives workers a few channels of conveying everything that needs to be conveyed to their bosses and the other way around in light of the fact that authoritative communication culture was found to positively affect employee performance. At long last, organisations ought to guarantee that they have two way criticism instrument and input is constantly given on time since communication criticism inspired workers, engaged employees and enhanced workers performance.

Suggestion for Further Research

To extensively comprehend the impacts of hierarchical communication on worker performance there is need to assess more factors which have not been shrouded in this investigation like factors that impact representative's state of mind, impacts of employee commitment on authoritative performance and in addition difficulties to successful authoritative communication under various settings in the nation.

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