

# Effects of Internal Communication on Employee Performance: A Case Study of Kenya Power and Lighting Company, South Nyanza Region, Kenya

Dr. Wallace Nyakundi Atambo & Deborah Kemunto Momanyi  
Jomo Kenyatta University of Agriculture and Technology, CBD Kisii, Kenya

---

**Abstract:** *Even with all the advances in information technology that are available to managers, ineffective communication continues to take place in organizations. Ineffective communication is detrimental for managers, employees and organizations since it can lead to poor performance, strained interpersonal relations, poor service and dissatisfied customers. The purpose of this study was to explore the effects of communication on employee performance in the context of the Kenya Power and Electric Company, South Nyanza Region. The study objectives were narrowed down to three, that is: To establish the effects of downward communication on employee performance, to establish the effects of upward communication on employee performance and to establish the effects of horizontal communication on employee performance at Kenya Power Electric and Lighting Company South Nyanza Region. The population under study was 256 employees who were currently working at the South Nyanza Region but the researcher only targeted 30% of this since the number was large. The sampling technique was stratified random sampling so as to improve on precision and representativeness of the whole population. Data was collected by the use of questionnaires which were availed to the sample population. Data from the proposed research was coded, processed and analyzed using computer based Statistical Package for Social Sciences (SPSS). The findings were summarized in tables and graphs. It was found that downward communication is appreciated by KPLC thus information is timely, enhancing performance. Respondents also acknowledged that through upward communication the management gets feedback on performance and employees are able to raise complaints to the management hence enhancing performance. Lateral communication was also found to be essential since it enables interactions within departments, team building and*

*proper work coordination. The research concluded that effective communication can enhance employee performance and recommended that strong communication systems should be emphasized in the region to ensure effectiveness of communication. More research is needed on how employees form their perceptions on communication satisfaction, whether the employee job satisfaction depends on the gender of a superior or a subordinate; or whether the perception of managerial communication competence depends on the gender of the superior on the subordinate.*

*Key words: Internal communication, employee performance.*

## 1.1 Background of the study

There are a big number of organizations which have not had a clear understanding about the meaning of internal communication and its importance as a component in the creation of mutual understanding between the management and employees. Globally, according to a study carried out in Poland, Winska (2010) it was observed that communication acts to control members' behavior. Communication supports motivation by clarifying workers what needs to be done or how well they are doing. Koontz and Weihrich (2012) explain that misunderstandings increase when communication is in different languages. Employees are a key group of any organization: their knowledge of the brand and organization determines the performance of the organization (Drake, Gulman, Roberts, 2005). It is important that employees are aware of the strategies of an organization so that these strategies can be performed (Quirke, 2000).

## 1.2 Statement of the problem

Even with all advances in information technology that are available to managers, ineffective

communication continues to take place in organizations. Ineffective communication is detrimental for managers, employees and organizations; it can lead to poor performance, strained interpersonal relations, poor service and dissatisfied customers. For an organization to be effective and gain a competitive advantage, managers at all levels need to be good communicators (George, 2011). Most problems organizations experience is as a result of improper communication, thus, the role of communication as a management aspect has to be overemphasized.

**1.3 Research Objectives**

1. To establish the effect of downward communication on employee performance
2. To establish the effect of upward communication on employee performance
3. To establish the effect of lateral communication on employee performance

**1.4 Research Questions**

1. What is the effect of downward communication on employee performance in Kenya Power and Lighting Company?
2. What is the effect of upward communication on employee performance in Kenya Power and Lighting Company?
3. What is the effect of lateral communication on employee performance in Kenya Power and Lighting Company?

**2.0 LITERATURE REVIEW**

**2.1 Theoretical Review**

This consists of the review of theoretical literature relevant to communication and how it affects performance. The study was based on the following two theories:

**2.1.1 Enactment Theory**

Weick (1988) describes the term enactment as representing the notion that when people act they bring structures and events into existence and set them in action. He uses this term in the context of ‘sense making’ by managers or employees. He also describes how they can enact ‘limitations’ upon the system to avoid issues or experiences. It is also seen as a form of social construction. To date enactment is related to organizations and their environment and strategic management. Enactment theory deals with life in general and organizations. Individuals and organizations are constantly in the process of self-formation (Deetz, 1982).

**2.1.2 Human Relations Theory**

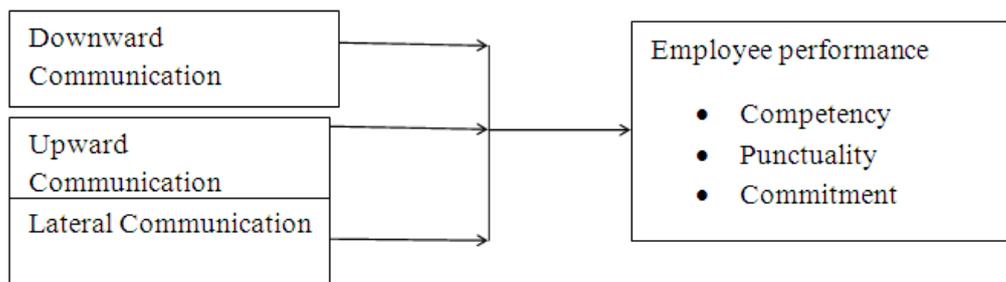
According to Wrench et al (2015), the human relations approach is important because it is the first time that two-way communication was encouraged, or communication between a worker and her or his manager was like a dialogue instead of unidirectional communication from the manager targeted at the worker. Furthermore, the human relations perspective sees communication as a tool that can be used by management to “buy” cooperation from subordinates. Lewin helped identify the fact that workers want to have a voice and provide input in their tasks (Wrench et al, 2015). The human relations theory according to Kurt Lewin can be applied practically in an organizational context by encouraging communication among the staff especially when there is need to introduce change that will lead to improved performance of individuals and the Organization.

**2.2 Conceptual framework**

The study looked at the dependent variable and independent variables. The dependent variable is employee performance and the independent variables are communication directions which contribute to employee performance.

**Independent Variables**

**Dependent Variable**



**Figure 2.1: The Conceptual Framework**

### 3.0 RESEARCH METHODOLOGY

#### 3.1 The Research Design

Sekaran (2009) describes a study design as a technique of making choices, organizing and developing research in such a way that the requisite data can be gathered with ease and analyzed to arrive at a solution. The researcher adopted a descriptive and cross-sectional survey design in establishing the current phenomena at Kenya Power and Lighting Company, yielding primary data for the study (Saunders et al 2008).

#### 3.2 Population and Sample

A cross-sectional survey was conducted targeting all the employees of Kenya Power and Lighting Company (KPLC) South Nyanza Region, whose accessible population is 256. A sample of 80, which is equivalent to thirty percent of the accessible population, will be categorized into managers, supervisors, clerks and subordinates.

#### 3.3 Data Collection instruments

The use of questionnaires was employed in the data collection. According to Koul (1993) a survey questionnaire happens to be the most convenient data collection tool for the proposed study due to its ability to obtain a lot of information within a short time.

#### 3.4 Data Analysis and Presentation

The collected data was analyzed both qualitatively and quantitatively in order to determine how the main study variables relate. Qualitative techniques were used to analyze the inferential statistics whereas the quantitative techniques were used in the case of descriptive statistics.

### 4.0 RESEARCH RESULTS AND DISCUSSIONS

#### 4.4 Age across levels

The employees' age across the different levels of service is shown in the following table.

**Table 4.3: Age of staff across levels**

		Levels of service				
		Manager	Supervisor	Customer care	Clerk	Total
Kindly indicate your age bracket in years	21-30	0	3	2	2	7
	31-40	1	6	8	9	24
	41-50	5	4	13	6	28
	51-60	0	1	7	2	10
	above 60	0	6	1	1	8
Total		6	20	31	20	77

As exhibited from table below most of the managers are in the ages of 41-50 years of age, this shows that they have risen through the ranks to attain the position, likewise most of the customer care attendants lie in the age bracket of 41-50 years.

#### 4.1 Response rate

The following table shows the rate at which the questionnaires administered to the sample population were responded to.

Target population	Sample size	Response	Percentage (%)
256	80	77	96.25

Out of the 80 questionnaires administered to the respondents only 77 were filled and returned. This indicates that 96.25% of the respondents were able to fill the questionnaires and get them back to the researcher. The high response rate was attained because the researcher administered and picked the questionnaires on the same day.

#### 4.3 Distribution and Age of staff

The employees were required to indicate their age brackets and the following table shows their responses.

**Table 4.2: Age distribution**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	21-30	7	9.1	9.1	9.1
	31-40	24	31.2	31.2	40.3
	41-50	28	36.4	36.4	76.6
	51-60	10	13.0	13.0	89.6
	above 60	8	10.4	10.4	100.0
	Total	77	100.0	100.0	

The distribution in simple terms revealed 41-50 years to be the modal age group of the total staff with a 36.4% representation followed by 31-40 years with 31.2% of representation. This can be seen from the table below. The age group 21-30 years represented 9.1% as those above 60 years of age are 10.4%.

However most of the clerks are between the ages of 31-40 years. The supervisors dominate in the ages of 31-40 years and 60 and above. This is because some of them rise to managerial positions at 41-50 years. This is explained the table below.

**4.5 Gender Distribution**

The table below shows the respondents' responses to the question that required them to indicate their gender.

**Table 4.4: Gender distribution**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	50	64.9	64.9	64.9
	Female	27	35.1	35.1	100.0
Total		77	100.0	100.0	

From the table above, the KPLC south Nyanza region has a male population of 50 representing a 64.9% and a female population of 27 representing 35.1% of the total population. This indicates that the energy sector is male dominated.

**4.4.1 Gender distribution in different levels of service**

The following table shows the respondents' gender distribution across different levels of service.

**Table 4.5: Gender of staff in different levels of service**

		<i>Level of service</i>				Total
		Manager	Supervisor	Customer care	Clerk	
Identify your gender	Male	3	14	13	15	50
	Female	3	6	18	5	27
Total		6	20	31	20	77

The male seem to dominate across all the levels of staff except at the customer care level where the women take dominance in the customer care field with 23.4% in an absolute figure of 18. The male staff is dominant in the clerk and supervisor roles with 19.5% and 16.9% respectively. Generally the male population outnumbered the female population due to the dominance of the male in the

supervisor and the clerk positions while the female took dominance in the customer relations sector.

**4.6 Distribution of staff in different levels of service**

The table below shows the responses towards the question that required the respondents to indicate their levels of service.

**Table 4.6: Level of service**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Manager	6	7.8	7.8	7.8
	supervisor	20	26.0	26.0	33.8
	Customer care	31	40.3	40.3	74.0
	Clerk	20	26.0	26.0	100.0
Total		77	100.0	100.0	

The customer care takes the giant share of the staff with 40.3% and 31 in absolute figure. The Supervisor and clerk positions take an equal share of 26% each of all the staff in the KPLC south

Nyanza region. The managers take the least stake of 7.8% with an absolute figure of 6 personnel. This distribution gives a traditional spectrum of the structure of the human resource within the branch.

**4.7 The Level of Education of staff**

The following table shows the highest levels of education attained by the respondents.

**Table 4.7: Education level**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Below O'Level	1	1.3	1.3	1.3
	O'Level	7	9.1	9.1	10.4
	A'Level	16	20.8	20.8	31.2
	Certificate	12	15.6	15.6	46.8
	Diploma	15	19.5	19.5	66.2
	Bachelors	20	26.0	26.0	92.2
	Masters	4	5.2	5.2	97.4
	Doctorate	2	2.6	2.6	100.0
Total		77	100.0	100.0	

The education level of the respondents were within the below O level up to the doctoral position. The study portrayed that 26% (20 persons in absolute terms) of the respondents had a Bachelor’s degree, 19.5% have a diploma while only 1.3% representing 1 person did not have an O level

education. At least 53.3% of the total population of the staff that works at the KPLC south Nyanza region have diplomas and above in terms of education level. This indicates that the organization supports education since most of the staff has post high school education.

**4.8 Work Experience**

The respondents were required to indicate their work experience and the following table shows their responses.

**Table 4.8: Work Experience**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Less the 2 years	7	9.1	9.1	9.1
	3-4 years	13	16.9	16.9	26.0
	5-6 years	26	33.8	33.8	59.7
	6-7years	23	29.9	29.9	89.6
	More than seven years	8	10.4	10.4	100.0
Total		77	100.0	100.0	

The facility enjoys the veteran experience and the prowess of most of the staff who have worked between the period of 6-7 years with a percentage of 29.9% and 23 in real figures, however the workforce that has worked between 5-6 years is the majority with 33.8% this is also the modal period worked. The aggregate percentage of the staff with

a work experience of 2years and below is represented by a 9.1% and seven in absolute figure while those that have worked for a period of more than 7 years are represented by a 10.4%. This indicates that the KPLC south Nyanza region enjoys the experienced personnel who are able to deliver efficient services to the clientele.

**4.9 Distribution of staff according to work experience across levels**

The following table shows the distribution of staff according to work experience across different levels of service.

**Table 4.9: Length of Service**

		what level do you serve				Total
		Manager	supervisor	Customer care	Clerk	
how long have you worked	Less the 2 years	1	1	2	3	7
	3-4 years	0	2	6	5	13
	5-6 years	4	4	12	6	26
	6-7years	0	11	7	5	23
	More than seven years	1	2	4	1	8
Total		6	20	31	20	77

The customer care staff exhibit the largest population within the work experience of between 5-6 years while the supervisors most of them have a work experience of between 6-7 years.

The respondents were required to rate the statement whether their views are considered whenever they aired them to their seniors, and the following table shows their responses.

**4.10 Downward communication**

**Table 4.10: Consideration of staff’s views by management**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	27	35.1	35.1	3.9
	Disagree	20	26.0	26.0	29.9
	Undecided	9	11.7	11.7	41.6
	Agree	18	23.4	23.4	64.9
	Strongly agree	3	3.9	3.9	100.0
Total		77	100.0	100.0	

As from the table above it is clear that most of the respondents are able to air their views to the management, this accounts for 61.1% of the total

respondents, that is 35.1% and 26%. This thus indicates that 38.9%, that is, 11.7%, 23.4% and 3.9% of the respondents are either not aware or do

not agree that they can be able to air their views to the management. This indicates that KPLC south Nyanza branch has systems that allow the employees to be able to air their views to the management.

**4.10.1 Timely information**

The table below shows the responses to the question that required respondents to rate whether information timing affected their performance.

**Table 4.11: Effects of information timing on communication**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	6	7.8	7.8	7.8
	Disagree	7	9.1	9.1	16.9
	Undecided	4	5.2	5.2	22.1
	Agree	26	33.8	33.8	55.8
	Strongly agree	34	44.2	44.2	100.0
Total		77	100.0	100.0	

33.8% of the respondents agreed that sometimes the information from their superiors is not timely and hence it affects the performance and execution of respective duties, 44.2 % of the respondents strongly agree that the information being not timely affects the performance standards, this brings to 78% and 60 personnel in absolute figure. The rest of the respondents, that is, 22.1% disagree and part of them is undecided.

**4.10.2 Downward communication and its effects on performance**

The table below shows the responses to the statement whether through downward communication the respondents get to understand their seniors' expectations hence helping them to perform better

**Table 4.12: Downward communication and performance**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	3	3.9	3.9	3.9
	Disagree	1	1.3	1.3	5.2
	Undecided	11	14.3	14.3	19.5
	Agree	15	19.5	19.5	39.0
	Strongly agree	47	61.0	61.0	100.0
Total		77	100.0	100.0	

As indicated from the table above most of the staff agrees that through downward communication they are able to understand what is expected of them by the seniors. 61% of the population strongly agrees that through downward communication they perform better while 19.5% agree on the same. This brings to 80.5% of the whole population being

a presentation of 62 in real figures. 19.5% of the respondents either disagree or are undecided.

**4.10.3 Availability of Communication systems**

The following table shows responses to the statement that required respondents to rate the availability of communication systems within their organization.

**Table 4.13: Communication Systems**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	1	1.3	1.3	1.3
	Disagree	8	10.4	10.4	11.7
	Undecided	7	9.1	9.1	20.8
	Agree	43	55.8	55.8	76.6
	Strongly agree	18	23.4	23.4	100.0
Total		77	100.0	100.0	

A communication system allows the staff to communicate without any hiccups in the channeling of information from one center to another. The KPLC branch Kisii staff agrees that the organization has put in place a working system in communication between the management and the employees. The employees that agree to this add up to 79.2% with 55.8% of this agreeing and

23.4% strongly agree on the same. This indicates that the system in KPLC south Nyanza region has a system that promotes the communication within the organization. On this only 10.7% of the respondents disagree to the fact that the KPLC south Nyanza region does have a system that allows communication of the staff between the management and the employees.

#### 4.11 Upward Communication

In this section the respondents were asked to rate different statements on upward communication within their organization and their responses are analyzed as follows.

To the question whether the respondents liked the interactions that they normally had with their seniors about their performance, the respondents responded as shown in table 4.14.

##### 4.11.1 Interactions between the senior and the junior staff

As from the table above the respondents appreciate the relationships they build with their seniors through upward communication in KPLC south Nyanza branch. 70.2% of the respondents either agree or strongly agree to the fact that they are able to have interactions with their seniors that they consider positive towards their performance.

##### 4.11.2 Ability of raising complaints

The following table shows responses to the statement whether employees were able to raise complaints whenever they were not satisfied with working conditions which affected their performance.

**Table 4.14: Interactions between the senior and the junior staff**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	8	10.4	10.4	10.4
	Disagree	9	11.7	11.7	22.1
	Undecided	6	7.8	7.8	29.9
	Agree	26	33.8	33.8	63.6
	Strongly agree	28	36.4	36.4	100.0
Total		77	100.0	100.0	

##### Table 4.15: Raising of complains

**4.11.3 Feedback Through Upward Communication**  
The response to the question whether seniors are able to get feedback of the junior staff's performance through upward communication are shown in the table below.

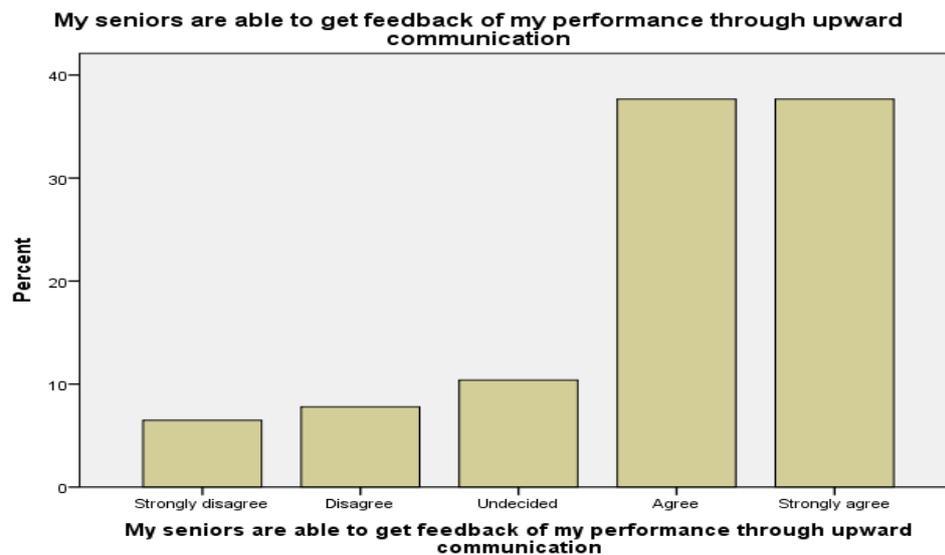
##### Table 4.16: Upward communication

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	5	6.5	6.5	6.5
	Disagree	6	7.8	7.8	14.3
	Undecided	8	10.4	10.4	24.7
	Agree	29	37.7	37.7	62.3
	Strongly agree	29	37.7	37.7	100.0
	Total	77	100.0	100.0	

The table above indicates that most of the respondents are not able to raise complains to the management whenever they are not satisfied with the working conditions. 41.6% of the respondents agree that they are not able raise complains while 6.5% strongly don't get a chance to rise complains. 37.7% of the respondents however agree that they are able to rise complains to the management

whenever the working conditions are not satisfactory. A total of 47.1% of the respondents are not able to give complains to the management, this thus indicates that the KPLC south Nyanza region should improve the system to allow employees to be give complains whenever the working conditions are not satisfactory.

		Frequency	Valid Percent	Cumulative Percent
Valid	Strongly disagree	5	6.5	6.5
	Disagree	32	41.6	48.1
	Undecided	11	14.3	62.3
	Agree	19	24.7	87.0
	Strongly agree	10	13.0	100.0
	Total	77	100.0	



**Figure 4.1: Upward communication**

As indicated from the table and figure above, it indicates that majority of the respondents agree that through upward communication the management is able to get feedback from the employees and act accordingly to improve the performance of the organization. The percentage of those that agree that the upward communication helps in getting the feedback to the management account to 75.4% who either agree or strongly agree. This is 58 in absolute figure out of the possible 77 respondents. 10.4% of the respondents are undecided while

14.3% of the respondents do not agree that upward communication helps the organization to get feedback from the employees.

**4.11.4 Upward communication and its effects on productivity**

The respondents were required to respond to the question whether their organization would attain high levels of productivity if upward communication was addressed. The following table shows the responses.

**Table 4.17: Upward Communication and its effects on productivity**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Disagree	6	7.8	7.8	7.8
	Undecided	8	10.4	10.4	18.2
	Agree	27	35.1	35.1	53.2
	Strongly agree	36	46.8	46.8	100.0
Total		77	100.0	100.0	

The respondents as expressed their opinions in the table above, indicates that majority of them agree that if upward communication is addressed the organization will attain higher productivity levels. Of the respondents 35.1% agree to the fact that upward communication will increase productivity while 46.8% strongly agree to the same. This brings the aggregate respondents that agree to the same to 81.9%, this thus proves that indeed the promotion of flow of information from bottom up will spur productivity of employees of KPLC south Nyanza region.

**4.12 Lateral Communication**

The study provided a revelation on how the employees responded to the way they perceive the importance of lateral communication is to their service delivery as well as the performance of the region. The revelations can be expressed in the following tables and bar graphs.

**4.12.1 Staff interaction through Lateral Communication**

The following table shows how respondents responded to the question that required them to rate whether lateral communication allows interaction between staff in the same level which improves performance

**Table 4.18: Staff interactions**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	3	3.9	3.9	3.9
	Disagree	9	11.7	11.7	15.6
	Undecided	1	1.3	1.3	16.9
	Agree	34	44.2	44.2	61.0
	Strongly agree	30	39.0	39.0	100
Total		77	100.0	100.0	

As indicated from the table above, most of the employees agree that lateral communication allows the same level employees have interactions which improves their respective performances. 44.2% of the respondents agreed that lateral communication improves performance whose opinion was emphasized by 39.0% of the respondents who strongly agree on the same. This brings to 83.2% of the respondents who concur with the same, and 64 in absolute figure. This gives 16.8% who are

pessimistic that the lateral communication does not support information flow within the employees of the same level and hence their performance.

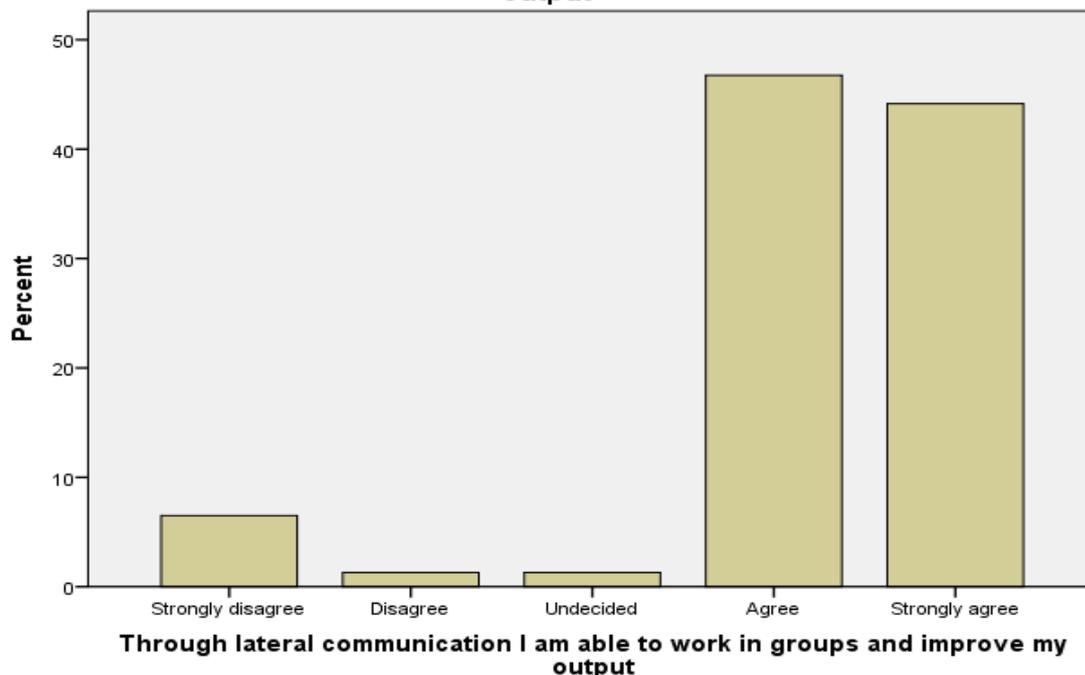
**4.12.2 Lateral communication and group work**

The respondents were required to rate the question whether through lateral communication they are able to work in groups and improve their output. The table below shows the responses.

**Table 4.19: Group work and output**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	5	6.5	6.5	6.5
	Disagree	1	1.3	1.3	7.8
	Undecided	1	1.3	1.3	9.1
	Agree	36	46.8	46.8	55.8
	Strongly agree	34	44.2	44.2	100.0
Total		77	100.0	100.0	

**Through lateral communication I am able to work in groups and improve my output**



**Figure 4.2: group work and output**

As indicated from the table and graph above 91% of the respondents agree that lateral communication helps the employees to work in groups and improve the output.46.8% of the respondents agree while 44.2% strongly agree on the same. This contributes to 70 in absolute figure the number of respondents in support of the lateral communication impact on employee performance against the total possible 77 respondents. This indicates that lateral

communication through group work helps boost the performance of the employees at individual level.

**4.12.3 Lateral communication and team work**

Lateral communication creates a team work and enables the teams to achieve more, in this study the respondents were supposed to respond on the issues regarding to their perception on lateral communication, team work and achievements. The results are as in the table below.

**Table 4.20:Lateral communication and team work**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	3	3.9	3.9	3.9
	Disagree	1	1.3	1.3	5.2
	Agree	24	31.2	31.2	36.4
	Strongly agree	49	63.6	63.6	100.0
Total		77	100.0	100.0	

From the responses above, 63.6% of the respondents strongly agree that through lateral communication the organization is able to form teamwork that will make the achievement of goals be more efficient.31.2% of the said population agrees to the same when 1.3% disagrees and 3.9% strongly disagree. It is on this ground hence the researcher concluded that lateral communication

helps organizations to form teams that will work together in order to achieve results faster.

**4.12.4 Lateral communication and work coordination**

The following table explains the response concerning, the impact of lateral communication and work coordination.

**Table 4.21:Work coordination and lateral communication**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	4	5.2	5.2	5.2
	Disagree	5	6.5	6.5	11.7
	Undecided	4	5.2	5.2	16.9
	Agree	25	32.5	32.5	49.4
	Strongly agree	39	50.6	50.6	100.0
Total		77	100.0	100.0	

From the table above 32.5% of the respondents agree that through lateral communication the work is coordinated and easy effectively executed. 50.6% strongly agree on the same, this brings to 83.1% of the respondents who agree on the same and 64 in absolute figure of the 77 possible respondents. This thus confirms that lateral communication can be a tool for coordination of work in organizations.

The respondents were asked to respond on how they regard the level of communication in the KPLC south Nyanza branch and its effect on their personal performance. It was realized that as the communication levels impacted highly on individual performance and hence overall performance of the organization. The Pearson correlation was tabulated and the r attained at 95% confidence interval is as shown in the table below.

**4.13 Correlation between the level of communication and its effect on performance**

**Table 4.22: Correlation between the level of communication and its effect on performance**

		the level of communication in your organization	your performance in regard to communication available
level of communication in your organization	Pearson Correlation	1	.909**
	Sig. (2-tailed)		.000
	N	77	77
performance in regard to communication available	Pearson Correlation	.909**	1
	Sig. (2-tailed)	.000	
	N	77	77

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

The correlation co-efficient is 0.909, this shows that there is a strong correlation between communication levels in the KPLC south Nyanza region and performance of its employees. This thus indicates that for the organizations to perform optimally, they should consider investing in communication to enable information needed in performance to be channeled promptly.

#### **4.14 Discussion of the Findings**

From the research findings, the following were discussed.

##### **4.14.1 The effects of downward communication on performance**

The outcome of this research shows that KPLC, South Nyanza region, has put in place communication systems between employees and management which facilitates upward communication. Based on the research results, it is clear that downward communication affects employee performance. Most of the respondents agreed that through downward communication they get to understand what their seniors expect from them and thus it helps them perform better. Through effective communication systems, information is timely and improves the performance and execution of respective duties. It is also clear that the respondents are able to receive instructions from their seniors which help in improving their performance.

##### **4.14.2 The effects of upward communication on performance**

Upward communication is a vertical kind of communication that allows the flow of information from the junior staff up to the management. This kind of information is mostly based on the feedback from the staff to the management concerning the performance of the staff. Based on the findings, most of the respondents agreed that they are able to interact with their seniors discussing their performance; they are able to raise complaints whenever they are not satisfied with their working conditions, the seniors get performance feedback of the juniors' performance and that through upward communication employee productivity is improved.

##### **4.14.3 The effects of Lateral communication on performance**

From the research outcome, it is evident that lateral communication affects employee performance. This form of communication allows for interactions between employees of the same level in the organization which improves performance. The respondents agreed that lateral communication promotes teamwork and this improves employees'

performance outcome. Lateral communication also was advocated by respondents since it improves work coordination. This thus confirms that lateral communication is very vital in improving employee performance.

## **5.0 SUMMARY, CONCLUSION AND RECOMMENDATIONS**

### **5.1 Summary of findings**

The objective of the study was determining the effect of internal communication on the performance of employees of the KPLC south Nyanza branch. Theories in management indicate a strong correlation between the employees' performance in the overall effectiveness and the levels of communication that exist in the organization. Most of the respondents agreed that at all levels communication aids the flow of information and hence increases the performance of the staff, this is because either the staff are able to get what is expected of them by the management as well as coordinate the work within themselves as well give back the feedback to management regarding the progress of performance of duties. The high Pearson correlation co-efficient of 0.909 also indicates that indeed performance of staff and the organization at large largely depend on the communication channels and levels available in an organization. This survey disclosed that an overwhelming majority of respondents had been with KPLC south Nyanza branch for at least 5 years. Upward and downward communication allows staff to engage in the exchange of information either as individuals or group whereas lateral communication allows the flow of information across a group of individuals on common subject.

### **5.2 Conclusions**

Through proper communication, information is timely, there is proper work coordination, the management is able to give instructions to employees in the lower cadres, employees are in a position of airing their views to the management on matters affecting their performance and also the management is able to get feedback on employees' performance. Communication also develops teamwork which increases performance levels.

### **5.3 Recommendations**

Through promoting upward communication the organization will not only be able to address issues affecting the employees but also will be able to get the feedback on performance of their duties. Downward communication will help the management to get things done in the right way since the employees will be able to ascertain what

is expected of them from the management which will hence help them to be effective in execution of specific duties. Through lateral communication the employees are able to create teamwork spirit and hence enhance their performance through the teamwork kind of operation.

## REFERENCES

- Armstrong M., 2012, *Human Resource Management Practice*, 10<sup>th</sup> edition. Kogan Page Limited.
- Baron, A. (2006). Aligning internal employee communication with business strategy. In T. Gillis (Ed.), *The IABC handbook of organizational communication: a guide to internal communication, public relations, marketing and leadership* (pp. 93-107). San Francisco: Jossey-Bass.
- Berger, B. 2008. *Employee/Organizational Communications Institute for Public Relations*.
- Byrne, Z. S., LeMay, E. (2006), "Different Media for Organizational Communication: Perceptions of Quality and Satisfaction." *Journal of Business and Psychology*, Vol.21, No. 2, pp.149-173.
- Child, J. (2005). *Managing a Time of Great Change*. New York: Plume.
- Coch L. and John R.P. French Coch, L., & French, J. R. P., Jr. (1948). *Overcoming resistance to change*. *Human Relations*, 1, 512-532.
- Conrad, C., (1994), *Strategic Organizational Communication: Toward the Twenty-First Century*, Harcourt Brace: Fort Worth.
- Cutlip, S., Center, A., and Broom, G. (1985). *Effective Public Relations*. Prentice Hall, Englewood Cliffs
- Daniel L. R. (2012), *Organizational Communication Satisfaction and Job Satisfaction within University food service*.
- Drake, S.M., Gulman, M.J., & Roberts, S.M. (2005). *Light their fire: using internal marketing to ignite employee performance and wow your customers*. Chicago: Dearborn Trade Publishing.
- Eisenberg, E.M. (1994). *Dialogue as democratic discourse: Affirming Harrison*. In S.A. Deetz (Ed.), *Communication yearbook 17* (pp.275-284). Thousand Oaks, CA: Sage.
- Eva Tariszka-Semegine, *European Scientific Journal*, July Edition vol.8 No.15
- Garry D. and Biju., 2011 *Human Resource Management*, 12<sup>th</sup> Edition, Pearson
- George J., 2011 *Contemporary Management*, McGraw-Hill Irwin.
- Gholam R. Sharifirad, Mohsen Rezaeian, Akram Jazini and Zinat S. Etemadi, (2012). *Journal of Education and Health Promotion*; 1:42
- Glauser, M. J. 1984. "Upward Information Flow in Organization: Review and Conceptual Analysis." *Human Relations* 37: 613-643.
- Graham HT. and Bennett, R. (1998), *Human Resource Management*, 9<sup>th</sup> Edition Prentice Hall.
- Greenberg, J., & Baron, R.A. (2010). *Behaviour in Organizations* (10<sup>th</sup> edition), Upper Saddle River, NJ: Pearson/Prentice Hall.
- Gruman, J.A. & Saks, A.M. (2011) *Performance Management and Employee Engagement*. Human Resource Management Review.
- Hanningan, T. (2007). *Management Concepts & Practices*. (3rd Ed.), Prentice Hall, England. <http://www.utwente.nl/cw> site accessed on 27th June 2014
- Harris T.E. & Nelson, M.D. (2008). *Applied Organizational Communication: Theory and Practice in a global Environment*, New York: Lawrence Erlbaum.
- Howard, F. (2000). Internal practices in a service oriented firm. *Journal of Marketing*, 19 (11), 34-36.
- Jones, E., Watson, B., Gardner, J., & Gallois, C. (2004). *Organizational Communication*.
- Kathryn, J. (1989). *Internal relations enhances organizations performance*. *Journal of Marketing*, 7 (1), 12-20.
- Kato, T., Numagami T., Karube M., and Sasaki M., (2013) *Hitotsubashi Journal of Commerce and Management*.
- Kennan, W.R. & Hazleton, V. (2006). Internal Public Relations, Social Capital, and the Role of Effective Organizational Communication. In: Botan, C. & Hazleton, V., eds. (2006). *Public Relations Theory II*. Mahwah: Lawrence Erlbaum Associates. pp. 312-314.
- Kirimi, E. K. (2013). *Organizational Behaviour: Structure, Principle and Practice*. Aura publishers, Nairobi, Kenya.
- Koontz, H., & Weihrich, H. (2012). *Essentials Management: An International and Leadership Perspective*. (9th Ed.). McGraw-Hill Education, West Patel Nagar, New Delhi.
- Koul, L. (1993). *Methodology of Education Research*. New Delhi. Vikas Publishing House.
- Kreps, G.L. 1990 *Organizational Communication: Theory and Practice*. 2<sup>nd</sup> Edition. NY: Longman.
- L'Etang, J., (2008), *Public Relations: Concepts, Practice and Critique*. London: Sage.
- Lewin, K. (1958). *Group decision and social change*. In E. F. Maccoby, T. M. Newcomb, and E. L. Hartley (Eds.), *Readings in social psychology* (pp. 197-

- 211). New York, NY: Holt, Rinehart, & Winston.
- Luong, M., (2012) “*Performance Management and Performance: The Mediating role of Engagement*” Master’s Theses. Paper 4199.
- Meyer, J. R., and Allen N. J. (1997). *Commitment in the workplace: theory, research, and application*. Thousand Oaks, CA: SAGE Publications.
- Miller, K. 2009. *Organizational Communication: Approaches and Processes*. 5<sup>th</sup> Edition.: Boston, MA: Wadsworth Cengage learning.
- Monge, C. (2007). *Internal Marketing and organizational behavior: a partnership in developing employee conscious at every level*. Journal of Business Research, 20(1), 63-70.
- Mugenda 2008. *Social Science Research*. Nairobi. Applied Research and Training Services.
- Mugenda, O. M. Mugenda, A.G. (2003). *Research Methods: Quantitative and Qualitative Approaches*. Nairobi: African Centre for Technology Studies.
- Neves, P., and Eisenberger R. (2012). *Management Communication and Employee Performance: The Contribution of Perceived Organizational Support*. Taylor & Francis Group, LLC.
- Pearson, C.J., & Nelson, E.P. (2010). *Understanding and Sharing: An Introduction to Speech Communication*. Brown and Beast Mark, Wiscon Sin:
- Porter, L. W., R.M. Steers, R. T. Mowday, and P.V. Boulian. 1974. Organizational commitment, job satisfaction, and turnover among psychiatric technicians. *Journal of Applied Psychology* 59 (5): 603-309.
- Quirke, B. (2000). *Making the connections: using internal communication to turn strategy into action*. Aldershot: Gower
- Rao, P. S., 2014, *Essentials of Human Resource Management and Industrial Relations*, 6<sup>th</sup> edition, Himalaya Publishing House.
- Robbins, S.P., T.A. Judge, and T.T. Campbell 2010. *Organizational Behaviour*. Essex, England: Pearson Education Limited.
- Robbinson, S. P., & Judge, T.A. (2007). *Organizational Behaviour* (12th Ed.). Asoke K. Ghosh, Prentice-Hall, New Delhi.
- Sabine S., 2002, *Psychological Management of Individual Performance*, John Wily and Sons Limited.
- Muhammad, S., (2015). *The Impact of Formal and Informal Communication in Organizations*, Social Science Electronic Publishing, Inc.
- Saunders, M., Lewis, P. and Thornhill, A. (2008). *Research Methods for Business Students*. 5<sup>th</sup> Edition. New York: Prentice Hall.
- Sekaran, U. (2009). *Research Methods for Business. A Skill Building Approach*. 4<sup>th</sup> edition. New Delhi: John Wiley and Sons, Inc.
- Tannenbaum, A. S. (1966). *Social psychology of the work organization*. Belmont, CA: Wadsworth, p. 86.
- Van Scotter, J., Motowidlo, S.J., & Cross, T.C. (2000). *Effects of Task Performance and Contextual Performance on Systemic Rewards*. Journal of Applied Psychology, 85(4), 526.
- Verbeeten, F. (2008), *Performance Management Practices in Public Health Organizations’ Impact on Performance*. Accounting, Auditing and Accountability Journal, 21(3): 427-454
- Verma P., et al (2013). *International Journal of Pharmaceutical Sciences and Business Management*, vol.1 issue.
- Vibbart, Jason, (2005) “*Performance Management in Local Law Enforcement Agencies*” Senior Honors Theses. Paper 75.
- Wang, Y., (2011), *The Role of Communication in Enhancing Employees’ Organizational Commitment*; Autumn.
- Weick, K. E. (1995). *Sensemaking in organizations*. Thousand Oaks, CA: Sage.
- Winska J. (2010) *Influence of Superior Subordinate Communication on Employee Satisfaction*. Journal of Positive Management. Wydawnictwo naukowe Uniwersytetu Mikolaja Kopernika, pp 110-124
- Wrench J., Punyanunt-Carter N., and Ward M. Sr. (2015) *An Introduction to Organizational Communication*, Flat World Education, Inc.