

**ORGANIZATIONAL COMMUNICATION AND PERFORMANCE OF CO-  
OPERATIVE SOCIETIES IN UGANDA. A CASE STUDY OF ABATEGANDA  
NTUNGAMO GROWERS CO-OPERATIVE SOCIETY LTD**

**ARINAITWE RICHARDS**


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**MAY, 2022**

### DECLARATION

I, **Arinaitwe Richards** declare that the work presented in this dissertation is original and has never been presented to any other university or institution for any award.

  
20/05/2022.

## APPROVAL

I certify that this dissertation has been submitted for examination with our approval as University supervisors.

Signature.....

**PROF. KAAYA SIRAJE**  
**SUPERVISOR**

Date.....

Signature.....

**DR. TUKWASIBWE CONSTANCE**  
**CO-SUPERVISOR**

Date.....

## **DEDICATION**

I dedicate this work to my wife for the unlimited love, support and prayers for me throughout this period of carrying out this research. I also dedicate this work to my mother and children and thank you for the love you missed when I was away from home doing research.

## **ACKNOWLEDGEMENTS**

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## **LIST OF ABBREVIATIONS**

CML:	Central Division Multnomial Logit
CPA:	Certified Public Accountants
ICA:	Institute of Chartered Accountants
KFC:	Kenya Farmers' Cooperative
POS:	Point of Sale
UCA:	Uganda Cooperative Alliance
URA:	Uganda Revenue Authority

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## **ABSTRACT**

The study established the extent to which organizational communication affects the performance of cooperatives in Uganda. It was guided by objectives which were to examine the communication channels used by Abateganda Ntungamo Growers' Co-operative Society Ltd, to establish the effect of communication environment on the performance of Abateganda Ntungamo Growers' Co-operative Society Ltd and to find out the relationship between organizational communication and performance of Abateganda Ntungamo Growers' Co-operative Society Ltd. A cross-sectional survey design was used in this study. The study used a sample size of 289 respondents and simple random and purposive sampling techniques were used in selecting respondents. Questionnaires and interviews were the major instruments used to collect data., Data analysis was done using Statistical Package for Social Sciences (SPSS). Findings revealed that communication channels frequently used include telephone, written memos, individual letters and discussions. Findings showed that there was significant positive correlation between organizational communication and organizational performance of Abateganda Ntungamo Growers' Co-operative Society Ltd ( $r < 0.823$ ,  $p < 0.001$ ). The findings showed that there is a strong positive correlation between organizational communication and performance of Abateganda Ntungamo Growers' Co-operative Society Ltd ( $r = .988^{**}$ ). The study recommends that other channels of communication such as the use of notice boards can be explored. In addition, email/internet communication must be improved. The businesses should provide the various options of communication media to employees including the technological media so that employees can use the appropriate media to exchange information effectively. The management of Abateganda Ntungamo Growers' Co-operative Society Ltd should create a more suitable communication environment in order to enhance effective performance.

## **CHAPTER ONE**

### **INTRODUCTION**

#### **1.0. Introduction**

This study was about organization communication and performance of cooperatives in Uganda using the Abateganda Ntungamo Growers Group as a case study. The chapter covers the background of the study which is subdivided into historical background, theoretical background, conceptual background and the contextual background, the statement of the problem, objectives of the study, research questions, scope of the study, significance of the study, definition of key terms and the conceptual framework.

#### **1.1 Background of the Study**

The background of the study was divided into historical, theoretical, conceptual and contextual perspective as follows;

##### **1.1.1 Historical Background**

The Co-operative movement has its origins in Europe in the 19<sup>th</sup> century primarily in Britain and France. The industrial revolution and increasing mechanisation of the economy, transformed society and threatened the livelihoods of many workers. The concurrent labour and social movements attempted to address issues resulting from changes in the economy at the time led to the birth of modern day co-operatives as we know them. By 1830, there were several hundred co-operatives. Some were initially successful, but most co-operatives founded in the early 19<sup>th</sup> century had failed by 1840 due to mismanagement, mergers and other challenges (Peacock, 2008).

In India, the Cooperative movement began in the pre-independence period and it is one of the largest in the world. The Co-operative movement has made tremendous progress in every aspects of the Indian economy. Co-operative activities occupy a major place in the sphere of the Indian economy (Kamat, 2011).

According to Kamat (2011), the co-operative movement was started with a limited scope of activities of rural credit but now it has entered in all fields of economic activity with social

essence. Now the movement which has covered 100 per cent villages and 75 per cent rural households and functioning over 545,000 Co-operatives of various levels with membership coverage of 236 million inclusive of credit and non-credit co-operative societies. It has been playing a significant role in disbursing agricultural credit, distribution of agricultural inputs, providing market support, processing, etc. The Co-operative movement has been recognized as an effective instrument for the economic development of the rural masses and for the improvement in the socio-economic conditions of the poor.

In Africa, co-operatives were introduced by colonial authorities in pre-independence Africa and therefore were viewed within the colonial environment. The colonialists introduced mechanisms that would foster cooperative development including legal frameworks, promotional schemes and funding systems. These colonial efforts set the tone for cooperative development in Africa (Develtere, 2008). Cooperatives were mainly set up as marketing and distribution channels for farm produce such as coffee, tea, milk, cashew nuts etc. With time, cooperatives started providing credit facilities to farmers to help them purchase farm inputs to develop their land and livestock hence the reason why the majority of cooperatives are agricultural based. According to Develtere (2008), there are over 150,000 cooperatives in Kenya, South Africa, Ghana, Egypt Senegal and Rwanda which are considered to have the highest cooperative penetration in Africa (Develtere, 2008).

Cooperatives in Uganda date back to 1913 when Ugandans started organizing as cooperatives. These early cooperatives operated informally until the first cooperatives ordinance was enacted in 1946. By the end of 1946, there were 75 cooperatives organizations with the majority being agricultural marketing societies. Uganda counts 1 full status ICA member organization, the Uganda Cooperative Alliance (UCA) and 1 associate member; HealthPartners Uganda

UCA is an umbrella/apex organization for all cooperatives in Uganda established in 1961. It is mandated by the Cooperative Societies Act to consider and make recommendations to Government on matters of policy relating to the cooperative movement, make representation to government on matters affecting cooperative societies and to carry out arbitration in case of disputes within cooperative movement. As of February 2020, the cooperative movement in Uganda comprised 21,346 registered cooperative societies with an estimated 5.6 million

members. This compares with the 10,746 societies registered as of January 2011 based on data from the national statistical office.

Organisational communication traces its lineage through business information, business communication and early mass communication studies published in the 1930s through the 1950s. Until then, organizational communication as a discipline consisted of a few professors within speech departments who had a particular interest in speaking and writing in business settings. The current field is established with its own theories and empirical concerns distinct from other fields (Virginia, 1967).

In 1950s, organizational communication focused largely on the importance of communication in improving organizational life and output. In the 1980s, the field turned away from a business-oriented approach to communication and became concerned more with the constitutive role of communication in organizing. In the 1990s, critical theory influence on the field was felt as organizational communication scholars focused more on communication's possibilities to oppress and liberate organizational members.

The study of organizations and organizational communication has progressed for thousands of years, and insights into processes of organizing and processes of communicating have become increasingly sophisticated. The discipline of organizational communication was solidified during the 1960s, but has changed in major ways during the decades that have followed. Two primary transformations spurred by complex interactions between economic and academic conditions have occurred in the discipline: the interpretive and critical turns of the early 1980s and the discursive turn at the beginning of the 21<sup>st</sup> century (McPhee, 2014).

The earliest cooperatives appeared in Europe in the late 18<sup>th</sup> and 19<sup>th</sup> centuries, during the Industrial Revolution. As people moved from farms into the growing cities, they had to rely on stores to feed their families because they could no longer grow their own food. Working people had very little control over the quality of their food or living conditions. Those with money gained more and more power over those without. Early cooperatives were set up as a way to protect the interests of the less powerful members of society workers, consumers, farmers, and producers. In England, consumers were frustrated by the abuses of storeowners, many of whom adulterated products to increase their profits. In many cases, workers' wages were paid in

company “chits” – credit that could only be used at the company’s stores. The average consumer had very few choices and little control.

Groups of these people began experimenting with various methods of providing for their needs themselves. They decided to pool their money and purchase groceries together. When they purchased goods from a wholesale dealer and then divided them equally among themselves, they were surprised at the savings and higher quality of products they were able to obtain.

Most co-operatives societies in Uganda have not fully embraced effective organizational communication practices that can help them to adapt easily to the ever-changing business trends and compete favorably with other players in the financial sector, hence impacting greatly on their performance and remaining obscure. As a result, cooperatives in Uganda have not fully exploited their potential. Udegbe (2012) argues that communication is a life blood of organizations, as it is needed to exchange ideas, make plans and proposals, decisions among other important aspects. Once it stops organized activities ceases to exist and individual uncoordinated activity resumes.

### **1.1.2 Theoretical Background**

This study was-underpinned by Organizational Information Theory developed by Weick (1969). Organizational Information Theory (OIT) by Weick’ was noted as a strong and reliable theoretical framework that explained an organization’s ability to make use of required information necessary for the organization’s success. Organizational Information Theory explains how organizations receive input from others. Weick (1969) critically explains the need for human interaction in an organization as an important point in information processing. Communication is therefore at the centre of the theory. The theory assumes that organizations, although with structures, are always transforming and changing through the interaction of their members. That is only possible by the instrumentality of the communication process.

This theory therefore emphasizes the process of communication as central and more important than communication itself. It is the process that explains how members of the organization engage in collaborative efforts which translates into organizational success. Simply, Organizational Information Theory is primarily concerned with how organizations process information to make sense of it. It explains how individuals within organizations communicate vital information in order to guarantee success and efficiency in their environment. Within



organizations, different systems regulate and control the organization as a whole, helping it to deal with information and consequently achieve its goals and function effectively. The emergence of new technologies has revolutionized the ways in which organizations manage information. This is a common example of a change in organization information processing which results in constant change of the organization itself as well.

The goal setting theory began with the early work on levels of aspiration developed by Locke and Latham, (2002). Goal setting involves the conscious process of establishing levels of performance in order to obtain desirable outcomes. The goal setting theory was based on the premise that much human action is purposeful, in that it is directed by conscious goals (O'Neil & Drillings, 1994). Under goal setting theory, several conditions are particularly important in successful goal achievement. These include goal acceptance and commitment, goal specificity, goal difficulty, and feedback (O'Neil & Drillings, 1994). Goal setting is widely used in the workplace as a means to improve and sustain work performance.

Goal setting theory is based on the assumption that behaviour reflects an employee's conscious goals and intentions. Consequently, the expectation is that employee efforts and performance within an organization would be influenced by the goals assigned to or selected by these employees. In the workplace, successful managers use the goal setting theory to clarify expectations, improve performance, and develop employees into stronger workers, which in turn makes the company stronger (Fried & Slowik, 2004). Therefore, the principles of goal setting theory guided the study in measuring the dependent variable performance of organisations.

### **1.1.3 Conceptual Background**

The study was based on organizational communication and performance of cooperative societies.

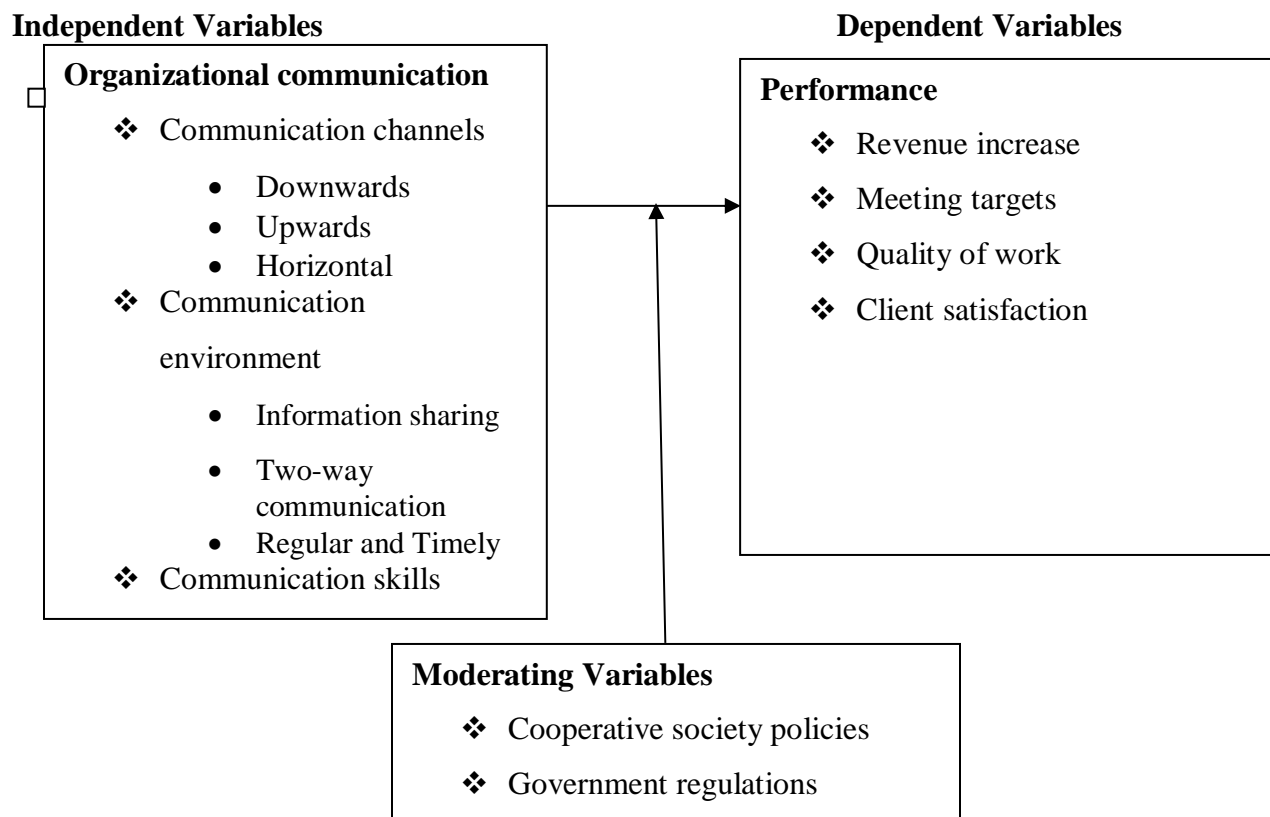
Organizational communication is a field of study that focuses on the communication and information flow within organizations through different roles of the media. The flow of communication within the members, individuals and organizations could be either formal or informal (Ferguson & Terrio, (2014). Organizational communication refers to the demonstration of sending and accepting data among interrelated people inside a specific defining to accomplish shared objectives (Winska, 2010).

Gupta and Kumar (2010) defines organizational communication as the degree to which information about the job is transmitted by an organization to its members and among members of the organization. Kusek, *et al.* (2015) state that performance is assessed in terms of the results that an organization achieves in relation to its objectives. In principle, it can be measured at the output, outcome or impact level, and, less rigorously, as the organization's compliance to rules. Performance should therefore be measured by the results (outputs/outcomes) that an organization produces.

### 1.1.3.1 Conceptual Framework

The conceptual framework is hinged on the idea of Amin, (2005) who requires that a conceptual framework is relevant to adequately present the relationship between the independent and dependent variables in a study. The independent variable in Figure 1.1 was organizational communication and the dependent variable was performance of cooperatives

**Figure 1.1: Summary of Conceptual Framework**



**Source: Adapted from Superior Oronje (2018) and modified by the researcher 2021**

The conceptual framework for the study in Figure 1.1 shows the relationship between the independent and dependent variables mediated by the intervening variable. According to the framework, the independent variables are communication channels in terms of downwards, upwards and horizontal and communication environment with sub constructs of information sharing, two-way communication and regular and timely communication whereas organizational performance was the dependent variable which was conceptualized in terms of revenue increase, meeting targets, quality of work and client satisfaction. The independent and dependent variables were influenced by moderating variables which were cooperative society policies and government regulations. The conceptual framework therefore shows determinants of organizational communication on performance of Abateganda Ntungamo Growers Co-operative Society Ltd.

#### **1.1.4 Contextual Background**

Abateganda Ntungamo Growers Co-operative Society Ltd was a merger of four farmer groups of Kahunga Parish (Abateganda), Kikoni Parish (Kikoni), Butare Parish (Butare) And Nyarubare (Rugarama). All the first groups started in 1950s to market their coffee. The area at the time had stiff competition from Indians based in Ntungamo Trading Centre and there was need for them to come together and out compete Indians who were offering miserable prices. Towards the late 1950s the groups came together under one name Abateganda Ntungamo Growers Co-operative Society Ltd and was registered on 15<sup>th</sup> September 1960 as a co-operative society with limited liability.

The society was formed with the objectives of encouraging improved methods of agriculture and to supply expertise advice, to increase the quality and improve the quality of member's crops by better land utilization and better farming methods, to market and process the agricultural products of members co-operatively, to make loans for productive purposes on the security of their agriculture products and animals reared and to encourage members' spirit of thrift mutual self-help and education. The society is engaged in coffee marketing and in addition has building for renting and a lorry that helps the society in transporting members' coffee.

The Ugandan government has shown commitment and interest in reviving the cooperative sector. In recognition of the role of cooperatives in poverty reduction, the government has sought to create an enabling environment for cooperatives to develop and thrive. It has strengthened

cooperatives and promoted the establishment of new marketing and financial cooperatives to reach farmers with services that contribute to improving rural livelihoods and reducing poverty. Among other interventions, a National Cooperative Policy has been announced that seeks to address the issues affecting the performance of the cooperatives with the view of enhancing their contribution to the wellbeing of the members and ultimately, the development of the national economy. Despite the above efforts, Abateganda Ntungamo Growers Co-operative Society Ltd has continuously registered poor performance.

The Abateganda Ntungamo Growers Co-operative Society Ltd audited financial statement for the year ending 31 December 2019 shows differences in records of UGX 2,578,655. Considering all receipts and all expenses of the year, there was a cash shortage of UGX 2,578,655. It was not the first time as there has been differences in the books of accounts as noted in the prior year audited financial statement of UGX 13,336, 138.

The Income Tax Act 340, 118 on payment of dividends to resident shareholders, it states that a resident company which pays a dividend to the resident shareholder share withhold a tax on the gross amount of payment at the rate prescribed by the Act. In this case, 15% was not done. UGX 4,899, 350 should have been withheld and paid to Uganda Revenue Authority by the 15<sup>th</sup> of the month following the month of payment and this was not done. There was no research that had been conducted to explain if the poor performance of Abateganda Ntungamo Growers Co-operative Society Ltd was due to organizational communication. Therefore, this study was conducted to establish the effect of organizational communication on the performance of cooperatives in Uganda with specific reference to Abateganda Ntungamo Growers Co-operative Society Ltd.

## **1.2 Statement of the Problem**

Nowadays, effective organizational communication has vital role in organizational performance and it is all because of technological change, diversification, various polices and competitiveness in the marketing place in the current time and as the businesses are expanded all over the world. In fact, organizations can make alert their employees, employers, consumers and customers about technological change, diversification, various polices and competitiveness by effective communication. Moreover, in organizations the main factor is employee's performance which can affect the whole performance of organizations. Many organizations are trying to control

inner challenges and barriers which negatively affect the employees' performance. Indeed, one of the main factors of internal challenges, which negatively influence the organizational performance is effective communication (Ali, 2017).

In Abateganda Ntungamo Growers Co-operative Society Ltd, organizational communication has been largely left to the organization structure authority and not given strategic importance leaving the major channels of communication not being used effectively. Failure to remove the gaps in organizational communication undermines the performance of the cooperatives in Ntungamo District. The poor performance of Abateganda Ntungamo Growers Co-operative Society Ltd is indicated by a loss in sales amounting to 1,083,978,300 in 2018 and 2,043,606,600 in 2019 (Financial Statement 2018/2019). In 2020, there was a reduction in total sales income by 31%, from Uganda shillings 2,193,811,750 to shillings 1,517,392,600 leading to decline of profits before tax by 21% (Audited Financial Report 2020 by Base Associate CPA). Audited Financial Report of 2020 by Base Associate CPA also shows that the society is still using manual accounting system as reported last year and yet modern financial management requires use of modern information and communication technology in processing financial information which makes data processing and retrieval take long time than necessary. Besides, there is a risk of inaccurate reporting as accounting transactions have been manually posted and information manually extracted. It is not known whether organizational communication is the factor that contributes to such performance of Abateganda Ntungamo Growers Co-operative Society Ltd. If the problem continues, it might lead to demise of the cooperative society. Based on this background, this study was conducted to establish the effect of organizational communication on performance of cooperative societies in Ntungamo District.

### **1.3 Objectives of the Study**

The study was guided by both general and specific objectives as mentioned hereunder;

#### **1.3.1 General Objectives**

The study established the extent to which organizational communication affects the performance of cooperatives in Uganda.

### **1.3.2 Specific Objectives**

The study was guided by the following objectives;

- i. To examine the communication channels used by Abateganda Ntungamo Growers Co-operative Society Ltd.
- ii. To establish the relationship between communication environment and performance of Abateganda Ntungamo Growers Co-operative Society Ltd.
- iii. To find out the relationship between organizational communication and performance of Abateganda Ntungamo Growers Co-operative Society Ltd.

### **1.4 Research Questions**

- i. What are the communication channels used by Abateganda Ntungamo Growers Co-operative Society Ltd?
- ii. What is the relationship between communication environment and performance of Abateganda Ntungamo Growers Co-operative Society Ltd?
- iii. What is the relationship between organizational communication and performance of Abateganda Ntungamo Growers Co-operative Society Ltd?

### **1.5 Scope of the Study**

The study focused on the geographical scope, content scope and time scope

#### **1.5.1 Geographical Scope**

Abateganda Ntungamo Growers Co-operative Society Ltd serves the whole of Ntungamo subcounty (parishes of Kahunga, Nyaburiza, Nyarubare, Butare) and Ntungamo Municipality. In the east, Rwekinyiro Sub County and Nyakyera subcounty, in the South, Rubare subcounty and Nyabihoko Sub County in the West, Kagarama Town Council and Ihunga Subcounty and in the North, Itojo Sub County and Sheema District. Abateganda Ntungamo Growers Co-operative

Society Ltd was considered because its performance has been poor as indicated by reduced sales income and profits (Audited Financial Report 2020 by Base Associate CPA).

### **1.5.2 Content Scope**

The study was about organizational communication and performance of cooperative societies in Ntungamo District, Uganda. It focused on communication channels because it is through which information flows from one person to another or from every level of the hierarchical ladder. The study looked at communication environment because it is better communication environment that favours the flow of information in such a way that receivers provide feedback. The study also established the relationship between organizational communication on performance of cooperatives.

### **1.5.3 Time Scope**

The study considered a period of six years starting from 2015-2021 as this helped to understand the trend of performance of Abateganda Ntungamo Growers Co-operative Society Ltd.

## **1.6 Significance of the Study**

### **To Policy Makers**

The findings of the study will help policy makers such as board and management committee members to implement communication that might enable the cooperative society to enhance its performance through establishment of appropriate communication channels, create a supportive communication environment and improve communication culture.

### **To the Staff**

The findings of the study will be beneficial to staff once completed because it will inform them of the best type and channels of communication and how effective communication improve on employee performance on organisations. This will enable staff employees use the best type and channels of communication in the cooperative society.

### **To Other Cooperative Societies**

The study will act as a basis for evaluating communication systems in other cooperative societies in Uganda. This will enable them to develop appropriate communication strategies that they can

use to ensure that the right corporate culture that promotes organizational performance is established.

### **Other Researchers and Academicians**

The study results will be used by other researchers and academicians who will be interested in the same study thus acting as a benchmark for further research. The study findings will help to strengthen the body of knowledge in organizational communication and performance of cooperative societies in Uganda.

### **To the Student**

The study will be submitted to the Directorate of Postgraduate Training in partial fulfillment of the requirement for the award of a Master of Arts Degree in Business Administration (Management option) of Kabale University.

## **1.7 Definition of Key Terms**

**Organisational communication:** An exchange of information between different parties on a construction project which information is clearly understood by either party.

**Communication channels:** This refers to the steps through which information is transferred from the sender to the receiver within and out of an organization.

**Communication environment:** This means exchange of ideas, news, views, messages, information or emotions, due to influence of various elements that encompass members in an organisation

**Organisational performance:** Organizational performance means the actual output or results of an organization as measured against its intended outputs (or goals and objectives).

**Employees' performance:** This refers to behaviors that are relevant to organizational goals and that are under the control of individual employees.



## **CHAPTER TWO**

### **REVIEW OF RELATED LITERATURE**

#### **2.0 Introduction**

This chapter reviews literature based on the objectives of the study. It reviews literature that was related to the organizational communication and performance of cooperatives. The chapter begins with literature on the theoretical review followed by literature on communication channels used in cooperative societies, relationship between communication environment and performance of cooperative societies and the relationship between organizational communication and performance of cooperatives.

#### **2.1 Theoretical Review**

This study was about the relationship between organizational communication and performance of Cooperatives. The study was therefore guided by two theories such as the Organizational Information Theory developed by Weick (1969) and the Goal Setting Theory developed by Locke and Latham, (2002).

Weick (1969) states that Organizational Information Theory (OIT) was used as a strong and reliable theoretical framework that explained organization's ability to make use of required information necessary for organization's success. Organization Information Theory explains how organizations receive input from others. Weick (1969) critically explains the need for human interaction in an organisation as an important point in information processing. Communication is therefore at the centre of the theory. The theory assumes that organizations, although with structures, are always transforming and changing through the interaction of its members. That is only possible by the instrumentality of communication process.

The Organizational Information Theory therefore emphasizes the process of communication as central and more important than communication itself. It is the process that explains how members of the organization engage in collaborative efforts which translates into organizational success. Simply, Organizational Information Theory is primarily concerned with how organizations process information to make sense of it. It explains how individuals within organizations communicate vital information in order to guarantee success and efficiency in their

environment. Within organizations, different systems regulate and control the organization as a whole, helping it to deal with information and consequently achieve its goals and function effectively. The emergence of new technologies has revolutionized the ways in which organizations manage information. This is a common example of a change in organization information processing which results in constant change of the organization itself as well.

Managing large amounts of information is one of the leading challenges for organizations. As new means of communication increase, the amount of messages we send and receive, and the speed of those messages increase. Weick (1969) developed an approach to describe the process by which organizations collect, manage, and use the information that they receive (West and Turner, 2000). In developing his approach, Weick focuses on the process rather than the structure. His focus was on the exchange of information that takes place within organizations and how individuals within the organization take steps to understand the material. The focus of Organizational Information Theory is on the communication of information that is vital in determining the success of an organization" (West and Turner, 2000).

Weick (1969) explains how organizations make sense of and use information. He states that organizations and their environments change so rapidly that it is unrealistic to show what they are like now, because that is not the way they are going to be later. However, Weick realized that complete knowledge could not come from one source. There must be other influences on communication and also relationships among individuals.

Therefore, in examining Organizational Information Theory, the researcher found that the theory plays a very predominant role in organizational communication. Thus, organizational communication is critical in enhancing performance. The researcher believes that this theory has no limitations within organizational communication. It addresses facets of the individual and also the group within the organization. Thus, Organizational Information Theory is a valuable theory to study and also practice.

The second theory that underpinned the study was the goal setting theory by Locke and Latham (2002). The theory assumes that a direct relationship exists between the definition of specific and measurable goals and performance was the first to be applied in this study. If managers know

what they are aiming at, they are motivated to exert more effort, which increases performance Locke and Latham, (2002).

Latham and Locke, (2002) assert that goal setting involves the conscious process of establishing levels of performance in order to obtain desirable outcomes. The goal setting theory was based on the premise that much human action is purposeful, in that it is directed by conscious goals (O'Neil & Drillings, 1994). Under goal setting theory, several conditions are particularly important in successful goal achievement. These include goal acceptance and commitment, goal specificity, goal difficulty, and feedback (O'Neil & Drillings, 1994). Goal setting is widely used in the workplace as a means to improve and sustain work performance.

Latham and Locke (2002) put much emphasise goal setting and encouragement on decision rights as a basis for improving employee performance. Additionally, De Waal (2007) notes that taking responsibility for results requires that organizational members are given the opportunity to effect their results positively and have the freedom to take action. This implies that people have to be authorized by their managers to independently and expeditiously take action on problems without having to ask for permission first. Decision rights allow greater involvement of employees in deciding on issues that affect their work (Locke & Latham, 2002). This implies that workers have a say in defining the right Key Performance Indicators (KPIs) and the mandate to establish Critical Success Factors (CSFs) in relation to their job responsibilities. According to Armstrong, (2006) employees are most likely to meet or exceed performance goals when they are empowered with the authority to make decisions and solve problems related to the results for which they are accountable.

The performance goals of an organization represent a shared responsibility among all its employees each of whom has a stake in the organization's success. A critical challenge for private and public organizations alike is ensuring that this shared responsibility does not become an unfulfilled responsibility. Accountability helps organizations to meet this challenge. Underlying employee empowerment is management's view of its employees as assets that are capable of contributing to the growth of their respective organizations rather than costs to be borne by the Organizations. The contributions of individuals and teams are a starting point for enumerating the results for which they are accountable (Locke & Latham, 2002). The goal

setting theory did not explain how communication contributed to performance of Abateganda Ntungamo Growers Co-operative Society Ltd.

## **2.2 Organizational Communication**

The concept of organizational communication denotes the communication occurring in organizational environment and the main objectives thereof are to communicate organizational policies, establish a continuous coordination among organizational members, solve the organizational problems and share information (Karakütük, 2011). The variety of communication aids/techniques used in an organization depends on the nature of the organization, its kind and range of personnel that best suits the management and also the location of the workplace.

According to Lindlof and Taylor (2011), organizational communication broadly studies corporate life as constituted through discursive processes such as conflict, teamwork and leadership'. Internal organizational communication facilitates the flow of information among members of the organization. The effective flow of information among employees within an organization is facilitated by a vibrant internal communication system. These systems of communication could be upward, downward, vertical or horizontal which are based on the structure of command within an organization. Apparently, organizational communication tends to exhibit what an organization stands for, the purpose of its existence, who the various clients are, the manner in which their workloads are accomplished and the chain of reporting among members. Effective communication is a transaction of ideas, directory command or guide into oral or written words, or actions on the path of the communicator in such a way that the receiver gets the same message and reacts in manner envisaged by the communicator (Akam; 2011). According to Ainobushoborozi (2013) communication technique employs managerial proficiency in encoding as well as decoding information in a productive manner.

Harris and Nelson (2008), describes types of communications as both downward and upward communication this way. Downward communication reinforces the hierarchical nature of organizations, whereas upward communication provides suggestions, message of what subordinates are doing, unsolved work problems and how employees feel about each other and their jobs. Trahant (2008) talked of internal communication where the flow of communication is done between or among employees regarding their work shows a form of internal

communication has taken place. Additionally, Trahant (2008) looks at organizational communication as the exchange of communication both informal and formal between top hierarchy members and employees within an organization. In other words, it exists between leaders, managers and employees or peer-to-peer, from leader-to-leader or employee-to-employee, for instance. Also, organisational communication has two dimensions; vertically and horizontally. Vertical communication is a downward and upward form of direction. In other words, vertical communication transmits information among different levels in the organizational structure. However, horizontal communication also transmits information among people, divisions, departments and units within the operational structure.

Accordingly, downward communication is when messages flow from a higher-level employee to a lower-level employee within an organisation. In other words, communications start at the upper levels of the organisation and moves through to the bottom levels (Tubbs and Moss, 2008). On the other hand, informal channel of communication is often referred to as “grapevine” and it is based predominantly on cordial interactions among members in the network (Bratton *et al.*, 2007).

A weak and ineffective formal organizational communication may be the consequence of this outcome. However, the informal communication network without official verification is not necessarily bad. The existence of a parallel and strong information communication may be a challenge to the formal structure. This is especially so when there is rampant and uncorroborated rumours in the network. Information on that network can be used to formulate effective communication policies for the organization (Sostek, 2006). Furthermore, Sostek (2006), informal communication networks can be the source of rumours, and can be good or bad depending on the content. Rumours about individuals are bad since the objective is mostly to hurt them. Now that you understand the purposes of effective communication, let us take a closer look at the elements in the communication process. By analyzing the parts of the process, we are better able to understand the whole. The communication process is a simple model that demonstrates all the factors that can affect communication. Communication is effective if the message that is received is the same one that is sent. A *sender* transmits a message through a *channel* to the *receiver*. The sender first develops an idea, which is composed into a message and then transmitted to the other party, who interprets the message and receives meaning.

Information theorists have added somewhat more complicated language. Developing a message is known as *encoding*. Interpreting the message is referred to as *decoding*. The other important feature is the feedback cycle (Barrelas, 2010).

### **2.3 Communication Channels used by Co-operative Societies**

Communication is an important factor in daily operations and it is through communication that all kind of information circulates from every level of the hierarchical ladder. Computers have become a communication hub through which employees communicate and function. Communication technology is fostering new forms of learning, enabling new types of communication between employees and management (Rudnick, 2016). Additionally, the proper use of the new technologies can lead to improvement of the relations among staff and to a better understanding with each other (Rudnick, 2016).

The massive development of information technologies and computers made organizations integrate technology by introducing networked systems that could easily share information in organizations. This transformation of information allowed organizations to redesign strategies, transformed the existing structure and reevaluated the scope of operation and increase efficiency of controlling mechanisms, work flow products and services (Laudon & Laudon, 2010). The employees in organizations have realized the technological revolution that takes place and a considerable number of them feel uncertain for their jobs and the way that this new era affects their positions. Another important issue that is affecting employees and put additional stress in their life is the fact that many organizational members consider themselves as incompetent to administer the speed and the complexity that technology evolvement has brought into organizations and react by resisting any possible modification or innovation related to their work (Hoos, 2013).

Automation in the office has brought changes in the structure of the organization and has two interrelated but distinct effects: to reduce the number of organizational members across the whole organization and the size of organizations as well, resulting in the reduction or expansion of employment at any particular organizational level (Hoos, 2013).

Email is one of the most successful computer applications that have been ever discovered and is being used in most organisations to day. The use of email was introduced in organisations to facilitate communication, to increase efficiency and to make organizational life easier (Derks & Baker, 2010). Indeed, email broke down the barriers of time and space and became a convenient tool for employees who are temporarily away from office or working in different locations. Emails have broken down typical organization information hierarchy and communication flows freely to each level of the organizational hierarchy. This could create new opportunities for dialogue and enhance a feeling of empowerment that can lead to more informed employees and result in positive employee attitude (Rudnick, 2016).

The flexibility and asynchrony are the main advantages that email carries compared to other communication media is the reason for its proliferation. Consequently, email has increased information sharing in organizations and has improved productivity in time and place (Byron, 2008). Due to flexibility and asynchrony of emails, individuals are able to read them everywhere and reduce the uncertainty related to the lack of information when they are absent from work (Granat, Stanoevska-Slabena, 2013). However, email application has not brought only positive changes in organizational life. A considerable number of employees complain about information overload, the huge amount of emails they receive daily and the pressure of expectation to answer them all within a day (Derks & Baker, 2010).

Derks and Baker (2010) in their study on the impact of email communication on organizational life raised another aspect of email communication. They claimed that communications realized through emails can be less sociable, relational, understandable, honest and effective. The reason behind this position is that the absence of nonverbal cues withholds communicator's important information about attitudes, emotions and characteristics. Rudnick also supports this position since he believes that people are able to convey messages not only with what they say but also with how they say it. Gestures, voice, expressions, all are important paralinguistic cues that can disambiguate ambiguous messages (Rudnick, 2016).

Ochieng and Moronge (2015) considered the determinants of powerful communication and performance of wellbeing preparing establishments in Kenya. They built up that the nature of communication channel decides the viability of the message conveyed and clear relational

abilities positively affected the performance of wellbeing preparing organizations in Kenya. In any case, the investigation uncovered that inability to completely grasp data communication innovation negatively affected the performance of wellbeing preparing foundations in Kenya. An investigation by Nyaga (2017) on viability of communication on understudies teach in auxiliary schools in Kenya brings up the presence of poor channels of communication. Ineffectual communication diverts results in struggle, mayhem, misjudging and absence of trust in school organization. The idea of communication culture in an organisation significantly affects the nature of administration conveyance.

Schiller and Mandviwalla (2017) prescribe that media vary in the levels of richness they give. Media may differentiate in the amount of signs they can pass on, the luckiness of feedback, and the cutoff concerning basic explanation. The more noteworthy measure of these segments a medium covers the more extreme it is. Subsequently, eye to eye can be considered as the most important medium of communication in organisation. It permits lucky feedback, allows the synchronous communication of various signs like non-verbal communication, outward appearance and way of talking, and uses high-combination regular tongue that passes on feeling. Video conferencing, phone, talk (messaging), email, content advising, had a tendency to made records (for example; notes, updates, letters), and unaddressed files (for example, declarations, standard reports) take after eye to eye communication in media riches in a dropping solicitation.

In his investigation of Chinese enterprises, Chen (2015) found that fulfilment with inside communication was identified with work fulfillment. This study additionally recognized that enterprises with various societies have a tendency to vary from each other in regard to communication channels. Chen found that two-route channels of communication, despite the fact that not common of Chinese organisations, enable organisations to achieve a more elevated amount of employee trust ( $p < 0.001$ ). A subjective report by Dolphin (2018) discovered comparative outcomes that two-way communication creates trust and further responsibility amid times of pressure or change. The two studies bolster the idea that future communication systems need to concentrate less on spreading data and more on creating organisations with workers.



## **2.4 Relationship between Communication Environment and Performance of Co-operative Societies**

The interactions between leaders of all levels and those who follow or report to them shape, and in turn are shaped by, the communication environment in which they work. The communication environment may enable, but can also constrain the exchange of information between individuals and units, and their interpretations of different messages. A leader's communication is influenced by the communication of other leaders (Johansson, *et al.*, 2015). A communicative leader working in an environment where other leaders are not communicative may be negatively affected, and vice versa. Moreover, communication behaviours that work well in one environment may not be transferred to another context. The organizational communication environment is composed of patterns of information sharing, feedback frameworks and rules through which the organization operates. They may differ between teams and units and are closely related to the cultures developed in those units. The extent to which these systems provide timely, accurate, and sufficient information to relevant parties influences individuals' attitudes toward the overall organizational leadership and their immediate managers. When the systems work well, they contribute to an environment where information from management is perceived as rich and mutual understanding is enhanced (Redding, 2014).

Furthermore, the organizational and unit environments shape individuals' interactions, leading employees to be more (or less) willing to share feedback, engage in earnest problem solving, and pass along information. In turn, interactions between managers and employees and among employees shape the perception of the unit communication environment. In this respect, it is vital that organizations attend to their communication systems, communication environments at the organizational and unit level, and quality of interactions between all employees – not just attending to employees' perceptions of their leaders' communication behaviours (Redding, 2014). Modern management emphasizes more and more the role of communication in managerial activity. Thus, it is considered that managers spend between 60 and 80% of their time communicating Hargie and Tourish, (2019). Studies show that efficient managers spend a great deal of their time in communication-based activities. Even as early as 1973 Mintzberg showed the ubiquitous nature of interpersonal communication in the management activity. More recent leadership studies assert the fact that effective leadership at the workplace involves the constant

use of communication instruments in order to create sense, share vision and build a common purpose Hargie and Tourish, (2019).

Organisation information sharing is one of the easiest and most effective management for the participation of workers in firms that lead to success of organisations (Babbie, 2014). Good information on organizational goals and objectives, new events, activities and services can reveal features of their employees from others. At the level of internal communication organization aims to create a unified corporate identity, understanding the philosophy of the organization. There are radicals who believe that the involvement and motivation of staff is the only way to ensure customer satisfaction and the organization must ensure that its employees are highly motivated to communicate are necessary and we need you". Work related to enrichment design jobs so that employees have a high level of vigilance and choice.

Cooper and Schindler (2016) also assert that effective communication environment can lead to employee motivation and job satisfaction. They believe that companies can use their employee communications programmes to achieve their business goals if these are managed properly. One of the factors that affect the reputation of the company is the consistency and relevance of communications, outside and in. Therefore, managing communication and being able to implement an effective one may motivate employees to work as they will have the perception or the view that the company treats them as someone who really belongs with the group, and is not isolated.

Furthermore, Denscombe (2017) states that the attitudes and loyalty of employees are directly influenced by their participation in communication efforts and these have a direct influence on how they treat customers and clients which in turn leads to growth of the bottom line. This shows the importance of communication in the organization's daily operation. For instance, in change management, he elucidated that the more employees participate in the communication and change strategy, the higher the level of trust between the organization and its employees; the higher the degree of control mutuality between an organization and its employees; the higher the level of commitment between an organization and its employees; the higher the level of satisfaction with the relationship between an organization and its employees; and the more positive the overall relationship between an organization and its internal publics.

Zikmund and Babin (2019) state that, it is important for senior management to communicate directly with employees so that employees understand the organization's business goals, policies and vision and told about what is going on in the organization. It can be particularly challenging for large organizations to keep the lines of communication clear and employees in the loop. Senior management can reduce these potential obstacles by keeping employees well informed through companywide meetings and the use of technology in top-to-bottom communications e.g. CEO chat rooms, Town Hall Meetings, intranet mechanisms and e-mails. Transparency in communication in the workplace, trust and respect between employees and senior management, as well as the use of appropriate communication channels to facilitate top down and upward communication in the company and openness to employee voice, are some of the most critical factors that can either contribute to or detract from effective internal organizational communication and therefore the communication strategy should address these issues.

## **2.5 Relationship between Organizational Communication and Performance of Co-operative Societies**

Tugume and Basheka (2016) conducted a study on Organizational Communication, Culture and Commitment and Employee Performance in University Faculties: Implications from Makerere University College of Computing and Information Sciences. A sample of 98 employees in the department was involved in the study. Findings revealed a positive relationship ( $r=0.278$ ,  $\text{sig}=0.011$ ) between organizational culture and employee performance; a significant positive relationship ( $r=0.310$ ,  $\text{sig}=0.005$ ) between organizational commitment and employee performance; and no significant relationship ( $r=0.048$ ,  $\text{sig}=0.667$ ) between organizational commitment and employee performance. This study was carried out in University faculties of Makerere University and thus could not explain situations in cooperative societies which this study intends to investigate.

Arinanye (2015) conducted a study on organizational factors affecting employee performance at the College of Computing and Information Sciences (Cocis), Makerere University, Kampala, Uganda. Findings revealed a positive relationship ( $r=0.278$ ,  $\text{sig}=0.011$ ) between organizational culture and employee performance; a significant positive relationship ( $r=0.310$ ,  $\text{sig}=0.005$ ) between organizational commitment and employee performance. It was therefore concluded that organizational culture and organizational commitment positively affected the performance of

employees at COCIS in one way or the other. This particular study however studied the gap regarding organization communication and performance of Abateganda Ntungamo Growers Co-operative Society Ltd as a case study.

More so, Otoo (2016) investigated the role of effective communication on organizational performance in Uganda Revenue Authority as a case study. The findings revealed that communication is bound to happen in any organization where information is passed on from one person to the other; through the use of both verbal and non-verbal means within Uganda Revenue Authority. The results also revealed that the communication systems frequently used in Uganda Revenue Authority were face-to-face, telephone, written memos, email/internet and grapevines, with the most useful channel of communication being face-to-face. Finally, various performance indicators are found to correlate with varying measures of effective organizational communication. However, the study did not go further to examine how communication affected performance hence there was a need for this research.

Tumbare (2009) did a research to assess the organizational communication in Lilongwe City Assembly. The methodological approach measured their current and ideal amounts of information within the organization. These are receiving information from others, sending information to others, action on information sent, channels of communication, communication relationships, communication and work satisfaction, timeliness of information received from key sources and sources of information. Findings indicated a great need to receive information and to interact with Assembly management more frequently than what is happening currently. This study suffered from contextual gap which needed to be addressed by investigating the relationship between organizational communication and performance of cooperatives in Ntungamo District.

In addition, Ainobushoborozi (2013) conducted a study to examine the impact of effective communication on labour productivity in civil engineering projects with a case study of Kampala Central Division. The findings showed that asking for clarity in communication, cooperation at work to get tasks completed and timely information about changes affecting work is statistically meaningful to labour productivity in civil engineering projects. He stressed that in order to attain the targeted productivity level; managers should ensure clarity of any instruction at work,

provide adequate training to employees, ensure cooperation at work by providing incentives and finally develop a good communication plan to ensure timely information delivery especially on changes affecting work.

Furthermore, Kibe (2014) investigated the effects of communication strategies on organizational performance. A descriptive research design was used in this study. A total of 132 questionnaires were distributed to employees. The findings of this research showed the importance of both the theoretical level and practical level. It concluded that for any organizational performance to be effective, an open communication environment should be encouraged. Once members of the organization feel free to share feedback, ideas and even criticism at every level it increases performance. However, this study used cross sectional research design to study the relationship between organizational communication and performance of cooperatives in Ntungamo District.

More still, Neves and Eisenberger (2012) reviewed that management communication was positively associated with a temporal change in POS, mediates the relationship between management communications and implications of practice. Specifically, it revealed that management communication affects performance mainly because it signals that the organization cares about the well-being and values the contributions of its employees. This study also adopted the use of the perceived organization support in terms of communication as indicators on the effect of communication on organization performance.

Rhoades and Eisenberger (2017) assessed the impacts of organizational communication on the perception of red tape by comparing internal communication with external, especially client oriented, communication in both public and nonprofit organizations. Communication plays an important role in organizational functioning and effective communication should be highly recommended to every organization in all the sectors of the economy. Any management both public establishment and private that is desirous of ensuring the success and efficiency of its workforce, should be conscious of implementing effective communication programmes. Indeed, many previous studies have attested that communication affects performance either at individual or organizational level but most of them have not attempted to investigate on the factors that may mediate with communication to influence performance. Also, most of the studies never put an emphasis on how organizational communication influenced communication. Therefore, the

current study was hoped to bridge this gap by examining the relationship between organisational communication and performance of cooperatives in Uganda.

Rabinowitz (2017) states that promoting internal communication is one of the most important things you can do to make sure that your organization runs smoothly and effectively. He further asserts that good internal communication will flourish if you can create an organizational climate of openness that is conducive to the free flow of communication and information in all directions; adjust your organization's systems or develop new ones to encourage, rather than discourage, internal communication; and create clear definitions of what needs to be communicated and by whom. Monitoring and adjusting your internal communication will help to maintain it at the level you need over the life of your organization (Rabinowitz, 2017). Therefore, internal communication is essential for good performance of all organizations, professional based SACCOs included. Where this is promoted, organizations are able to efficiently deliver services, enhance team work and give all staff a sense of belongingness. It also reduces human error within organization's departments and ensures conflicts and ineffective practices are identified early enough and effectively dealt with. The staffs also feel treated fairly and equitably and as a result they are able to give their best to the organization.

Mehmet and Hasan (2017) carried out a study to investigate the effect of organizational communication on employees' perception of justice in Turkey. Using a survey design approach, they showed that there is a significant relationship between communication and interactive justice. In addition, the same study carried by Rajhans (2018) in India demonstrated that clear and honest communication helps to encourage and strengthen relationship and concludes that employee communication has a crucial role to play in the management effort to reorient employees' perplexity by changes, or inform and motivate those who adapt more readily. These studies were done in developed countries where situation on organizational communication and performance of cooperative may be different from cooperatives in Uganda. Thus, there was need for the same study to be done in Abateganda Ntungamo Growers Co-operative Society Ltd in Ntungamo District, Uganda.

Udegbe *et al.*, (2015) conducted a research on the impact of business communication on organizational performance in Nigeria companies, Nigeria. The research revealed that in the

survey carried out communicating effectively in the business environment is greatly encouraged no matter the size and nature of business. The study concludes that business communication generally affects organizational performance to a reasonable extent in Nigerian companies. Additionally, Oladejo (2017) conducted a research on communication approach and firms' performance appraisal of Nigeria Bottling Company (Coca-Cola) in Nigeria. The researchers stayed with the workers in the plant watching their activities for fourteen days. The result revealed that there is significant relationship between communication approach and the performance of the company. These studies were done in Nigeria they suffer from both conceptual and contextual gap which this study intended to address.

Daft *et al.*, (2010) carried out a cross-sectional study in India and found that intense communication both inside and without the organisation is an obligation in regard to heads. Insufficient communication causes colossal issues including poor labourer 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 programme. 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.

Furthermore, Kirimi (2016) observes that powerful organization depends upon organization's ability to aggregate and assimilate information it gets and what is more passing on clear rules to its staff. Intense Communication process is a foundation for each and every social relationship. Through fruitful communication, people exchange and offer information with each other, affect perspectives, direct and perception. In addition, a random sampling done by Robinson and Judge (2017) found that while fruitful communication is an insightful fitness, it is all the more convincing when it's unconstrained rather than standard. A talk that is examined, for example, every so often has unclear impact from a talk that is passed on (or has every one of the reserves of being passed on) steeply. An empirical analysis done by Newcombe (2019), found that

downward Communication include: gather guidelines, organisation flyers and companions reports and spill out of best down.

Neves (2016) used a cross-slacked board setup to examine the common organisation between organization communications and saw definitive help, and its results for performance. The revelations suggest that organization communication was determinedly associated with a transient change in evident definitive help. The study pushed the speculative data concerning how organization communication impacts performance, with recommendations for preparing. Specifically, it revealed that organization communication impacts performance in a general sense in light of the way that it hails that the organisation contemplates the thriving and characteristics the duties of its laborers. As shown by a progressing report by Cooper-Warren (2018), the more energetic workforce is concentrating on legitimate culture which is influenced by inside communications. Communication satisfaction is related to work satisfaction and various levelled performance (Carriere and Borque, 2019).

Kornberger (2018) conducted a study on the role of communication in enhancing employees' organizational commitment and found that reasonable and general feedback is of vast motivator to organization, staff and understudies alike, not smallest in the going with ways: Self-picture is enhanced and the individual feels that he/she is a bit of something and not isolated from something; The person's part as manager, teacher or understudy supposedly is respected and regarded; As confidence develops, so too does efficiency, since objectives are all the more plainly characterized, and the fulfillment of those objectives, all the more offensively compensated; Time administration is all the more intensely tended to, as people turn out to be more enabled to make the best utilization of their profitable hours; Interpersonal connections can be all the more unmistakably assessed, and subsequently fortified; Individuals can all the more decidedly manage dismissal.

Inedegbor *et al.*, (2015) investigated the impact of business communication on various leveled performance in Nigerian organisations using a contextualized and composing based research instrument to measure the use of the inspected "assembles". Using the study system, the study obtained illustration data from 100 little and generous gathering and organization organisations working in Lagos State of Nigeria. The study found that feasible business communication is



underscored to a sensible degree in the evaluated Nigerian organisations. In any case, the 'level of complement's was an issue of degree. It was also found that the level of practices of intense business communication, were related to the class of business (advantage rather than amassing) and its size.

Husain (2013) identified that the role played by communication during change in the business organizations as essential for successful change management. The employees are the key sources to bring about change in organizations. To encourage employees for desired change, organizations must address the apprehensions and issues related with them. Job insecurity should be decreased and a sense of community should be created so that employees may feel their responsibilities. The need for change and its advantages will motivate the staff to participate in change plan and execute it. In addition, Kibe (2014) investigated the effects of communication strategies on organizational performance. A descriptive research design was used in this study. 132 questionnaires were distributed employees. The findings of this research showed the importance of both the theoretical level and practical level. It concluded that for any organizational performance to be effective, an open communication environment should be encouraged. Once members of the organization feel free to share feedback, ideas and even criticism at every level, it increases performance.

Bery *et al.*, (2015), explored the effect of employee communication on organizational performance in Kenya's horticultural sector. This study was carried out in flower farms in Kenya. The population of this study was all flower farms in Kenya which were the 14 flower farms registered in the KFC directory (2013) and based in Naivasha. A total of 2460 respondents were targeted by the study out of which 1888 responded giving a response rate of 76.7%. Correlation and regression analysis were used to test on the relationship between the variables of the study. The study found that communication facilitates exchange of information and opinion with the organization that communication helps in improving operational efficiency thus improving organization performance.

Neves and Eisenberger (2012) reviewed that management communication was positively associated with a temporal change in POS, mediates the relationship between management communications and implications of practice. Specifically, it revealed that management

communication affects performance mainly because it signals that the organization cares about the well-being and values the contributions of its employees. This study also adopted the use the perceived organization support in terms of communication as indicators on the effect of communication on organization performance. Rho (2009) assessed the impacts of organizational communication on the perception of red tape by comparing internal communication with external, especially client-oriented, communication in both public and nonprofit organizations.

In the view of Inedegbor, Ahmed, Ganiyat, and Rashdidat (2012) practices of effective business communication were related to the category of business (service versus manufacturing) and its size. Ogbo, Onekanma and Ukpere (2014) emphasized that flexibility in inventory control management is an important approach to achieving organizational performance. The study also found that there is a relationship between operational feasibility, utility of inventory control management in the customer related issues of the organization and cost effectiveness technique are implemented to enhance the return on investment in the organization.

Nnamani and Ajagu (2014) examined the relationship between the employees and their work environment, to assess the extent of employee performance on productivity and to find out the extent environmental factor has enhanced performance. The survey method and the research tool was questionnaire. The study had a population size of 1,152, out of which a sample size of 297 was selected. Two formulated hypotheses were tested using Pearson's correlation coefficients and z-test statistical tools. Study revealed that there was unsafe and unhealthy work place environment, poor motivation and lack of innovation caused low productivity in the company.

Weimann and Pollock (2015) reviewed that communication culture and tools of the distributed teams of a large German manufacturer is nether perfect nor complete due to the communication behaviours and tools used by these real distributed teams working together in different settings on international projects. The findings show that regular face-to-face meetings, email and phone still play a pivotal role in team communications, even though a variety of communication tools is available. The case study concluded that team member satisfaction and team success can only be accomplished if the communication culture in the company takes into account the technologies used and the distributed work setting.

## **2.6 Summary of Gaps Identified in Literature Review**

This chapter reviews the previous empirical studies conducted in relation to this study and some critiques are identified and discussed. The reviewed empirical researches show that communication in general and organizational communication in particular has a role in organizational performance. However, almost all of the reviewed empirical studies have been done in non-cooperative businesses and no study has been done considering cooperative societies in Ntungamo District. In addition, most of the reviewed studies did not specifically use revenue increase, meeting targets, quality of work and client satisfaction as indicators of organisational performance.

Otoo (2016) studied the effect of communication on employee performance at URA in Uganda. It was revealed that communication is bound to happen in any organization where information is passed on from one person to the other; through the use of both verbal and non-verbal means within URA. This study investigated the role of effective communication on organizational performance using URA as a case study. Specifically, the study examined the communication systems available in URA and measured the employees' performance. In addition, it determined the relationship between effective organizational communication and employee performance. It also identified the channels of communication considered by employees to be the most useful. Simple random sampling was used for the selection of 200 respondents. Mean, correlation and regression results were adopted in the analysis. From the results, the communication systems frequently used include face-to-face, telephone, written memos, email/internet and grapevine, with the most useful channel of communication being face-to-face. Finally, various employees' performance indicators were found to correlate with varying measures of effective organizational communication. However, the study did not consider organizational performance of cooperatives in Uganda. Thus, there was need for this study.

Tumbare (2009) did a research on an internal communication assessment of the Lilongwe City Assembly. Her study assessed the organizational communication of the Assembly. Explicitly, the effect of internal communication at the Lilongwe City was measured. The methodological approach measured their current and ideal amounts of information within the organization. These are receiving information from others, sending information to others, action on information sent, channels of communication, communication relationships, communication and work satisfaction,

timeliness of information received from key sources and sources of information. Findings from a sample of 186 respondents of the Assembly indicated a great need to receive information and to interact with Assembly management more frequently than what is happening currently. This study by Tumbare (2009) was done in another country where the situation is different from Uganda. Thus, there was a need for a study to be carried out on organizational communication and performance of cooperatives in Uganda

Ainobushoborozi (2013) similarly did a study which examined the impact of effective communication on labour productivity in civil engineering projects with a case study of Kampala Central Division Multinomial Logit (MNL) estimation technique was employed to measure the existing relationship between effective communication and labour productivity, and other explanatory variables include work duration spent in a company, educational qualifications, timely information on changes at work, cooperation at work and adequate training provided to employees. The findings showed that asking for clarity in communication, cooperation at work to get tasks completed and timely information about changes affecting work is statistically meaningful to labour productivity in civil engineering projects. He stressed that in order to attain the targeted productivity level; managers should ensure clarity of any instruction at work, provide adequate training to employees, ensure cooperation at work by providing incentives and finally develop a good communication plan to ensure timely information delivery especially on changes affecting work.

The reviewed studies did not show the effect of organizational communication on organisational performance in cooperative societies in Uganda. Therefore, it was essential to conduct this study considering communication channels, communication environment and the relationship between organizational communication and performance in cooperatives in Ntungamo District.

## **CHAPTER THREE**

### **RESEARCH METHODOLOGY**

#### **3.0 Introduction**

This chapter focuses on methodology that was used to carry out the study successfully. It covered the research design, study population, sample size, sampling techniques, data collection methods, instruments of data collection, validity and reliability of instruments, data collection procedure, data analysis and presentation, ethical considerations and limitations of the study.

#### **3.1 Research Design**

The study used a cross sectional survey design that examined different aspects at one point in time in order to generate quick self-reports from the selected participants under study. The study adopted a mixed method because it assisted the researcher to obtain detailed description of the study variables by use of qualitative approach and the measurement of the relationship between organizational communication and performance of cooperative societies.

#### **3.2 Study Population**

The study population was 1037 who comprised 9 board members, 6 management staff, 3 internal control committees, 3 premium committees, 3 vetting committees and 1013 membership of Abateganda Ntungamo Growers Group and farmers. Board members and staff were selected because they were aware of the existing situations regarding communication and performance of Abateganda Ntungamo Growers Group. Membership were also considered because they were beneficiaries of the cooperative society.

#### **3.3 Sample Size Selection**

A sample size refers to a number of observations taken from a population through which statistical inferences for the whole population are made (Njunwa, 2005). The total sample size was 289 and was determined using the statistical formula for determining sample size from a population. This was calculated by using Yamane (1967) formula which is  $n = N / [1+N(e)^2]$

Where, n = total sample size of the study N = total population size of the study e = sampling error (margin of error).

Sampling error is the range in which the true value of the population is estimated to be and is often expressed in percentage points (Israel, 1992). Hence, this study considered 5% of sampling error with 95% of confidence level in which samples have the true population value.

$$1037 / [1 + 1037(5\%)^2]$$

$$1037 / [1 + 1037(0.0025)]$$

$$1037 / [1 + 2.5925]$$

$$1037 / [3.5925]$$

$$= 289$$

Therefore, a sample size of 289

**Table 3.1: Population distribution and sample size**

Population category	Study population	Sample size	Sampling techniques
Board members	9	9	Purposive sampling
Management staff	6	6	Purposive sampling
Internal control committee	3	3	Purposive sampling
Premium committee	3	3	Purposive sampling
Vetting committee	3	3	Purposive sampling
Membership	1013	265	Simple random sampling
<b>Total</b>	<b>1037</b>	<b>289</b>	

### 3.4 Sampling Techniques

The sampling techniques used in this study were simple random sampling and purposive sampling techniques;

#### 3.4.1 Simple Random Sampling

Simple random sampling was used in this study to select membership to ensure that each had an equal and independent chance of being selected. The researcher used a list of farmers where a letter was assigned to each name of a member and the researcher randomly selected respondents whereby those who were picked participated in the study.

### **3.4.2 Purposive Sampling**

Purposive sampling was used to select board members, internal control committee, premium committee and vetting committee of Abateganda Ntungamo Growers Group because they would provide informative responses to the study.

### **3.5 Data Collection Methods**

Data collection refers to gathering specific information aimed at proving or refuting some facts (Mugenda & Mugenda, 2003). Data was collected using the questionnaires, interviews and documentary review methods.

#### **3.5.1 Questionnaire Survey Method**

This method was used to collect data from cooperative members since it was an efficient and convenient data collection mechanism. The survey questionnaire therefore focused on both the independent and dependent variable. This method involved a collection of items to which a respondent was expected to react and was usually in writing. It enabled the researcher to collect a lot of information over a short period of time. A total of 206 questionnaires were distributed to respondents.

#### **3.5.2 Interviews**

Interview is another method which was used to collect data in this study. An interview refers to oral or face to face questioning where the investigator gathers data through direct verbal interaction with the respondents. Interviews were used to get the story behind the participants' experience and to obtain in depth data on the topic under investigation (Amin, 2005). In this study, the researcher interviewed 9 staff of Abateganda Ntungamo Growers Group.

#### **3.5.3 Documentary Review**

Kothari (1990) recommends review of documents as a way of collecting secondary data. To him, the method is cost effective because it saves time and energy that would be spent in the field collecting primary data. Relevant documents including Sales and Expenditure books, financial reports and Annual Reports were reviewed by the researcher to obtain relevant data according to the themes and sub- themes of the study. The other documents that were reviewed were outlined in the documentary review checklist.

### **3.6 Data Collection Instruments**

It refers to tools that aid the collection of information from respondents. The researcher used both qualitative and quantitative data collection instruments. The choice of data collection instruments was often very crucial to the success of the research and thus when determining an appropriate data collection method, one had to take into account the complexity of the topic, response rate, time and the targeted population (Mwangi, 2015) These among others include:

#### **3.6.1 Self-Administered Questionnaire**

Kothari (2004) defines a questionnaire as a document that consists of a number of questions printed or typed in a definite order on a form or set of forms. It was derived from purpose of study or general objective and was scored using a five-point Likert Scale ranging from strongly agree to strongly disagree in regard to responses to items questioned. According to Mugenda and Mugenda (2003), measurement of the variable gives the researcher information regarding the extent of individual difference on a given variable. It was therefore on this basis that the appropriate measuring instrument was used to measure the variables and to categorize data in an orderly form. The questionnaire included Likert scale constructs with a scale ranging from 1-5 where each respondent was required to rate each and every statement given describing a given variable. The scale ranged from 5=Strongly Agree, 4=Agree, 3=Neutral, 2= Disagree and 1=Strongly Disagree. The questionnaires were administered to 206 respondents. Questionnaires were used to collect quantitative data. Questionnaires were quick and easy to administer as compared to interview guide.

#### **3.6.2 Interview Guide**

This is an instrument which consists of unstructured questions used for in depth interviews with key respondents to validate the range of information. Interviews refer to dialogue or conversation between two or more parties. In this case the researcher interviewed 9 selected members of staff using an interview guide. Interviews were used to collect qualitative data to capture in depth information in order to complement data that were collected by structured questionnaires.

#### **3.6.3 Documentary Review Checklist**

A document review checklist is an instrument bearing a list of documents to be reviewed during the study (Amin, 2005). Relevant documents were reviewed including minutes, work plans,



previous reports among financial statement reports and Auditor's reports. From this, relevant literature was got to supplement the information that were got from primary source. Documentary review checklist was preferred because of its advantage in gathering written information to backup primary data that was collected using questionnaires and interview guide.

### **3.7 Data Collection Procedure**

Burns and Grove (2003) define data collection as the precise, systematic gathering of information relevant to the research sub-problems, using methods such as interviews, participant observations, focus group discussion, narratives and case histories. For purposes of this study, the data collection procedure involved seeking authorization from Kabale University Directorate of Postgraduate Training to allow the researcher to collect data. In addition, the researcher sought permission from the manager of Abateganda Ntungamo Growers Group in order to be allowed to collect data. Primary data was collected through the use of questionnaires and interview guide. The questionnaires were presented to the respondents under a questionnaire-forwarding letter accompanied by an introductory letter from the University. The researcher identified the respondents, introduced himself and requested to drop the questionnaires to respondents for filling, which were collected back after two weeks. Interviews were conducted with purposively selected respondents to generate qualitative data for the study. After data collection, data was edited and entered in Statistical Package for Social Sciences Software for coding and analysis and a dissertation was written.

### **3.7 Validity and Reliability of Questionnaire**

Amin (2005) defines validity as the extent to which the instrument measures what it is supposed to measure. The researcher used Content Validity Index to ensure validity of instruments as defined in Lawshe (1975). Here content related experts particularly the supervisors were given questionnaires to determine whether the instruments used were worthy or relevant to measure the variables of study. Besides, further discussions were tabled with academic colleagues to ensure validity or appropriateness of data collection instruments. The researcher conducted a pre-test of questionnaires on a group of 10 respondents. This involved judging and scoring the relevant questions in the instruments in relation to the study variables and a consensus judgment given in each variable. The Content Validity Index (CVI) was arrived at using the CVI formula by Amin (2005);

CVI = Number of items declared valid / Total Number of items.

After computing the CVI as a way of determining the level of accuracy of the instrument, the researcher interpreted the CVI on the basis of Polit et, al. (2007) who states that the average Content Validity Index of 0.70 and above is good enough for the researcher to go ahead with data collection.

Reliability refers to the ability of a measurement instrument to produce the same answer in the same circumstances, time after time (De Vaus, 2002; Kipkebut, 2010). This means that if people answer a question the same way on repeated occasions, then the instrument can be said to be reliable. Kothari (2009) further argued that reliability is consistency of measurement; the more reliable an instrument is, the more consistent the measure. In this study, the reliability in the pilot study was tested for internal consistency using the Cronbach alpha coefficient. The rationale for internal consistency is that the individual items should all be measuring the same constructs and thus correlates positively to one another (Kipkebut, 2010).

So, reliability was obtained using Cronbach's coefficient test as stated in the following formula:

$$r = \frac{K}{K-1} \left( \frac{1 - \sum p_q}{d^2} \right)$$

Where r is the alpha coefficient,  $d^2$  is the variance of the total test, K is the number of items in the research instrument and  $\sum p_q$  is the sum of variance of K questions on the instrument. The results showed a Cronbach-alpha coefficient of greater than 0.60, making the instrument reliable for data collection (Suhr & Shay, 2009).

### 3.8 Data Analysis

According to Sekaran (2009), there are three objectives in data analysis; getting a feel for the data, testing the goodness of data and answering the research question. Data analysis consists of running various statistical procedures and tests on the data (Cooper & Schindler, 2006).

### **3.8.1 Quantitative Data Analysis**

The quantitative data was collected using questionnaires in which most of the questions were prepared in a Likert scale (strongly agree, agree, undecided, disagree, and strongly disagree). For the purpose of statistical analysis for the quantitative data, SPSS was used. Since the data was in Likert type, a coding scheme was designed (for instance, 5=strongly agree, 4=agree, 3=undecided, 2=disagree and 1=strongly disagree) and then data was entered accordingly into SPSS and analyzed using descriptive and inferential statistics.

Descriptive statistics involved mean, standard deviation, frequencies and percentages and enabled the researcher to summarize and organize data in an effective and meaningful way and provide tools for describing collections of statistical observations as a result reducing information to an understandable form (Nachmias & Nachmias, 2006).

This study also conducted inferential statistics through correlation analysis. Correlation is a statistical tool with the help of which relationships between two or more variables was determined (Saunders et al., 2007). Pearson correlation coefficient was used for testing associations between the independent and the dependent variables. Correlation usually refers to the degree to which a linear predictive relationship exists between random variables as measured by a correlation coefficient (Cooper & Schindler, 2006). Correlation coefficient between organizational communication and performance of Abateganda Ntungamo Growers Cooperative Group was computed to explore possible strengths and direction of relationships. A correlation coefficient ( $r$ ) has two characteristics, direction and strength. Direction of relationship was indicated by how  $r$  was to 1, the maximum value possible  $r$  was interpreted as follows; When  $r = +1$  it means there was perfect positive correlation between the variables.  $r = -1$  it means there was perfect negative correlation between the variables.  $r = 0$  it means there was no correlation between the variables, that is the variables were uncorrelated.

### **3.8.2 Qualitative Data Analysis**

The qualitative data from the interview responses, documentary review was analyzed using thematic procedures. Thematic analysis involved determining specific patterns or themes in the large portions of the collected data. It involved organizing the statements and responses (through

summaries, coding and testing out main study themes) and useful conclusions and interpretation was generated based on patterns and explanations of the study findings and research objectives. Thematic analysis is a flexible approach that allows exploring the opinions of different participants.

### **3.9 Ethical Consideration**

In the context of research, ethics refers to the appropriateness of the researcher's behavior in relation to the rights of those who become subjects of the study or are affected by it. The researcher considered ethical issues throughout the period of the research and remained sensitive to the impact of his work on the respondents and stakeholders affected by the study (Saunders et al., 2009). The researcher obtained an introductory letter from the University introducing the researcher to the manager of Abateganda Ntungamo Growers Group prior to conducting research seeking permission to conduct research. The informed consent from the respondents was obtained by explaining the purpose and objectives of the study.

Any type of misleading information as well as representation of primary data findings in a biased manner was avoided.

Dissemination of findings was done on appropriate mutual understanding with respondents.

The researcher explained the nature and purpose of the study, informed the potential respondents that they were free to participate in the study or not to. They were informed that whatever information they would provide would be treated with utmost confidentiality and it was used exclusively for purposes of the study.

Confidentiality, anonymity and safety were assured to the participants. They were informed that the research was purely for academic purposes. To maintain anonymity, questionnaires did not provide option for respondent's names and filling them was based on informed consent.

## **CHAPTER FOUR**

### **DATA PRESENTATION, ANALYSIS AND DISCUSSION OF FINDINGS**

#### **4.0 Introduction**

This chapter presents findings of the study on organisational communication and performance of cooperative societies in Uganda. The findings are presented, analyzed, interpreted and discussed according to the important variables, objectives of the study and the research question. This study aimed at achieving the following specific objectives; i) to examine the communication channels used by Abateganda Ntungamo Growers Co-operative Society Ltd, ii) to establish the effect of communication environment on performance of Abateganda Ntungamo Growers Co-operative Society Ltd and iii) to find out the relationship between organizational communication and performance of Abateganda Ntungamo Growers Co-operative Society Ltd.

After sorting and coding, data was entered into a computer and data exploration was done using SPSS version 22. Descriptive statistics such as frequencies and percentages were used to generate reports for discussion. Correlation analysis was used to determine the relationship between organisational communication and performance of Abateganda Ntungamo Growers Co-operative Society Ltd.

#### **4.1 Response Rate**

During the study, the number of the sampled respondents who participated in the study was computed to establish their adequacy for the generation of the required study data. The response rate of each category of the study respondents is presented in table below.

**Table 4.1: Response Rate**

Categories	Study population	Sample size	Response rate	% Response rate
Board members	9	9	9	100
Management staff	6	6	6	100
Internal control committee	3	3	3	100
Premium committee	3	3	3	100
Vetting committee	3	3	3	100
Membership	1013	265	191	72
<b>Total</b>	<b>1037</b>	<b>289</b>	<b>215</b>	<b>74.4</b>

As presented in the table, the sample size of 215 was selected from the six categories of respondents. All the respondents participated in the study making a response rate of 100 percent.

Neuman (2000) gives the formulae for calculating response rate as:

Total Number of responses

Total Number in the sample- (ineligible and unreachable)

Using the above formulae, the study obtained the following response rate:

$$215/289=74.4\%$$

## **4.2 Socio-Demographic Characteristics**

In order to get an overall mental and physical picture of the sample and obtain a clear understanding of the respondents' perceptions of the concepts under study, it is recommended (Kirtiraj, 2012; Kasekende, 2014) that demographic characteristics of respondents be analyzed. Analysis of demographic characteristics of respondents is one of the ways through which a researcher enters into the respondent's natural setting in order to obtain a clear insight of the study concepts the way the respondent does (Kasekende, 2014). Bearing this in mind, the researcher analyzed the gender, age, marital status, designation, experience and educational qualification of respondents as shown in Table 4.2.

**Table 4.2: Demographic Characteristics (N=206)**

<b>Variable</b>		<b>Frequency (N)</b>	<b>Percent (%)</b>
<b>Gender:</b>	Male	112	54.4
	Female	94	45.6
	<b>Total</b>	<b>206</b>	<b>100</b>
<b>Age</b>	20-39	110	53.4
	40-49	86	41.7
	50+	10	4.9
	<b>Total</b>	<b>206</b>	<b>100</b>
<b>Marital status</b>	Married	181	87.9
	Single	25	12.1
	<b>Total</b>	<b>206</b>	<b>100</b>
<b>Education</b>	Secondary	34	16.5
	Certificate	30	14.6
	Diploma	35	17.0
	Bachelor's degree	80	38.8
	Masters	27	13.1
	<b>Total</b>	<b>206</b>	<b>100</b>

**Source: Field Data, 2022**

Ali, Saghir and Hassan (2006) contend that gender is a statistical distribution of male and female respondents that have participated in a study. From Table 4.1, the findings revealed that the majority of the respondents were males 112(54.4%). The female respondents stood at 94(45.6%), implying that both genders were fairly represented. This probably explains that there were few females in Abateganda Ntungamo Growers Co-operative Society Ltd.

From Table 4.2 above, findings indicated that 110(53.4%) of the respondents were aged between 20-39 years while the remaining 86(41.7%) were 40-49 years of age while 10(4.9%) were aged 50 and above.

Findings revealed that majority of the respondents were married as represented by 181(87.9%) while 25(12.1%) were single. This implies that the findings were based on the opinions of married and single respondents. The findings were thus dependable since married people were committed to give data for the study.

The Table indicated that, 80(38.8%) of the respondents had degree, 35(17.0%) had Diploma, 34(16.5%) of the respondents had secondary level of education, 30(14.6%) had masters while 27(13.1%) had masters. This showed that majority of respondents were educated and therefore able to understand activities of their Abateganda Ntungamo Growers Co-operative Society Ltd as well as how communication was used to make strategic decisions to improve on the performance and operations of the society respectively.

#### **4.3 Communication Channels used by Abateganda Ntungamo Growers Co-operative Society Ltd**

In respect to the above research question, targeted respondents were asked to indicate the communication channels used by Abateganda Ntungamo Growers Co-operative Society Ltd. The responses were presented in Table 4.3 below.

#### **Table 4.3: Communication Channels used by Abateganda Ntungamo Growers Co-operative Society Ltd**

To establish the communication channels in Abateganda Ntungamo Growers Co-operative Society Ltd, the researcher sought to know whether the frequency and ways that the society uses to communicate to its members had in any way influenced its organizational performance. The findings were presented in Table 4.3 as below;



**Table 4.3: Communication Channels used by Abateganda Ntungamo Growers Co-operative Society Ltd**

<b>Communication channels</b>	<b>SA (%)</b>	<b>A (%)</b>	<b>N (%)</b>	<b>D (%)</b>	<b>SD (%)</b>	<b>Mean</b>	<b>St.Dev</b>
In our cooperative society we use the E-mail to communicate on a daily basis	20(9.7)	34(16.5)	17(8.2)	73(35.4)	62(30.1)	2.40	0.80
In this cooperative we use intranet to communicate on a daily basis	52(25.2)	48(23.3)	44(21.4)	30(14.5)	32(15.5)	3.28	0.51
In this cooperative we use Memos for daily communication	90(43.6)	40(19.4)	18(8.7)	40(19.4)	18(8.7)	3.69	0.41
This company frequently uses phone calls to pass along information	96(46.6)	64(31.0)	10(4.9)	21(10.2)	15(7.3)	3.99	0.40
Open discussion through management, departmental, general staff meetings to communicate are used to communicate	80(38.8)	55(26.6)	09(4.4)	41(19.9)	21(10.1)	3.64	0.53
The cooperative society uses individual letters to employees to communicate	100(48.5)	34(16.5)	02(0.9)	44(19.9)	26(12.6)	3.67	0.55
I use the suggestion box to communicate	50(24.2)	56(27.2)	05(2.4)	56(39.3)	40(6.7)	3.11	0.36
I get most of my information about cooperative news and events via my manager	80(38.8)	55(26.6)	09(4.4)	41(19.9)	21(10.1)	3.64	0.53

**Source: Field Data, 2022**

Table 4.3 reveals that 135(65.5%) of the respondents disagreed, 54(26.2%) agreed that Abateganda Ntungamo Growers Co-operative Society Ltd we use the E-mail to communicate on a daily basis while 17(8.3%) were neutral. This implies that E-mail was not used to communicate on a daily basis. This was probably attributed to the fact that members did not like this communication channel because they did not have the facilities. The findings are in disagreement

with Derks and Baker (2010) who states that Email is one of the most successful computer applications that have been ever discovered and is being used in most organisations to day.

On interview, one of the respondents stated that,

*“Indeed, email broke down the barriers of time and space and became a convenient tool for employees who are temporarily away from office or working in different locations. Emails have broken down typical organization information hierarchy and communication flows freely to each level of the organizational hierarchy”.*

From the table, 100 (48.5%) of the respondents disagreed that in Abateganda Ntungamo Growers Co-operative Society Ltd we use intranet to communicate on a daily basis, 62(30.1%) of the respondents agreed while the remaining 44(21.4%) of the respondents were neutral.

A respondent stated that,

*“Users of internet at Abateganda Ntungamo Growers Co-operative Society Ltd, engage in a variety of activities online -- sending and receiving e-mail, reading the news, conducting banking, researching general information and more. Businesses use the Internet to manage workplace communications and maintain an efficient work environment. Internet usage on the job has shaped the workplace because of the nature of the information that can be shared online”.*

One respondent in regard to the above stated that

*“The Internet has streamlined the way workers exchange information by allowing them to communicate electronically. Electronic communications, such as email, instant messaging and video conferencing, eliminate time and space barriers. Supervisors and managers can work remotely and still maintain communication with employees. Abateganda Ntungamo Growers Co-operative Society Ltd can conduct meetings and transfer information from different offices through the use of Internet services”.*

In this cooperative we use Memos for daily communication was agreed by 130(63.1%) of the respondents, 58(28.2%) of the respondents disagreed while 18(8.7) were neutral. The findings imply the Memos are one of the major channels of communication in Abateganda Ntungamo Growers Co-operative Society Ltd.

Furthermore, this company frequently used phone calls to pass along information was agreed by 150(72.8%) of the respondents, 36(17.4%) agreed while 10(4.9) were neutral. The findings indicate that phone calls were the major channel of communication in Abateganda Ntungamo Growers Co-operative Society Ltd.

During interviews, one of the employees of Abateganda Ntungamo Growers Co-operative Society Ltd stated that:

*“Telephone communication is slower than its new-media counterparts, but it still has benefits in an increasingly impersonal world. The telephone call, which connects a caller with a human voice, is still an important business component.”*

During interviews and documentary review, it was discovered that the use of a phone enables all of the workers in the office to share the same voice resources. A telephone system in place allows workers to transfer calls to one another, and that ability alone can make the business run more smoothly.

Open discussion through management, departmental, general staff meetings to communicate are used to communicate was agreed by 135 (65.5%) of the respondents, 09(4.4%) of the respondents were neutral while 62(30.1%) disagreed.

During interviews, it was discovered that;

*“Managers who utilize these meetings as a communication tools open up a great opportunity for employees to share their workday experiences with one another. This was supported by one of the respondents who stated that:*

*“Employees of Abateganda Ntungamo Growers Co-operative Society Ltd are given room to say how they find the work and how to improve their performance; in this case they freely air out their issues”*

The cooperative society used individual letters to employees to communicate was agreed by 134(65.0%) of the respondents, 2(1.0) were neutral while 70(34.0). Since the majority of the respondents agreed that the cooperative society used individual letters to employees to communicate, it implies that individual letters was also a major channel of communication in Abateganda Ntungamo Growers Co-operative Society Ltd.

Qualitative findings from one respondent revealed that; *Abateganda Ntungamo Growers Co-operative Society Ltd uses letters to communicate business contracts or build professional relationships with other companies in the business environment.*”

The table also indicates that 106(51.5%) of the respondents agreed that they used suggestion box to communicate, 05(2.4%) were neutral while 96(46.1%) of the respondents disagreed. Since majority of the respondents agreed, it implies that suggestion box was available for people to give their views via suggestion box. *Employee suggestion boxes give employees opportunities to participate in decision making at work. As a result, they feel empowered and assume more ownership of their work*”.

Another respondent argued that:

*“To get new information we publish on employee suggestion programs, sign up using the box at the top-right”.*

Findings of this item showed that 135(65.5%) of the respondents agreed, 9(4.4%) indicated that they were neutral while 62(30.1%) of the respondents disagreed that they got most of their information about cooperative news and events via my manager.

During interviews, respondents argued that:

*“The communications folks normally help and provide advice, but the “heavy lifting” remains the manager’s responsibility”.*

In response to the above, it was further discovered that: *“Management of Abateganda Ntungamo Growers Co-operative Society Ltd educate their employees. Abateganda Ntungamo Growers Co-operative Society Ltd has Communications in place and they emphasize on helping employees understand their business, its values and culture, its progress toward goals, and how employees can improve performance”.*

The findings concur with Otoo (2016) who investigated the role of effective communication on organizational performance in Uganda Revenue Authority and revealed that communication is bound to happen in any organization where information is passed on from one person to the other; through the use of both verbal and non-verbal means within Uganda Revenue Authority. The results also revealed that the communication systems frequently used in Uganda Revenue

Authority were face-to-face, telephone, written memos, email/internet and grapevines, with the most useful channel of communication being face-to-face.

#### **4.4 Communication Environment on the Performance of Abateganda Ntungamo Growers Co-operative Society Ltd**

The study also sought to assess the effect of communication environment on the performance of Abateganda Ntungamo Growers Co-operative Society Ltd and the results were presented in Table 4.4 below;

**Table 4.4: Communication Environment and Performance of Abateganda Ntungamo Growers Co-operative Society Ltd**

<b>Statements</b>	<b>SA (%)</b>	<b>A (%)</b>	<b>N (%)</b>	<b>D (%)</b>	<b>SD (%)</b>	<b>Mean</b>	<b>St.Dev</b>
In this organisation, important information is a scarce resource	30(14.6)	41(19.9)	13(6.3)	70(34.0)	52(25.2)	2.65	0.55
In most situations, I receive the information I need to effectively perform my job	70(34.0)	76(36.9)	0(0.0)	34(16.5)	26(12.6)	3.63	0.51
I readily share important information that is critical to our success	68(33.0)	82(39.8)	0(0.)	36(17.5)	20(9.7)	3.69	0.65
I receive most of the information I need through informal channels	61(29.6)	85(41.3)	0(0.0)	33(16.0)	26(12.6)	3.58	0.42
My department readily shares important information with other Departments	40(19.4)	80(38.8)	16(7.8)	30(14.6)	40(19.4)	2.76	0.67
The information that is shared by employees in other departments is often biased and reflects their own personal interests	40(19.4)	30(14.6)	16(7.8)	80(38.8)	40(19.4)	2.76	0.67
Most of the group meetings I attend are informative and worthwhile	51(24.8)	76(36.9)	0(0.0)	43(20.8)	36(17.5)	3.31	0.58
Most of the information I receive on a daily basis is detailed and accurate	45(29.1)	61(22.3)	0(0)	60(31.1)	40(15.0)	3.05	0.51

**Source: Field Data, 2022**

Table 4.4, indicated that 122(59.2%) disagreed that in the organization, important information is a scarce resource, 71(34.5%) agreed while 13(6.3%) were neutral. This implies that information is given to most people. The management of Abateganda Ntungamo Growers Co-operative Society Ltd ensures that most of the important information is given to employees to improve on performance and organizational development.

Qualitative findings from one of the respondents reported that;

*“The enormous development of information technologies and computers made organizations networked systems that can easily share information in and afar of organization. This transformation of information allows organizations to redesign strategies, transform the existing structure, and reevaluate the scope of operation and increase efficiency of controlling mechanisms, work flow products and services”*

From the above table, most of the respondents 146(70.9%) generally agreed that in most situations they receive the information they need to effectively perform their jobs. This implies that assessment meetings are carried out, where employees are informed whether they have to improve and how to improve. However, 60(29.1%) of the respondents disagreed.

One respondent reported that;

*“Communication in Abateganda Ntungamo Growers Co-operative Society Ltd makes employees happier and creates higher job satisfaction; the manager will also find more satisfaction and be happier at work. Communication is the tool that allows managers to delegate more effectively, create strategies for enhanced departmental success, and more appropriately align the goals of the department to the goals of the organization”.*

Furthermore, the above table indicates that most of the respondents 150(72.8%) agreed while 56(27.2%) of the respondents disagreed that their important information was readily shared that was critical to their success of the organisation. This implies that employees at Abateganda Ntungamo Growers Co-operative Society Ltd have teamwork and they can share information that in order to improve on performance of Abateganda Ntungamo Growers Co-operative Society Ltd.

The findings concur with Babbie (2014) who states that organisation information sharing is one of the easiest and most effective management for the participation of workers in firms that lead to success of organisations.

During interviews, one person reported that;

*“Effective sharing of information through communication has an effect on employee performance and smooth flow of communication among employees is likely create and facilitate high performance by employees. Similarly, ineffective communication is detrimental for employees and leads them to poor performance”.*

Table 4.4 revealed that 146 (70.9%) generally agreed that they receive most of the information they need through informal channels. This implies that employees acquire information from internet and other people but not their supervisors or managers. However, 59(28.6%) of the respondents disagreed. The vast majority of the respondents stated that the pattern of communication that would characterize their work internally would definitely be downwards.

One respondent was quoted saying that; *“In this organization, communication normally follows the hierarchy lines but in emergency cases formal way of communication is eliminated. In fact, we are administrative employees and we are executors”.*

One interviewee stated that;

*“Informal communication does exist in the organization. This means that working environment is influenced positively. Moreover, performance and efficiency are both increased”*

Some respondents support that informal communication and informal relations in their working environment are emphasized. Good communication and good relations are achieved through mutual understanding, collaboration, open minds, humor and common interests. For people in Abateganda Ntungamo Growers Co-operative Society Ltd positive working environment has a primary role in well-being and motivation.

Qualitative results from a respondent revealed that;

*"Informal communication is important. As an institution we do organize events, we go out together, spend time out of work together. Friendly environment at work for me is such a great motivation to be there every day. In my opinion informal communication improves collaboration between people"*

From Table 4.4, the majority of the respondents 120(58.2%) agreed that their departments readily share important information with other departments. This implies that there is a cycle of information sharing at Abateganda Ntungamo Growers Co-operative Society Ltd. However, 70(34.0%) of the respondents disagreed and 16(7.8%) were neutral.

During interviews, one of the respondents stated that,

*"I propose that the purposeful cultivation of happiness and positivity in the workplace creates opportunities for improved satisfaction of individuals, teams, and entire organizations. Attitude and happiness have been recognized by communication scholars in the examination of organizational culture and emotion in the workplace".*

The table also revealed that 70(34.0%) of the respondents agreed that the information that is shared by employees in other departments is often biased and reflects their own personal interests. This implies that false information is shared by employees of Abateganda Ntungamo Growers Co-operative Society Ltd. However, 120(58.2%) of the respondents disagreed while 16(7.8%) were neutral. Since majority of the respondents disagreed, it implies that information that is shared by employees in other departments is not often biased and does not reflect their own personal interests.

One respondent was quoted stating that;

*"I dislike it when my subordinates share issues that concern our department with people from different departments. Communication is free, collaboration as well, but first I have to be informed. So, my subordinates should not share internal departmental issues without my confirmation, this is something that bothers me, however, with discussion we have solved things out and this phenomenon does not happen anymore".*



The majority of the respondents represented by 127(61.7%) generally agreed that most of the group meetings they attend are informative and worthwhile. This implies that employees acquire more important information from group trainings. Additionally, 79(38.3% of the respondents disagreed and 15.3% were uncertain.

One respondent was asked why meetings were conducted and he reported that;

*“The main reason why people organize meetings is for organizations’ members to be updated on issues that concern them, to inform each other on the progress of certain projects and also share ideas on the improvisation of organizations’ performance. Making people feel comfortable and at ease is mainly managements’ responsibility”.*

As indicated in the table, 106(51.5%) of the respondents agreed that most of the information they receive on a daily basis is detailed and accurate. This implies that the management of Abateganda Ntungamo Growers Co-operative Society Ltd provides accurate information needed by the employees to effectively execute their work. Additionally, 100(48.5%) of the respondents disagreed.

One respondent reported that;

*“The managers may not communicate the same way with remote workers as they do with employees who are in the work place each day. This creates feelings of disconnect and lowered morale for workers and causes them to rely on coworkers for needed information. While informal coworker communication is essential for job satisfaction, it should not be the sole source of information from an organization”.*

**Table 4.5: Correlations of Communication Environment and Performance of Abateganda Ntungamo Growers Co-operative Society Ltd**

		Communication environment	Performance
Communication environment	Pearson Correlation	1	.823**
	Sig. (2-tailed)		.000
	N	206	206
Performance	Pearson Correlation	.823**	1
	Sig. (2-tailed)	.000	
	N	206	206

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

Results of the correlation analysis ( $r < 0.823$ ,  $p < 0.001$ ), show that there is significant positive correlation between organizational communication and organizational performance of Abateganda Ntungamo Growers Co-operative Society Ltd. Those who had a preference of direct forms of communication were less likely to adopt indirect communication (email) media at the workplace. Preference was given to face-to-face and telephone communication than for written memos and emails.

**Table 4.6: Model Summary of Communication Environment and Performance of Abateganda Ntungamo Growers Co-operative Society Ltd.**

Model	R	R Square	Adjusted R Square	Std. Error of Estimate
1	.156a	.024	.007	2.13304

a. Predictors: (Constant), Communication environment

Communication environment was used as the independent variable and performance of Abateganda Ntungamo Growers Co-operative Society Ltd as the dependent variable. It was established that there was a significant relationship between communication environment and performance of Abateganda Ntungamo Growers Co-operative Society Ltd. As the standard error of estimate is ( $R = .156$ ,  $P < 0.001$ ) which greatly influenced the performance of the cooperative society revenue increase, meeting targets, quality of work and client satisfaction. It should be

noted that, effective communication between among members in the cooperative society enhances makes members motivated and thus performance could be improved.

**Table 4.7: ANOVA on Communication Environment and Performance of Abateganda Ntungamo Growers Co-operative Society Ltd**

Model		Sum of Square	Df	Mean Square	F	Sig.
1	Regression	.066	1	.066	1.172	.0.000
	Residual	39.285	103	.381		
	Total	39.350	104			

a. Predictors: (Constant), Communication environment

b. Dependent Variable: Performance

According to the Analysis of Variance (ANOVA) results in the Table 4.7, it is revealed that communication environment has a significant influence on performance of Abateganda Ntungamo Growers Co-operative Society Ltd ( $F=1.172$ ,  $P<0.000$ ). For the most part communication from managers seems to be acceptable; however, there is room for improvement. It was interesting that there was one participant who consistently reported negatively in all areas.

**Table 4.8: Coefficients of Communication Environment and Performance of Abateganda Ntungamo Growers Co-operative Society Ltd**

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
1 (Constant)	3.291	.292		11.270	.000
Communication environment	.057	.137	.041	.415	.679

a. Dependent Variable: Performance

Communication environment was used as the independent variable and performance of Abateganda Ntungamo Growers Co-operative Society Ltd as dependent variable. According to the table above, communication environment, ( $\beta=.041$ ,  $t=.415$ ,  $P<.000$ ) has a significant influence on performance of Abateganda Ntungamo Growers Co-operative Society Ltd. This implies that, effective communication environment enhances high performance in Abateganda Ntungamo Growers Co-operative Society Ltd.

#### **4.5 Organisational Communication and the Performance of Abateganda Ntungamo Growers Co-operative Society Ltd**

The study also established the relationship between organisational communication and performance of Abateganda Ntungamo Growers Co-operative Society Ltd. Responses were measured on five-point likert scale; 5=Strongly Agree, 4=Agree, 3=Neutral, 2= Disagree and 1=Strongly Disagree. The findings were presented in Table 4.9;

**Table 4.9: Organisational Communication and Performance of Abateganda Ntungamo Growers Co-operative Society Ltd**

<b>Statements</b>	<b>SA (%)</b>	<b>A (%)</b>	<b>N (%)</b>	<b>D (%)</b>	<b>SD (%)</b>	<b>Mean</b>	<b>St.Dev</b>
Organizational communication has enhanced efficiency of operations	38(18.4)	45(21.8)	23(11.2)	58(28.2)	42(20.4)	2.89	0.55
Organizational communication has led to effectiveness of operations of the organization	37(18.0)	43(20.9)	25(12.1)	59(28.6)	42(20.4)	2.87	0.51
Organizational communication enables me to exchange accurate, complete, clear, relevant and timely information that contributes to achievement of target goals	42(20.4)	58(28.2)	26(12.6)	35(17.0)	45(21.8)	3.08	0.65
Clarity in communication enhances cooperation at work to get tasks completed and timely information about changes affecting work which leads to increased productivity	52(25.2)	70(34.0)	24(11.7)	32(15.5)	28(13.6)	3.40	0.42
Organizational communication contribute to the profitability of our cooperative	50(24.3)	63(30.6)	18(8.7)	43(20.9)	32(15.5)	3.27	0.67
Communication contributes to easy sharing of important information such as annual reports and financials with members which enhances better performance	58(28.2)	72(35.0)	15(7.2)	33(16.0)	28(13.6)	2.56	0.58

**Source: Field Data, 2022**

Table reveals that 83(40.3%) of the respondents agreed, 23(11.2%) were neutral while 100(48.5%) of the respondents disagreed that organizational communication had enhanced efficiency of operations. Since majority of the respondents disagreed, it implies that Abateganda Ntungamo Growers Co-operative Society Ltd had challenges in its operation and therefore needed some effective communication channels to improve its operational efficiency.

Regarding the second item on organizational communication has led to effectiveness of operations of the organisation, 80(38.8%) of the respondents agreed, 25(12.1%) were neutral while most of the respondents as represented by 101(49.0%) disagreed. Most of the respondents disagreed that organisational communication had led to effectiveness in operations implying that the management of Abateganda Ntungamo Growers Co-operative Society Ltd did not effectively communicate with the stakeholders to provide the necessary information to improve operational effectiveness.

From Table 4.9, organizational communication enabled members in the cooperative to exchange accurate, complete, clear, relevant and timely information that contributes to the achievement of target goals was agreed by 100(48.6%) of the respondents, 26(12.6%) of the respondents were neutral while 80(38.8%) of the respondents disagreed. Most of the respondents agreed implying that there was some exchange of accurate, complete, clear, relevant and timely information that contributed to achievement of target goals.

More still, the table indicates that 122(59.2%) of the respondents agreed that simplicity of communication improved cooperation at work to get tasks completed and timely information about changes affecting work which leads to increased productivity. However, 60(29.1%) of the respondents disagreed while 24(11.7%) of the respondents were neutral. Since majority of the respondents agreed, it implies that clarity in communication in Abateganda Ntungamo Growers Co-operative Society Ltd encourages employees work together and timely sharing of information resulted into increased productivity.

The researcher probed further to know if organisational communication contributed to the profitability of our cooperative. The majority of respondents; 113(54.9%), perceived that organisational communication contributes to the profitability of Abateganda Ntungamo Growers

Co-operative Society Ltd, 75(36.4%) of the respondents disagreed while 18(8.7) of the respondents were neutral about the item.

The researcher also inquired whether communication contributed to easy sharing of important information such as annual reports and financials with members to enhanced better performance and 100(59.2%) of the respondents agreed, 61(29.6%) disagreed while 15(7.2%) of the respondents were neutral. However, since the majority of the respondents agreed, it implies that easy sharing of important information such as annual reports and financials with members enhanced better performance of Abateganda Ntungamo Growers Co-operative Society Ltd.

**Table 4.10: Correlation between Organisational Communication and Performance of Abateganda Ntungamo Growers Co-operative Society Ltd**

		Organisational communication	Performance
Organisational communication	Pearson Correlation	1	.988**
	Sig. (2-tailed)		.000
	N	206	206
Performance	Pearson Correlation	.988**	1
	Sig. (2-tailed)	.000	
	N	206	206

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

Table 4.10 shows a strong positive correlation between organizational communication and performance of Abateganda Ntungamo Growers Co-operative Society Ltd ( $r=.988^{**}$ ). The study found out that organizational communication contributed to the achievement of target goals, clarity in communication and easy sharing of important information such as annual reports and financials with members which enhanced better performance of Abateganda Ntungamo Growers Co-operative Society Ltd.

The findings concur with Bery *et al.*, (2015) who explored the effect of employee communication on organizational performance in Kenya's horticultural sector. The study found

that communication facilitates exchange of information and opinion with the organization that communication helps in improving operational efficiency thus improving organization performance.

**Table 4.11: Model Summary of Organizational Communication and Performance**

Model	R	R Square	Adjusted R Square	Standard Error of Estimate
1	.956**	.281	.670	.86105

a. Predictors: (Constant), Organisational communication

From Table 4.11, it is indicated that organisational communication has a significant relationship between organizational communication and performance of Abateganda Ntungamo Growers Co-operative Society Ltd. Results in the Table indicate that organisational performance accounts for 67.0% of the variations in performance of Abateganda Ntungamo Growers Co-operative Society Ltd (Adjusted  $R^2 = 0.670$ ). As the standard error of estimate is ( $R=.956^{**}$ ,  $P<0.001$ ) which greatly influences the performance of Abateganda Ntungamo Growers Co-operative Society Ltd in terms of productivity and profitability. It should be noted that, the use of effective communication channels enhances the performance of the Co-operative Society.

**Table 4.12: Analysis of Variance on Organisational Communication and Performance**

Organisational Communication					
	Sum of Square	Df	Mean Square	f	Sig.
Regression	.112	2	.056	.23.78	.000
Residual	45.025	162	.278		
<b>Total</b>	<b>45.137</b>	<b>164</b>			

a. Dependent Variable: Performance

According to the F and Sig. statistics or values, the regression model is statistically significant, since the sig. (0.000) is less than 0.05, indicating that organizational communication has significant relationship with performance of Abateganda Ntungamo Growers Co-operative Society Ltd.

The findings of the inferential analysis (correlation regression and ANOVA) confirmed that the performance of Abateganda Ntungamo Growers Cooperative Ltd is influenced by organisational communication. The statistical findings were also supported by the results from one of the key informant who stated that;

*“If a message is not well understood by members of the cooperative, some members may end up doing what is contrary thus affecting the performance of the cooperative. In this case, there is need for effective communication to make things well understood by every member in the cooperative. Better communication channels should be used for clear and quick sending of messages”.*

**Table 4.13: Regression of Organisational Communication and Performance**

	Unstandardized coefficient		Standardized coefficient	T	Sig.
	B	Std. Error	Beta		
Constant	3.094	.235		13.178	0.000
Organisational Communication	.164	.094	.168	1.741	0.08

Predictor; Organisational Communication

Table 4.13 reveals that the main predictor organisational performance influence significantly performance of Abateganda Ntungamo Growers Co-operative Society Ltd (sig < 0.05). The table further shows that communication in the organisation using phones, memos, discussion and suggestion boxes and individual letters influenced significantly the performance of the cooperative society (constant sig = 0.000). Furthermore, communication channel increases performance of Abateganda Ntungamo Growers Co-operative Society Ltd by 16.8% (B =0.168).



## **CHAPTER FIVE**

### **SUMMARY OF FINDINGS, CONCLUSIONS AND RECOMMENDATIONS**

#### **5.0 Introduction**

This chapter presents the summary of the research findings related to the objectives, conclusions and recommendations. These were based on the communication channels used by Abateganda Ntungamo Growers Co-operative Society Ltd, the relationship between communication environment and performance of Abateganda Ntungamo Growers Co-operative Society Ltd and to find out the relationship between organizational communication and performance of Abateganda Ntungamo Growers Co-operative Society Ltd.

#### **5.1 Summary of Research Findings**

##### **5.1.1 Communication Channels in Abateganda Ntungamo Growers Co-operative Society Ltd**

The study revealed that in Abateganda Ntungamo Growers Co-operative Society Ltd, they use memos/faxes for daily communication, phone-in hotlines to pass along information and they make use of the notice board to communicate.

The study found out that they use open discussions through management, departmental and general staff meetings to communicate, use of individual letters to employees to communicate, use of the suggestion box to communicate at Abateganda Ntungamo Growers Co-operative Society Ltd and they get information directly from managers.

##### **5.1.2 Communication environment and Performance of Abateganda Ntungamo Growers Co-operative Society Ltd**

The study found out that in the organization, important information was not scarce resource. This was confirmed by 122(59.2%) of the respondents. This implies that information is given to most people. It further found out that information shared was detailed and accurate and coworkers readily share important information that is critical to their success. This was confirmed by 150(72.8%) of the respondents. The study further found out that they receive most of the information they need through informal channels and that their departments readily share

important information with other departments. This was agreed by the majority of the respondents 120(58.2%). The study found out that the information that was shared by employees in other departments was not often biased. This was proved by 70(34.0%) of the respondents who agreed that the information that is shared by employees in other departments is often biased and reflects their own personal interests.

### **5.1.3 Organisational Communication and Performance of Abateganda Ntungamo Growers Co-operative Society Ltd**

The study revealed that organizational communication had not enhanced efficiency of operations as confirmed by 100(48.5%) of the respondents who disagreed. Additionally, organizational communication had led to effectiveness of operations of the organisation, was disagreed by 101(49.0%) of the respondents. However, organizational communication enabled members contribute to achievement of target goals was agreed by 100(48.6%) of the respondents. More still, 122(59.2%) of the respondents agreed that simplicity in communication led to increased productivity. Majority of respondents; 113(54.9%) perceived that organisational communication contributes to the profitability of Abateganda Ntungamo Growers Co-operative Society Ltd.

## **5.2 Conclusions**

### **5.2.1 Communication Channels in Abateganda Ntungamo Growers Co-operative Society Ltd.**

The study established that communication channels frequently used included telephone, written memos, individual letters and discussions. Thus, it was established that the stakeholders of Abateganda Ntungamo Growers Co-operative Society Ltd in Ntungamo District prefer the use of telephone, written memos, individual letters and discussions to ensure that important information is communicated to those in need of it to improve on its performance.

### **5.2.2 Communication Environment and Performance of Abateganda Ntungamo Growers Co-operative Society Ltd**

Findings showed that there was significant positive correlation between organizational communication and organizational performance of Abateganda Ntungamo Growers Co-operative Society Ltd ( $r < 0.823$ ,  $p < 0.001$ ). This means that the use of telephone, written memos, individual

letters and discussions make communication in Abateganda Ntungamo Growers Co-operative Society Ltd effective leading to better performance.

### **5.2.3 Organisational Communication and Performance of Abateganda Ntungamo Growers Co-operative Society Ltd**

The findings showed that there is a strong positive correlation between organizational communication and performance of Abateganda Ntungamo Growers Co-operative Society Ltd ( $r=.988^{**}$ ). The study found out that organizational communication contributed to achievement of target goals which led to better performance of Abateganda Ntungamo Growers Co-operative Society Ltd.

### **5.3 Recommendations**

The study recommended that there is need to put much effort on ensuring that information provided by management is thorough and understandable by all members in the cooperative society. Moreover, other channels of communication such as the use of notice boards can be explored. In addition, email/internet communication must be improved.

The management of the cooperative need to encourage staff to use E-mail to communicate on a daily basis and share important information necessary for improving performance.

The information that is shared by employees in other departments should not be biased and should not reflect personal interest but rather the interest of Abateganda Ntungamo Growers Co-operative Society Ltd.

There is need to ensure timely delivery of information to all departments and stakeholders of Abateganda Ntungamo Growers Co-operative Society Ltd and this information should be clear and well understood by all members.

The management of Abateganda Ntungamo Growers Co-operative Society Ltd should provide the various options of communication media to employees including the technological media so that employees can use the appropriate media to exchange information effectively.

The management of Abateganda Ntungamo Growers Co-operative Society Ltd should create a more suitable communication environment in order to enhance effective performance.

#### **5.4 Areas for Further Researcher**

There is need for a research to be done on the effects of external communication on employee performance in cooperative societies. This would help the cooperative societies not only to have effective internal communication but also to have effective external communication for improving performance in the organisations.

Further study should be done on the effect of communication channels on profitability of cooperative societies in Uganda.

There is need for a study to be done on organizational communication and employee performance in cooperative societies.

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## APPENDICES

### APPENDIX A: QUESTIONNAIRE

Dear respondents,

I am **Arinaitwe Richards** a student of Kabale University. I am conducting a research on **Organisational Communication and Performance of Cooperative Societies. A Case Study of Abateganda Ntungamo Growers Co-Operative Society Ltd.** You have been selected to take part in this study. I would be grateful if you would assist me by responding to all questions in the attached questionnaire. Your name does not need to appear anywhere in the questionnaire. The information will be kept confidential and will be used for academic research purpose only. Your co-operation will be greatly appreciated.

Thanks in advance.

#### Section A: Demographic Information

Gender of a respondent

Male [ 198]      Female [ 119]

Age group in years:

20-29   [ ]                      30-39   [ ]  
40-49   [ ]                      50 and above [ ]

Highest level of education:

Primary   [ ]                      Secondary [ ]  
Certificate [ ]                      Diploma [ ]  
Degree   [ ]                      Masters [ ]

Please indicate the extent to which you agree or disagree with the following statements.

Do you (1) strongly disagree; (2) disagree; (3) are uncertain; (4) agree; or (5) strongly agree?

**Section B: Communication channels used by Abateganda Ntungamo Growers Co-operative Society Ltd.**

Statements	SA	A	U	D	SD
In our cooperative society we use the E-mail to communicate on a daily basis					
In this cooperative we use intranet to communicate on a daily basis					
In this cooperative we use Memos/faxes for daily communication					
This company frequently uses phone-in hotlines to pass along information					
Open discussion through management, departmental, general staff meetings to communicate are used to communicate					
The cooperative society uses individual letters to employees to communicate					
I use the suggestion box to communicate					
I get most of my information about cooperative news and events via my manager					

**Section C: Relationship between Communication Environment and Performance of Abateganda Ntungamo Growers Co-operative Society Ltd**

	SA	A	U	D	SD
In this organisation, important information is a scarce resource					
In most situations, I receive the information I need to effectively perform my job					
I readily share important information that is critical to our success					
I receive most of the information I need through informal channels					
The information that is shared by employees in other departments is often biased and reflects their own personal interests					
Most of the group meetings I attend are informative and worthwhile					

Most of the information I receive on a daily basis is detailed and accurate					
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**Section D: Relationship between organizational communication and performance of  
Abateganda Ntungamo Growers Co-operative Society Ltd**

	SA	A	U	D	SD
Organizational communication has enhanced efficiency of operations					
Organizational communication has led to effectiveness of operations of the organisation					
Organizational communication enables me to exchange accurate, complete, clear, relevant and timely information that contributes to achievement of target goals					
Clarity in communication enhances cooperation at work to get tasks completed and timely information about changes affecting work which leads to increased productivity					
Organisational communication contribute to the profitability of our cooperative					
Communication contributes to easy sharing of important information such as annual reports and financials with members which enhances better performance					

## **APPENDIX B**

### **INTERVIEW GUIDE**

1. Do you have a communication strategy as an organization?
2. What channels of communication are used at Abateganda Ntungamo Growers Co-operative Society Ltd?
3. How would you describe the communication environment at the Abateganda Ntungamo Growers Co-operative Society Ltd?
4. How would describe the flow of communication at Abateganda Ntungamo Growers Co-operative Society Ltd?
5. How do you coordinate the flow of communication at Abateganda Ntungamo Growers Co-operative Society Ltd?
6. What are the various barriers to effective communication at Abateganda Ntungamo Growers Co-operative Society Ltd?
7. How would you describe the accuracy of the communication made within Abateganda Ntungamo Growers Co-operative Society Ltd?