THE INFLUENCE OF INTERNAL COMMUNICATION CHANNELS ON EMPLOYEE PERFORMANCE IN NONPROFIT ORGANIZATIONS IN SOMALIA

BY

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UNITED STATES INTERNATIONAL UNIVERSITY - AFRICA

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A Project Report Submitted to the Chandaria School of Business in Partial Fulfillment of the Requirement for the Degree of Masters of Science in Organizational Development for Executive (MODE)

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STUDENT'S DECLARATION

I, the undersigned, declare that this is my original work and has not been submitted to any other college, institution or university other than the United States International University Africa - in Nairobi for academic credit.

Signed: ________________________ Date: ________________________
Sumeya Ali (ID 628015)

This project has been presented for examination with my approval as the appointed supervisor.

Signed: ________________________ Date: ________________________
Dr. Teresia K. Linge

Signed: ________________________ Date: ________________________
Dean, Chandaria School of Business
ABSTRACT

The purpose of this study was to assess the effect of internal communication channels on employee performance at Help Leads to Hope (HLH) Somalia. The study was guided by three research questions: To what extent does downward communication affect employee performance at Help Leads to Hope? To what extent does upward communication affect employee performance at Help Leads to Hope? To what extent does peer to peer communication affect employee performance at Help Leads to Hope?

For the research methodology, a descriptive study design was used in this study. The population targeted in this study included all the 300 employees at Help Leads to Hope in Somalia. Stratified random sampling was used to select 136 respondents. A structured questionnaire was utilized to collect data for this study. Data analysis was through descriptive and correlation statistics. The tool used to analyze data was the Statistical Package for Social Sciences (SPSS). Data presentation was done by use of tables, charts and graphs.

Study findings established that downward communication at HLH had a significant association with employee performance. Further, the study established downward communication in the organization was poor and had not played a significant role in improving employee performance. Specifically, superiors at HLH did not share information with employees adequately. This affected the direct communication with employees, the way they gave instructions to employees and the way they communicated policies and procedures.

The findings of the study also established that upward communication did not have a significant relationship with employee performance. Further, upward communication practices at HLH was weak and had not enabled employees to improve their performance. Hindrances to upward communication included lack of multiple avenues to communicate with superiors, inability of employees to provide opinions and suggestions to superiors, inability of employees to approach superiors for assistance, working together and inability of employees to express their outlook or attitude to management.

Lastly, the study results established that peer to peer communication had a significant relationship with employee performance. Peer to peer communication was excellent in the organization and had
enabled employees to foster teamwork, create collaborations at the work place, solve challenging tasks and hence enhanced employee performance.

From the study it was concluded that both downward and peer to peer communication had significant and positive association with employee performance. However, the upward communication did not have any significant association with employee performance, as the study found out that upward communication in HLH was weak and wanting and had not enabled the employees there to improve their performance.

The study recommends that, HLH should enable information sharing between top management and employees, it should ensure that top management frequently communicate to employees and enable effective communication of instructions and work procedures to enable an effective work is performance. Secondly, managers of HLH should frequently attend trainings on communication and interpersonal skills. Lastly, HLH should have multiple channels such as telephone, email, chat and instant messaging to enable employee improve their access to superiors. Superiors also need to be encouraged to embolden their employees to enable them have the courage to approach them for assistance, clarification or advice. In addition, superiors need to be trained on how to make themselves approachable.
ACKNOWLEDGEMENT

I wish to thank all those who contributed to this project: Notably Allah, my family, my supervisor for their invaluable support.
DEDICATION

I dedicate this study to colleagues in communications who work diligently to ensure that knowledge travels.
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CHAPTER ONE

1.0 INTRODUCTION

1.1 Background of the Problem

Organizations continue to make huge investments to build computer-generated information and communication technology (ICT) podiums to simplify employee communication and, subsequently, improve employees’ work performance (Gartner 2013). The trillions of dollars spent on such ICTs serve as the major source of motivation for research that seeks to understand information systems (IS) success in enhancing internal communication (Zhang & Venkatesh, 2013). Further the relationship between internal communication and employee performance has been a subject of various studies over the years (Chitrao, 2014).

Employee performance is the execution of job duties and responsibilities. Many organizations assess their employee's performance on an annual or quarterly basis in order to define certain areas that need improvement. Employee communication is a critical factor in organizational success and employee performance. Luarn & Huang, (2015) studied the factors influencing government employee performance through the use of information systems. This study was based on the task-to-performance chain and data was collected from employees of the Taipei City government. The study established that three factors affect performance which included task-technology fit, computer self-efficacy and utilization. The study concluded that downward, upward and peer to peer information-communication directly contributes to employee’s performance. In a study in Vietnam, Thao & Hwang (2015) observed that employee performance was affected by leadership, coaching, empowerment, participation, organization culture, training and then general work environment.

In Pakistan, Saeed, Mussawar, Lodhi, Iqbal, Nayab & Yaseen (2013) conducted a study on the factors affecting the performance of employees at work place in the banking sector. The results of the study provided an innovative attempt at investigating an obvious yet neglected link between the manager’s attitude and employees’ performance. The results indicated that the firms with congenial manager’s attitude had more positive impact on employees’ performance. The results also suggested that there is a positive relationship between the organization’s culture and employees’ performance. The study also determined that rewards, work environment and teamwork were significant in predicting employee performance.
In Zimbabwe, Tinofirei (2012) studied the unique factors affecting employee performance in non-profit organizations. The research assessed inimitable performance improving or constraining aspects among Zimbabwean workers in non-profit organizations in Harare. Research outcomes revealed distinctive performance elements. These included demoralizations due to the absence of spontaneous promotions for extraordinary performing employees, openings for the development of employees through a strategy of competitive employment and development opportunities for local staff who can apply for international positions within the organization.

Nyarangi, (2012) conducted a study on the factors affecting performance of staff of local authorities in Kenya, with a focus on Kisii Municipal Council. Teamwork was found to be a vital feature in job achievement and decreasing rate of accidents in the organization. Leadership was also a very significant factor in pursuing high performance. On the other hand, technology just like leadership was found to be a very important factor in all aspects of performance. The study also found that motivation is a very strategic tool of ensuring high levels of performance. A study by Sokoro, (2012) sought the factors that influence employee performance in Kenya Wildlife Service. The findings of the research indicated that organizational factors such as the organizational structure, work environment, non-material incentives, and individual factors such as knowledge, skills, attitude and rewards influence employee performance. Guest & Conway (2012) note that there is a robust connection amongst effective employee communication and superior performance by the employees.

Balakrishnan & Masthan (2013) observe that internal communication is operationally defined as the interchange of information both casual and official between members of the organization. Communications are operationally defined as tools and structures used for conveyance and receipt of messages. Communications may include newsletter, circulation materials, surveys, emails, suggestion boxes, face to face communication among other. Organizational communication concentrates on relating individual workers, teams and organization as a whole to enable realization of mutual interest and impulsive collaboration. Organizational communication is influential in enabling supportive employees. Organizations are first and foremost communicating units (Zhang & Venkatesh, 2013).

In a study that explored the management of psychological contract, Guest & Conway (2012) report that their outcomes validate underscoring the significance of communication that is
openly associated with daily work, the precision of directives or value of feedback about an employee’s work. The management can pass the employee commitment to organization by improving the quality of communication. Communication gratification suggests effective reaction to the contentment of anticipations in message exchange practices and which translate into a gratifying, satisfying experience (Clampitt & Downs, 2012). Sharing information with employees and added goals, attitudes, and criteria for effective communication enables the employees to put more effort into their work and perform exemplary. Implementing two-way communication between employees and management and encouraging an environment of open and honest communication improves the work environment whose result is improved employee productivity.

Internal communication satisfaction results in job satisfaction and other imperative work outcomes (Balakrishnan & Masthan, 2013). Internal communication is the two-pronged interchange of information, thoughts and outlooks that results in positive discourse and action throughout organizational ranks. Internal communication undertakings should preferably focus on better notifying and appealing to an organization’s workforce. Exactly how such news and information is received and deliberated between the workers that eventually leads to action on their part will finally have a positive or undesirable effect on employee performance. Employees who opine that they are well-versed about their organization become more individually involved in the business and usually generate higher quality work.

Good internal communication improves productivity, reduces absenteeism, increases levels of innovation, and there are fewer strikes and reduced costs (Clampitt & Downs, 2012). Internal communication is a discrete and continuing task at every level within an organization. Everyone from new recruits to the most senior director has a role to play in the communication network of an organization. Communication is thus an ongoing function that needs to be directed consciously (Chitrao, 2014). This study viewed internal communication as the operational function that needs to be consciously facilitated and encouraged in an organization’s entire communication network. The study sought to establish the effect of internal communication on employee performance at Help Leads to Hope (HLH).

HLH is a non-profit organization that was registered in 1993 and operates in Somalia. The headquarters of HLH are in Bossaso, Puntland. HLH’s mission is to provide training, provide financial access, and provide capacity building to enable people to be self-reliant, provision of
medical aid and provision of water and sanitation facilities. HLH also engages in women empowerment. HLH’s has worked with ministers, government officials and citizens to tackle some of the world’s most difficult challenges such as growth generation, poverty alleviation, stabilization, institutional strengthening and capacity building (Help Leads to Hope, 2016).

HLH has various programmes youth livelihoods, hygiene and sanitation, health services HIV and AIDs, microloans and education. For over 22 years, HLH have supported the community in Somalia by directly assisting them to meet their basic needs. The success of HLH hence lies in its ability to coordinate fundraising and effectively implement the various programs. The success of HLH hence lies in its staff and volunteers and how they relate amongst themselves and also with government, NGOs and the community (Help Leads to Hope, 2016). The programs undertaken by HLH require the pooling of human resources from different backgrounds, social status and economic status. How employees communicate and relate in this organization hence becomes essential to establish whether there are any communication barriers that can affect employee performance. This is why this organization was selected for this study.

1.2 Statement of the Problem
Employee performance is a key factor in the organization as it affects the performance of the overall organization. Various organizations are struggling with internal challenges that negatively affect employee performance. One of the biggest factors in influencing employee performance is internal communications (Thao & Hwang, 2015). An organization needs to address internal communication challenges to be able to foster effective team work and relationships. Ineffective communication is expensive and often an afterthought in many organizations. Studies have shown that effective internal communication in an organization impacts employee performance (Neves & Eisenberger, 2012).

Effective communication channels ensure employees receive, respond, adjust and improve information flow within an organization (Zhang & Venkatesh, 2013). A research carried by Watson Wyatt (2004) connecting organizational communication and employee performance, found that organizations with higher levels of communication effectiveness experience higher shareholder return than firms that communicated less effectively (Watson Wyatt, 2004). Having strong communication channels ensures communication structure, employee feedback, adjustments to change, openness and hence contribute positively to employee performance.
Watson Wyatt (2004) study found that organizations that utilize their communication channel experience high employee satisfaction thus greater performance (Watson Wyatt, 2004).

Upwards, downwards and peer to peer communication are formal organizational communication flow dimensions that are mostly overlooked in organizations. Effective information flow helps build sense of corporate identity, teamwork, productivity, participation, improve retention and job performance (Neves & Eisenberger, 2012). Various studies have been done on the flow of communication in Somalia, Stremlau (2013) research suggests an alternative approach in communication in post war societies. This research found that informal information sharing has greater impact to employee motivation, while the 7C’s of communication channel had the least effect. However, there is no study that has been done specifically on the effect of formal organization communication dimension (downwards, peer to peer and upwards) on employee performance in Somalia. This study hence sought to establish how internal communication affects employee performance at Help Leads to Hope, Somalia.

1.3 Purpose of the Study
The purpose of this study was to assess the influence of internal communication channels on employee performance at Help Leads to Hope, Somalia.

1.4 Research Questions
The study sought answers to these questions;
1.4.1 To what extent does downward communication affect employee performance at Help Leads to Hope, Somalia?
1.4.2 To what extent does upward communication affect employee performance at Help Leads to Hope, Somalia?
1.4.3 To what extent does peer - peer communication affect employee performance at Help Leads to Hope, Somalia?

1.5 Significance of the Study
1.5.1 Help Leads to Hope
This study had findings that might be of value to Help Leads to Hope, management of other organizations, and even public organizations as the human resources is an important aspect of any organization. First, the findings will be important to Help Leads to Hope as they will provide an in-depth insight into how employee performance can be influenced by internal
communication. The findings therefore are expected to inform Help Leads to Hope on what can be done to make internal communication effective to positively influence employee performance.

1.5.2 Local Somali Organizations
The findings might also be valuable to public as well as private organizations as these organizations will be able to learn how performance can be enhanced by improving internal communication in the organization. This therefore will inform them on how they can undertake effective internal communications to foster employee productivity.

1.5.3 Academicians and Researchers
The study findings might also be of importance to academia and scholarship. The findings will add to the theory and empirical findings regarding the role of internal communications on employee performance in the organization. The findings can also be used in learning and teaching by scholars and students while the limitations and suggestions for further research that will be provided in the study can be used by researchers to conduct further research in the field of internal communications and employee performance.

1.6 Scope of the Study
This study sought to establish the role of internal communications on employee performance at Help Leads to Hope, Somalia. The population targeted was 300 employees at the organization. The study sought views through a questionnaire survey to the employees and managers in the organization. The study was carried out in the Help Leads to Hope offices in Bossaso, Puntland and other regions of Somalia. The survey focused on downward, upward and peer to peer communication and the influence of these forms of communication on employee performance. The study was carried out in the months of June and July, 2016. The study faced various limitations which include challenges in accessing some areas, accessing most of the employees and some employees being reluctant to respond. The researcher dealt with these challenges by recruiting an assistant who was conversant with the area. The assistant enabled the researcher to administer questionnaires and collect them. To deal with reluctance of some employees to participate, the researcher was able to assure them of confidentiality of their responses. This enabled them to provide voluntary consent.
1.7 Definition of Terms

1.7.1 Employee performance
An indicator of whether an employee executes their job duties and responsibilities well considering the energy and effort that is input by the employee (Welch, 2011).

1.7.2 Upward communication
Process of information flowing from the lower levels of a hierarchy to the upper levels (Mumby, 2013).

1.7.3 Downward communication
Flow of information and messages from a higher level inside an organization to a lower one (MacLeod & Clarke, 2014).

1.7.4 Peer to peer communication
Communications where information flows horizontally from colleagues at the same level in the organization to other colleagues at the same level (Wilcox & Cameron, 2011).

1.8 Chapter Summary

This chapter has presented the background to the study regarding employee performance as influenced by internal communication in an organization, the statement of the research problem, purpose of the study and the research questions. This chapter further presents the justification of the study, the study scope and lastly the definition of terms. Chapter two presents literature review in line with the study objectives. Specifically, literature relating to downward communication, upward communication, peer to peer communication and how they relate to employee performance. Chapter three presents the methodology that was used to conduct the study. The research design, population of the study and sampling technique are presented. Further, the chapter presents the data collection instruments, data collection procedures, and the research procedures. The results and findings of the study are presented in Chapter four. Chapter five covers the summary, discussions, conclusions and recommendations as a result of this study.
CHAPTER TWO

2.0 LITERATURE REVIEW

2.1 Introduction

This chapter presents the literature review. The review of literature presented in this chapter relates to both theoretical and empirical work conducted by researchers and authors. The literature relates to internal communications in the organization and their relationship to employee performance. Review has been arranged based on the research questions, where downward, upward and peer to peer communications have been considered.

2.2 Downward Communication and Employee Performance

Downward communication is where top management or leadership of the organization shares information, directions or orders with employees at the lower levels (Kalla, 2015). Downward communication is usually unidirectional and it rarely elicits responses. However, there are instances when downward communication will invite responses from lower level employees.

2.2.1 Purpose of Downward Communication

MacLeod and Clarke (2014) suggest that good quality downward communication enhances engagement in public, private and voluntary sector organizations. MacLeod and Clarke (2014) sites poor downward communication as a barrier to employee performance. Hargie and Tourish (2014) argue that recurring themes in the downward communication literature include adequate information flow concerning key change issues, supervisory communication as a preferred communication source, communication as a foundation of teamwork and positive employee attitudes, face-to-face communication as a primary method of information transmission, and the benefits obtained from conceptualizing dissent as a source of useful feedback. However, they conclude that there is a disabling gap between theory and practice. Downward communication mainly aims at providing subordinates with the goals, policies and procedures of the company along with the instructions, orders and directions of the superiors.

In the following the main objective or purposes of downward communication are discussed; Welch (2011) notes that downward communication in an organization is aimed at service various purposes. The first is informing subordinates. This is indicated as the main purpose of downward communication. Downward communication is used by senior management to
communicate organization strategies, goals and objectives to employees. In downward communication, the organization is also able to share information regarding programs, procedures and policies with lower level employees. This makes the lower level employees to be able to understand their roles and responsibilities and thus contributing organizational objectives.

Downward communication is also used to provide directives and regulations (Zaremba, 2011). Top management in the organization’s higher hierarchy is able to provide directives on how tasks will be performed through downward communication. Moreover, downward communication enables management to explain the policies and procedures of the organization to employees. This is important since employees may fail to understand the directives provided to them. Downward communication hence provides top management with an avenue to clarify and explain the deeper meaning of strategies, directives, policies and procedures so that employees can internalize them (Orpen, 2012). Downward communication also enables management to establish discipline, law and order in the organization. Furthermore, when there are some changes in policies, strategies and procedures, this is communicated through downward communication. This enables harmony to abound within the organization.

Downward communication is used to provide feedback to employees regarding their performance (Neves & Eisenberger, 2012). Management requires to regularly communicate to their employees about their performance on the assigned tasks and responsibilities. This hence enables employees to take steps to improve on their performance. Downward communication is also used to delegate authority. This enables top management to focus on key areas and delegate authority to lower level employees. Moreover, downward communication is utilized when inspiring and motivating employees (Bambacas, & Patrickson, 2013). Downward communication enables managers to communicate various motivations and recognitions to lower level employees. Communicating with subordinates is also a form of encouragement an inspiration to employees.

2.2.2 Barriers to Downward Communication

Guaranteeing effective downward communication is not essentially an easy task. Differences in know-how, understanding, echelons of authority, and position can make it further probable that transmitter and receiver do not have the same understanding and assumptions of the
communication context (Chen, Silverthorne & Hung, 2011). This can result in misinterpretation and misunderstanding of the message. Management should ensure that they deal with this challenge by generating openly phrased and non-ambiguous communication. Moreover, every communication from management to subordinates should have a polite tone (Clampitt & Downs, 2012). This will hence make downward communication clear, acceptable and effective.

One of the principal obstacles to the downward communication is the administrative structure of the organization (Bronn, 2015). When the structure of the organization is highly bureaucratic, this makes it challenging for subordinates to provide feedback for any communication from management which can inform whether the communication was understood or not. There can be perception differences between management and subordinates which can make communication from top management to be misinterpreted or misunderstood. Similarly, an organization with too many levels in the chain of command can have challenges where the message gets distorted as it travels down the hierarchy (Bronn, 2015).

Other barriers to downward communication include compression of the message from management to subordinates. This happens when key information is left out of the message or turn out to be more intangible (Dolphin, 2015). Similarly, there can be assimilation where the information is twisted into what is at ease with to the management which may be different to what is familiar with the subordinates. This results in loss of the novelty of the message. Another challenge is whitewashing. This is where vital facts in the message are made to fit the need of management. This may conflict with the needs of the subordinates and thus making the message to be misunderstood or misinterpreted (Murray, 2012). Downward communication in the organization is also hindered by language barriers, size of the organization, timing of message flow, mistrust between management and subordinates, sensitivity of topic and interpersonal relationships between management and subordinates (Blalock, 2006).

2.2.3 Benefits of Downward Communication

Downward communication provides various benefits for the organization which enhances organizational performance (Balakrishnan & Masthan, 2013). Some of these benefits include improved coordination, improved morale, intelligent participation, improved individual performance, improved industrial relations and improved consumer relations. Welch and Jackson’s (2012) noted that stakeholder approach to downward communication stresses the need
to think about downward communication from the receiver’s point of view. Chen et al., (2011) observed that the linkages between downward corporate communication and employee engagement remain under-explored. It is the two-way association between management and subordinates that offers the potential of greater levels of employee performance in all organizations.

Though Welch and Jackson (2011) state that internal corporate communication, among other goals, can promote a sense of belonging and contribute to organizational commitment, there is also a concern. Welch and Jackson (2011) acknowledge that a predominantly one-way approach to downward corporate communication leads to information overload. However, it is possible that downward corporate communication can be one-way or two-way; a more symmetrical communication ensures an excellence model of public relations. Ledingham (2011) suggests in a relationship management approach to public relations, the logistics of senior managers discussing strategy with all employees, especially in large organizations, are considerable though not insurmountable.

Marques (2015) points to concerns raised by Chen et al., (2011) that research has tended to ignore member satisfaction with organizational downward communication practices and seeks to address this through the identification of criteria for successful communication. Zaremba (2011) suggests that foundational criteria are; timely, clear, accurate, pertinent and credible. In academic research, Marques (2015) found that responsibility (content and context), conciseness, professionalism (business-like) and sincerity (genuineness) are also important. Communication from management should be believable, reliable, clear and timely. This makes the employee to be able to focus on their jobs and improve their performance (Welch and Jackson, 2012).

Kalla (2015) highlights the absence of application of theory to practice by stating that an inconsistency exists since though increasing consciousness regarding the importance of downward communication to organizations subsists, that knowledge seems to have seldom translated to practice. In terms of managing downward communication, Kalla (2015) argues that an integrated approach is important. Four domains are suggested: business (the practicalities), management (knowledge sharing), corporate (that done by professional downward communication teams) and, organizational (with a focus on meaning). Downward communication hence needs to be well thought out to fit the context of the employee and to be clear and precise.
Bambacas and Patrickson (2013) suggest that it would appear that the literature on downward communication has investigated general aspects of communication skills and that few articles have considered specific downward communication variables. According to Larkin and Larkin (2014), there are three ways to communicate downward with employees: communicate directly to subordinates, use face-to-face communication and communicate relative performance of the local work area through memos and notices. It is clear that downward communication is what managers spend a lot of the day doing. As Tourish and Hargie (2014) report, supervisors spend between one-third and two-thirds of their time interacting with what is still sometimes termed subordinates.

Tourish and Hargie (2014) state that agreement in the literature submits that number one in best communication practices by leading companies is downward communications training especially for senior leaders. Murray (2012) observes that communication is a top three skill of leadership that is sadly neglected. According to an academic research conducted through in-depth interviews with 32 senior Human Resources managers, the skill of maintaining clarity and consistency of messages was rated as having the utmost importance (Bambacas & Patrickson, 2013). This research also indicated that there are problems in trying to link organizational expectations, the organizational vision to those of the individual. This highlights the significant challenges in integrating downward communication to be clearly understood by subordinates. Bambacas and Patrickson (2013) notes that for downward communication to be effective, the superiors need to be frank and candid with employees and have a good understanding of the employees. On the other hand, employees should understand their superiors and have a good relationship with their superiors.

Dominick (2012) also observes that effective downward communication should entail people in top management saying what they mean and meaning what they say. Furthermore, employees should be well informed about how well organizational goals and objectives are being met. As such, the organization should succeed in rewarding and praising good performance. Management should also ensure that downward communication entails notifying employees in advance of changes that affect their job and specifying employee’s job requirements in clear language. Blalock (2006) on the other hand notes that top management should provide employees with the kinds of information they really want and need. Employees hence need to be pleased and satisfied with the management’s effort to keep them up-to-date on recent
developments that relate to the organization’s welfare. Bronn (2015) also notes that the explanations that employees get from management should be satisfying.

It is vital for the organization to inform its employees about any possible developments or changes concerning the company, so that subsequently the employees can fulfill all the obligations and expectations in accordance with the values and standing of the organization (Tourish & Hargie, 2014). Effective downward communication enables employees to work effectively so that actions of the organization and actions of the employees would be in sync (Drafke, 2013). In terms of downward communication’s tasks and functions, Dominick (2012) associates that one of the responsibilities of downward communication is to support each employee to measure his or her role in the company, raising attentiveness of the organization's goals, values, standards and principles, so that employees can make decisions by themselves that are in line with the interests of the company.

2.3 Upward Communication and Employee Performance

Upward Communication is the type of communication that flows from the lower levels of the organization (subordinates) to the upper levels (management) (Neves & Eisenberger, 2012). Organizations in the current global competitive environment are adopting this form of communication more and more. Upward communication is an important and defining feature of any organization. Assigning great attention directly to company's upward communication, can lead to increase in employees' dedication and improve overall work performance (Mumby, 2013).

2.3.1 Purpose of Upward Communication

Upward communication is vital in ensuring that subordinates pass information to management about the job, their understanding of the roles, their likes and dislikes (Herbst, 2012). Upward communication is therefore important in development plan of the organization. This is because the information received from subordinates plays significant part in helping management to develop planning in the organization. Similarly, upward communication provides opinions and suggestions to management from subordinates about the work related issues in the organization.

Furthermore, upward communication system acts as a motivator to employees (Drafke, 2013). This is because it allows subordinates to express their outlook or attitude to management. As a
result, management can influence subordinates to work more towards attainment of organizational objectives. Upward communication is practiced as a good labor-management strategy (Kalla, 2015). When upward communication is encouraged in an organization it enhances participation and good relationships between employees and management. The decisions made after receiving input from subordinates is also more acceptable to employees.

Upward communication also aids to improve a promising working condition in an organization by generating good relationships among employees in the organization (Ledingham, 2011). It accomplishes this by creating harmony. Employees who can freely pass information to management, a friendly environment in the organization is created which is very conducive for working. Similarly, upward communication enables easy access of superiors by employees which enables them to pass on suggestions, innovations or misgivings. This facilitates collective decision making (Ledingham, 2011).

### 2.3.2 Challenges to Upward communication

There are many barriers that hinder upward communication in an organization. The first barrier is availability of communication media. The communication media available to subordinates can cripple upward communicating (Marques, 2015). The reason behind this challenge is that it is usual for managers and directors of the organization to use multiple communication channels including memos, telephones, meetings, letters and video. However, subordinates may not have such a multiplicity of media at their disposal and hence have limited ways to reach their managers. This can force employees to apply ineffective media in delivering messages to their management (Orpen, 2012).

The second barrier is filtering. When information from employees to management passes through too many levels or layers in the hierarchy, filtering regularly can modify the original communication and make it incomprehensible and hence limit its efficiency (MacLeod & Brady, 2013). Upward communication sifting arises when workers pass a message envisioned for upper-level executives through a direct supervisor. The employee’s immediate supervisor may alter the information contained in the message to reflect the superior’s understanding or opinion of the situation which may not necessary be the opinion that the employee wanted to communicate. This hence makes a distorted or wrong message to reach the intended recipient in the management (Watson-Wyatt, 2004). Other challenges to upward communication are
differences in education or experience, language barriers and cultural differences (Zaremba, 2011).

Managers are in contact with their employees on a daily basis, it is almost impossible to function without any kind of communication, and for this reason, at first glance it may seem that this process is very simple and self-evident to everybody. In fact, upward communication is a very complex field, as there are many reasons for that. These include the dependence and authority, when communication is often subject to the organization's hierarchy, expert syndrome where often one of the parties prevail in certain information exchange, forcing the other party to feel uncomfortable about the limited knowledge that it possesses and non-verbal communication which is the signals sent by our body reveals our mood, such as irony or sarcasm (Dominick, 2012). Other reasons include motivations where regularly when individuals mask their true intentions, which can make audience doubtful and, of course, also substantial is the situation where the presenter and the recipient sometimes identify identical information in different ways, because individuals have different ways of interpreting things (Dominick, 2012).

2.3.2 The Importance of Upward Communication

A conversation between the manager and employee can help manager to understand employee’s attitude towards work and the level of trust that the employee places within the manager (Bambacas & Patrickson, 2013). Symbols that create communication also are used, such as gestures, facial expressions, tone of voice and posture. One of the goals of upward communication is to create some kind of attitude.

Herbst (2012) argues that upward communication is an indispensable part of each enterprise. Its main purpose is to transfer information from employees to managers. Upward communication inside the establishment is not just a procedural practice for distributing information from the employees. Its dominant component is the people with their own emotions, attitudes and relationships. Therefore, upward communication should be looked at as something inspiring, something that generates involvement and mutual trust-building process. Managers should continually motivate their employees to talk to them about their jobs, attitudes, opinions and frustrations. Information distribution is not enough. It is advised to reduce the "information distribution", and increase the time for working together, showing interest in employees and job tasks (Welch, 2011).
Effective upward communication does not automatically necessitate large expenses. Appealing occasions in diverse groups, using non-formal type of communication can accomplish more than just a modest introduction of new intranet system (Dominick, 2012). The first people to be accountable for how upward communication is established and sustained are the board of the company, followed by the middle management. Upward communication is a vital feature of qualitative governance, so it is essential to speak about it during management meetings.

Herbst (2012) argues that upward communication is an important and vital part of everyday life and it is necessary to talk about it in all company’s meetings, discussions, in order to set and achieve a goal. Human resources and public relations professionals are experts in internal communication, and sometimes even coaches, instead of being the communicators, even though in reality usually public relation professionals are the main communicators and trend setters for how internal communication within the organization should be developed (Mumby, 2013). Communication is contact, where social-psychological approach is defined as direct or indirect interaction process, which aims to influence the partner's behavior, emotions, attitudes and approach, as well the level of activity and performance (Herbst, 2012). Managers should be able to create tryst in employees such that employees will be free to communicate to them. This enhances the productivity of the employees.

Any communication is an activity; it does not happen by itself, but is deliberately constructed. We communicate in the way we have been taught in the family, at school, at work, in the community, the country, the environment in which we are born and raised (Drafke, 2013). Upward communication needs to be complete, understandable and unambiguous, efficient, reliable, timely and accessible, because successful internal communication can also form the external image of organization; its reputation. Organization’s reputation is made of its brand, the product, but also from its employees (Bronn, 2015). Upward communication is effective if the culture of trust and openness is created within an organization. Managers should also show interest in what their employees tell them. Moreover, opinions and suggestions of employees should always be taken into consideration.

In each organization, it is imperative to demonstrate resourcefulness to the employees in articulating their idea, concerns and suggestions (Orpen, 2012). This can be deliberated as one of the most critical steps for the managers to ascertain and comprehend any existing problems or worries, presented by the employees. The company's upward communication is extremely
significant for employees to identify themselves with the organization’s philosophies and image, consequently leading to work performance in accordance with the mission and strategic objectives of organization to preserve a productive association within the organization (Bronn, 2015).

Upward communication efficiency can be measured not only by the exchange of information with management and contentment studies. However, the most important variable to measure is how well managers interrelate with their employees, how they comprehend the way their employees reason and feel, what are their trepidations and ideas. Upward communication’s fundamental constituent is the people with their own sentiments, outlooks and affiliations (Drafke, 2013).

2.4 Peer to Peer Communication and Employee Performance

Peer to peer communication (horizontal communication) is an important communication to enhance interpersonal relations and teamwork among organizational members. Horizontal communication takes place between equals (one level) personnel and organizations subdivisions (Wilcox & Cameron, 2011). One of the ways to motivate employees through peer to peer communication is through creation of a good work environment.

2.4.1 Purpose of Peer to Peer Communication

Peer to peer communication is also referred to as horizontal or lateral communication (Gollwitzer, 2015). This is the type of communication between subordinates, departments, divisions or units which are at the same level of organizational chain of command. This makes it possible for employees and teams to share information, collaborate and solve problems (Kalla, 2015). This is usually a more open communicate as there are differences in power structures between the communicators which usually hinder effective communication. It enables organization members to work together, coordinate tasks and resolve conflicts.

Horizontal communication ensues officially in consultations, presentations, meetings and formal electronic communication. Peer to peer communication can also happen informally through informal and casual exchanges within the working environment. This hence enables the employees and teams to understand each other and hence is capable of increasing productivity and efficiency (Harris & Nelson, 2013). When employees are directed on what to do by management, they can communicate amongst each other and hence enhance the implementation
of organization decisions. Moreover, peer to peer communicate facilitates teamwork and thus increasing the efficiency with which tasks in the organization are performed (Dolphin, 2015). Peer to peer communication is also aimed at increasing satisfaction on the job and motivation. Good relationships among employees enable a conducive working environment to be created.

2.4.2 Challenges to Peer to Peer Communication

Peer to peer communication faces some barriers which can distort it and bring challenges to the organization. The first is that management may lose control of employees when peer to peer communication increases (Gollwitzer, 2015). This happens since management have little role to play in controlling peer to peer communication. When management has no power over peer to peer communication, there can be conflicts, poor coordination and even discord against management by employees. Employees can use peer to peer communication to rebel against management which can adversely affect productivity and performance. Moreover, peer to peer communication can also generate discord or conflict among employees who are exposed to each other. Similarly, peer to peer communication can create indiscipline in the organization when strict rules of communication are not enacted and strictly followed.

Peer to peer communication is also hindered by differences in personalities, differences in style, personality, cultural diversity or even differences in employee roles (Kalla, 2015). There can also be conflict during horizontal communication due to territoriality, unhealthy competitiveness and even poor interrelationship skills of the employees. Territoriality transpires once organization members regard other employees as outsiders and unwelcome in some instances. Rivalry on the other hand, between individual employees or teams can make employees to be reluctant to share information or cooperate (Dolphin, 2015). Similarly, peer to peer communication fails when employees are not willing to openly communicate and share information with team members or other employees who are not in the immediate vicinity or task environment (Harris & Nelson, 2013).

Other barriers to peer to peer communication include company culture, language barriers, and interpersonal relationships among employees, experience and skills in communication, physical environment of the job and personal motivations (Dolphin, 2015). Moreover, peer to peer communication in the organization can also be hindered by size of the organization, mistrust between employees the nature of the job being done (Blalock, 2006). When a job requires
cooperation between employees, peer to peer communication is enhanced. However, when the job does not require team work, peer to peer communication is hindered.

**2.4.3 The Importance Peer to Peer Communication**

When colleagues communicate freely among themselves, they are able to work effectively as a team to attain organizational goals. Moreover, effective peer to peer communication enables employees to assist each other, have positive criticism and work together in dealing with work challenges (Gollwitzer, 2015). In this way, employees will be encouraged to achieve more and more not only company's goals, but also personal goals.

Cohesive corporate team building is one of the best ways to encourage employees to motivate themselves and each other. Cohesive team is characterized by a common goal, which is known to all and is important, as well as clear rules and a set out plan to achieve the objectives, where each participant is aware of his or her responsibilities and contribution for reaching the established targets (Giorgi & Marsch, 2015). Cooperation is a prerequisite factor for achieving a unified team. For a team to cooperate, they need to be able to communicate effectively. Effective peer to peer communication is created through trust, respect and search of a common goal (Giorgi & Marsch, 2015).

Positive horizontal communication is a successful and encouraging tool to increase employee motivation and productivity. It should start with the fact that company's goals should be common and known, for both management and staff, as well it should be well explained what will be company's and employees' benefits if the set goals are reached (Cheney, Christensen, Zorn & Ganesh, 2011). By implementing these processes, employees can be motivated to work more efficiently together and make progress towards achieving particular objectives and targets. Employees should be presented with an opportunity to participate and cooperate with their colleagues in developing company's strategy and performance. Each employee should be encouraged to present ideas and suggestions to improve operational activities of the company.

The fact that workers are encouraged to express their opinions and recommendations, that someone listens to them, and seeks to find a fruitful resolution to the case, is a very inspiring event (Orpen, 2012). Managers should motivate their staffs, state that problems can be determined by collaboration, produce self-assurance in the company and generate an aspiration to follow the leader, because good cooperation can help to implement and accomplish the set
Peer to peer communication is one of the most dominant and important activities in organizations (Harris & Nelson, 2013). This is so as communication is required for transmitting ideas and opinions, making plans, executing decisions, sending and fulfilling requests and cracking deals. When effective peer to peer communication ceases to exist, un-coordinated activities thrive in an organization. Horizontal communication helps individuals and groups coordinate activities to achieve goals. It plays a significant role in socializing, executing decisions, problem-solving and change-management processes.

The elementary prerequisite to function appropriately in the business environment is to have exceptional horizontal communication (Dolphin, 2015). Horizontal communication conveys information within the organization for business purposes (Kalla, 2015). Horizontal communication is principally a management discipline enabling and reassuring strategic communication between and among employees at the same level. This fosters a sense of purpose and a unity of direction for the employees and teams. Horizontal communication provides employees with vital information about their jobs, organization and its environment. A robust horizontal communication system can lift morale, help create contented employees who are more productive, and allow organization to develop its brand through better performance (Mumby, 2013). Effective horizontal communication ensures that employees are committed to achieving business goals, thereby improving productivity and performance. With the advancement in technology organizations have found ways to enrich communication among employees.

2.5 Chapter Summary

This chapter has presented the literature review in relating to internal communications and the performance of employees in the organization. The theoretical and empirical literature in global, regional and local studies has been presented and discussed. Specifically, literature relating to downward communication, upward communication, peer to peer communication and how they relate to employee performance has been presented. The next chapter presents the methodology adopted for the research where the research design, study population, sampling and data collection instrument are discussed. Also discussed in the next chapter is testing of the validity.
and reliability of the research instruments and also the procedures that were involved in the research process. Data analysis plan is also presented in the next chapter.
CHAPTER THREE

3.0 RESEARCH METHODOLOGY

3.1 Introduction

This chapter presents the methodology used to carry out this study that include, the research design, study population and sampling design. Moreover, the chapter includes the data collection methods, research procedures and how the data collected was analyzed.

3.2 Research Design

This study applied descriptive study design, according to Creswell (2012) a descriptive study provides for an in-depth analysis of a single or a few items which gives the study more information and detail about the target. Thomas (2011) on the other hand observes that descriptive design in social and business studies is important as it provides a detailed analysis of what is happening which can provide important information for decision making. A descriptive study is depicted as a detailed analysis of an entity, event or system that is studied singly to provide detailed information about it. The researcher in a descriptive study is an outsider who only reports things as they are without affecting them in any way (Saunders, Lewis & Thornhill, 2012).

In this study, descriptive research was applied to be able to get information on how internal communication processes in Help Leads to Hope are carried out. The design enabled the study to get information as it is. Descriptive research design further enabled the study to establish downward communication, upward communication and peer to peer communication at Help Leads to Hope and establish how they influence employee performance. In this study, employee performance was the dependent variable, while the independent variables were: downward communications, peer-to-peer communication and upward communications.

3.3 Population and Sampling Design

3.3.1 Population

The target population of the study was the entire staffs at Help Leads to Hope organization, comprising of 300 members’ staffs both male and female. The Population included top
management, middle management, lower management and non-management employees. The study population was divided into four groups as indicated in Table 3.1.

Table 3.1: Population Distribution

<table>
<thead>
<tr>
<th>Category</th>
<th>Population (N)</th>
<th>Percent %</th>
</tr>
</thead>
<tbody>
<tr>
<td>Top management</td>
<td>22</td>
<td>7</td>
</tr>
<tr>
<td>Middle Management</td>
<td>32</td>
<td>11</td>
</tr>
<tr>
<td>Lower management</td>
<td>64</td>
<td>21</td>
</tr>
<tr>
<td>Employees (non-managers)</td>
<td>182</td>
<td>61</td>
</tr>
<tr>
<td>Total</td>
<td>300</td>
<td>100</td>
</tr>
</tbody>
</table>

3.3.2 Sampling Design

3.3.2.1 Sampling Frame

Cooper & Schindler, (2014) described a sampling frame as the whole list of the entire case in the population of the study from which the probability sample is drawn. In the study, the sampling frame was a list of staff from Help Leads to Hope. The sampling frame was sourced from the Human Resource department 2016 database records of the organization based in the Head Office in Bossaso, Puntland. The list provided the number, names and designations of the different staff members and helped in sampling.

3.3.2.2 Sampling Technique

Stratified random sampling is a variation of random sampling in which the population is divided into significant strata with similar characteristics (Robson, 2014). The sampling frame is divided into a number of subsets of which simple random sample is drawn from each of the strata (Saunders, Lewis & Thornhill, 2012). Due to the different categories of the target population, stratified random sampling was employed. This ensured that each population segment got a proportionate sample selected. This also ensured the randomness of the selected sample and a representative sample hence findings from the sample were reliable. The four groups were as indicated in Table 3.1.
Babbie (2011) cited that stratified sampling is required when the population has groups that may have different characteristics. In the current study, the different levels of management and the non-management staff would have different perceptions about the internal communications at Help Leads to Hope and how it affects employee performance. This therefore made it necessary to ensure that the sample was representative of the distribution of the population.

3.3.2.3 Sample Size

Robson (2014) argues that a sample of 10% for a large population (more than 500) and 20% for a small population (below 500) can be adequate for research. However, due to non-response, a larger sample should be selected. In this study a sample of 45% of the population was selected to participate in the study. This ensured that a large sample participated in the study. To ensure representativeness of the sample selected, a proportionate sample was selected from each group, as summarized in Table 3.2.

<table>
<thead>
<tr>
<th>Category</th>
<th>Population</th>
<th>Proportion</th>
<th>Sample</th>
</tr>
</thead>
<tbody>
<tr>
<td>Top management</td>
<td>22</td>
<td>45%</td>
<td>10</td>
</tr>
<tr>
<td>Middle Management</td>
<td>32</td>
<td>45%</td>
<td>15</td>
</tr>
<tr>
<td>Lower management</td>
<td>64</td>
<td>45%</td>
<td>29</td>
</tr>
<tr>
<td>Employees (non-managers)</td>
<td>182</td>
<td>45%</td>
<td>82</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>300</strong></td>
<td></td>
<td><strong>136</strong></td>
</tr>
</tbody>
</table>

3.4 Data Collection Methods

Data was collected using questionnaires that each selected respondent at Help Leads to Hope was required to respond to. A self-administered structured printed questionnaire was used, to ensure the researcher maximizes on response rate. Gillham (2013) observed that use of questionnaire brings several advantages including efficiency, standardized responses and ease of analysis of the data therein. This made the questionnaire survey well suited for this study. The nature of the questions could not make the respondent reveal their identity in their response hence maintaining confidentiality of the staff members interviewed.
The questionnaire was designed after a critical review of literature in relation to internal communication and employee performance. The questionnaire was developed in four sections basing on the research questions. The first section requested basic information about the respondent and Help Leads to Hope. The other three sections were dedicated to the three research questions relating to upward, downward and peer to peer communication. The questionnaire was structured with only closed ended questions. A 5-point Likert type scale questions were used to get responses varying from one extreme point to the other. This was done in order to assess the communication processes and employee performance at Help Leads to Hope. Gathered data and results were stored in an excel sheet and then transferred to carry out analysis later in chapter four that examined results and findings.

3.5 Research Procedures

Pilot testing of the questionnaire was performed before the final questionnaire was drafted. This was done to find whether the questionnaire is appropriate to procure the required information. Areas that were assessed in the pilot study included choice of respondents, type and wording of questions, order of sections, understanding of time taken, respondent fatigue and other constraints that would have been met in the final study (Babbie, 2011). The pilot study involved five employees from Help Leads to Hope who did not participate in the final study.

After the piloting of the questionnaire, the final questionnaire was drafted incorporating the recommendations from the pilot test, afterwards, data collection commenced. The researcher traveled from Nairobi to Bossaso to collect data. In Bossaso, the researcher sought permission from the organization and requested for a list of the employees. This list was used to sample 136 employees. After selection of the respondents, the respondents were traced at their places of work. The next step was to administer the questionnaires to the selected respondents from each location or offices within Somalia. The date and time of collection of the filled questionnaire was agreed upon with the respondents during the time of administration.

To enable collection of the filled questionnaires, the researcher assigned a research assistant who was to collect the administer questionnaires in each offices and enable the filled questionnaires to be posted to Nairobi. This was because the researcher did not have much time to spend in Somalia. Follow-up was done through e-mail, telephone or personal visits as it was deemed necessary to ensure that the respondents who were left with the questionnaires filled
them (Coolican, 2014). This ensured high response rate. After the respondents had filled the questionnaire, they were collected by the researcher.

3.6 Data Analysis Methods

After collection of questionnaires from the study location, they were sorted to establish that they were correctly filled. Only questionnaires that were correctly filled were considered for analysis. Data analysis involved sorting, inspecting, cleaning and coding of the data ready for analysis through software (Babbie, 2011). The Data collected was analyzed using Statistical Package for the Social Sciences (SPSS) and Microsoft Excel.

Data analysis was through descriptive and relational statistics. All the data was subjected to descriptive statistics where frequency and percentile tables were generated showing the response pattern for all the responses in the questionnaire. Further, correlation statistics that indicated the association of internal communication and employee performance were used. Presentation of the output from analysis was done through tables, charts and graphs.

3.7 Chapter Summary

This chapter has presented the methodology that was used in the study, including the research design, population and sampling design. The sample size that participated in the study and the sampling technique that was applied have been explained. Moreover, the data collection instruments, data collection procedures and how the data collection instruments were tested for validity and reliability have been explained. Lastly, the chapter presents the data analysis plan. The following chapter presents the results and findings from the study that relates internal communications with employee performance.
CHAPTER FOUR

4.0 RESULTS AND FINDINGS

4.1 Introduction

This chapter presents the results and interpretation of the study. The findings are presented in tables and figures to provide a visual presentation for easier understanding. The results relate to the responses from a questionnaire survey that was conducted in Somalia at Help Leads to Hope (an NGO in Somalia). The findings relate to how internal communication influences employee performance. The study pursued to answer the three specific questions: To what extent does downward communication affect employee performance at Help Leads to Hope, Somalia? To what extent does upward communication affect employee performance at Help Leads to Hope, Somalia? To what extent does peer-peer communication affect employee performance at Help Leads to Hope, Somalia?

4.2 Response Rate

The targeted respondents in the study were 136, out of which 107 filled and returned the questionnaires, representing a response rate of 79% as depicted in Table 4.1. This response rate was considered adequate for analysis. This conforms to the stipulation that a response rate of 50% or above for paper-based questionnaires is adequate for a survey. All the 107 questionnaires were found to be comprehensively filled and hence were used in analysis.

Table 4.1: Response Rate

<table>
<thead>
<tr>
<th>Response rate</th>
<th>Frequency</th>
<th>Percent %</th>
</tr>
</thead>
<tbody>
<tr>
<td>Questionnaires returned</td>
<td>107</td>
<td>79</td>
</tr>
<tr>
<td>Questionnaires not returned</td>
<td>29</td>
<td>21</td>
</tr>
<tr>
<td><strong>Total Questionnaires issued</strong></td>
<td><strong>136</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>

4.3 General Information

This section presents the respondents’ background information in regards to the length of time the respondents had worked at HLH, respondents’ age, highest level of educational qualifications and their management level in the organization. The section also presents data on
adoption of effective communication practices in HLH and the employees’ rate of their performance in the organization.

4.3.1 Age of the Respondents

The study assessed the age of the employees who responded in the survey. The findings are as shown in Figure 4.1. The results in Figure 4.1 reveal that 52% of the respondents were of ages between 36 and 45 years while only 2% were aged above 55 years. Those respondents’ that were aged between 26 and 35 years were 22%, 16% were aged between 46 and 55 years while 7% percent were aged between 18 and 25 years. These findings indicate an organization where a majority of their employees are middle aged.

![Figure 4.1: Age of Respondents in Years](image)

4.3.2 Level of Education of Respondents

The other factor evaluated in the study was the highest level of education of the respondent. The results are presented in Figure 4.2 and indicate that 33% of the respondents had diploma level of education with 27% having undergraduate level of education. Those with certificate level of
education were 20%, 10% had post graduate level of education while 9% had secondary level of education. The inference made from these results is that most of the employees in HLH are from college.

![Education Level of Respondents](image)

**Figure 4.2: Education Level of Respondents**

### 4.3.3 Years of Employment

The study also assessed the number of years that the employees who responded to the survey had worked with the organization. The findings are presented in Figure 4.3. The results indicate that 39% of the respondents had been working at HLH for 5-10 years while 31% had been working at HLH for 11-15 years. Moreover, 16% had been working at HLH for less than five years while 9% having worked at HLH for 16-20 years. Lastly, the findings revealed that there were 5% of the respondents who had worked at the organization for over 20 years. These findings indicate that most of the employees had worked in HLH for long and would hence be construed to indicate that they understood internal communications at the organization.
4.3.4 Management Level of Respondents

The study further sought to establish the level of management that the respondents occupied at HLH. The results are presented in Figure 4.4. The results indicate that 64% of the respondents did not have any management responsibilities while 21% were from lower management. Results further revealed that 10% were from middle management while 4% were from top management. These results clearly indicate that majority of the employees at HLH were excluded from management responsibilities, while those with managerial responsibilities were mostly concentrated at the lower level management.
4.3.5 Adoption of Effective Communication Practices by HLH

The study sought to establish whether HLH had adopted effective communication practices based on the perception of the employees. The results are presented in Figure 4.5. The results indicated that 75% of the employee perceived HLH to have adopted effective communication practices while 25% were of the opinion that HLH had not adopted effective communication practices. These findings imply that HLH can be said to have effective communication practices according to the views of their employees.
4.3.6 Employee Performance Rating

The study further sought to assess performance of the respondent employees. Respondents were requested to indicate their level of performance in the organization. Rating provided was either excellent, good, not sure, weak or very weak. The results presented in Figure 4.6 indicate that 53% of the respondents indicated their performance to be excellent while 47% indicated their performance to be good.

Figure 4.5: Adoption of Effective Communication Practices by HLH

Figure 4.6: Performance of the Respondents
4.4 Downward Communication

The first question of the study was to establish the extent that downward communication affects employee performance at Help Leads to Hope, Somalia. This section provides the findings on downward communication and its effect on employee performance. In this section, statements were provided relating downward communication practices at HLH and employees. Respondents were requested to indicate their level of agreement or disagreement to the statements on a five-point rating scale (1 - Strongly disagree, 2 – Disagree, 3 – Neutral, 4 – Agree and 5 - Strongly agree). Frequencies and percentages were used to establish the distributions of the responses.

4.4.1 Sharing Information by Superiors and Employee Performance

The study sought the opinion of the employees regarding sharing of information by top management and how that affects employee performance. The results are as displayed in Table 4.2. The results indicate that 41% disagreed, 27% agreed, 13% strongly disagreed, 12% were neutral while 7% strongly agreed with the statement. These findings imply that sharing of information by superiors and employees had no influence on the performance of the majority of the employees.

Table 4.2: Employees at HLH Perform Well Because Superiors Share Information

<table>
<thead>
<tr>
<th>Response</th>
<th>Frequency</th>
<th>Percent %</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strongly disagree</td>
<td>14</td>
<td>13</td>
</tr>
<tr>
<td>Disagree</td>
<td>44</td>
<td>41</td>
</tr>
<tr>
<td>Neutral</td>
<td>13</td>
<td>12</td>
</tr>
<tr>
<td>Agree</td>
<td>29</td>
<td>27</td>
</tr>
<tr>
<td>Strongly agree</td>
<td>7</td>
<td>7</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>107</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>

4.4.2 Instructions by Superiors to Employees

The study also sought to establish whether superiors always provided instructions to employees at HLH. The results are as indicated in Table 4.3. The results indicate that 29% agreed, 27% strongly agreed, 22% disagreed, 16% strongly disagreed, while 6% were neutral. These findings
can be construed to mean that most of the times, superiors at HLH provide instructions to employees.

Table 4.3: Superiors always give the Employees Instructions

<table>
<thead>
<tr>
<th>Response</th>
<th>Frequency</th>
<th>Percent %</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strongly disagree</td>
<td>17</td>
<td>16</td>
</tr>
<tr>
<td>Disagree</td>
<td>24</td>
<td>22</td>
</tr>
<tr>
<td>Neutral</td>
<td>6</td>
<td>6</td>
</tr>
<tr>
<td>Agree</td>
<td>31</td>
<td>29</td>
</tr>
<tr>
<td>Strongly agree</td>
<td>29</td>
<td>27</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>107</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>

4.4.3 Superiors always give Employees Feedback on their Performance

The study sought to establish whether superiors always gave employees feedback regarding their performance. The results in Table 4.4 indicate that 42% disagreed, 19% strongly disagreed with a similar percentage agreeing, 14% strongly agreed while 6% were neutral. These findings indicate that superiors at HLH were rated poorly in providing feedback to regarding their performance.

Table 4.4: Superiors always give Employees Feedback on their Performance

<table>
<thead>
<tr>
<th>Response</th>
<th>Frequency</th>
<th>Percent %</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strongly disagree</td>
<td>20</td>
<td>19</td>
</tr>
<tr>
<td>Disagree</td>
<td>45</td>
<td>42</td>
</tr>
<tr>
<td>Neutral</td>
<td>7</td>
<td>6</td>
</tr>
<tr>
<td>Agree</td>
<td>20</td>
<td>19</td>
</tr>
<tr>
<td>Strongly agree</td>
<td>15</td>
<td>14</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>107</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>

4.4.4 Superiors Ensured that Employees Understood Policies and Procedures at HLH

The study assessed whether superiors at HLH ensured that employees understood policies at procedures. As presented in Table 4.5, 33% of the respondent disagreed, 25% agreed, 22% strongly disagreed, 13% strongly agreed while a small percentage, 7% were neutral. Generally,
the findings can be interpreted to mean that superiors were not effectively communicating policies and procedures to employees for employees to understand them.

Table 4.5: Superiors Ensure that Employees Understood Policies and Procedures at HLH

<table>
<thead>
<tr>
<th>Response</th>
<th>Frequency</th>
<th>Percent %</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strongly disagree</td>
<td>23</td>
<td>22</td>
</tr>
<tr>
<td>Disagree</td>
<td>35</td>
<td>33</td>
</tr>
<tr>
<td>Neutral</td>
<td>8</td>
<td>7</td>
</tr>
<tr>
<td>Agree</td>
<td>27</td>
<td>25</td>
</tr>
<tr>
<td>Strongly agree</td>
<td>14</td>
<td>13</td>
</tr>
<tr>
<td>Total</td>
<td>107</td>
<td>100</td>
</tr>
</tbody>
</table>

4.4.5 Superiors always communicate Directly to Employees

The study assessed whether superiors at HLH always communicated directly to employees. As shown in Table 4.6, 43% of the respondents disagreed, 20% agreed, 17% were neutral, and 14% strongly disagreed, only a small number of 6% strongly agreed. These findings indicate that most of the employees did not communicate directly with their superiors.

Table 4.6: Superiors always communicate Directly to Employees

<table>
<thead>
<tr>
<th>Response</th>
<th>Frequency</th>
<th>Percent %</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strongly disagree</td>
<td>15</td>
<td>14</td>
</tr>
<tr>
<td>Disagree</td>
<td>46</td>
<td>43</td>
</tr>
<tr>
<td>Neutral</td>
<td>18</td>
<td>17</td>
</tr>
<tr>
<td>Agree</td>
<td>21</td>
<td>20</td>
</tr>
<tr>
<td>Strongly agree</td>
<td>7</td>
<td>6</td>
</tr>
<tr>
<td>Total</td>
<td>107</td>
<td>100</td>
</tr>
</tbody>
</table>

4.4.6 Superior always Communicate Reliable Information about HLH to Employees

The study also sought to assess whether HLH superiors always communicated reliable information about the organization to employees. The result as presented in Table 4.7 shows that 35% of the respondents agreed with comparable percentage strongly agreeing, 14% of the
respondent disagreed, and 13% strongly disagreed, only 3% were neutral. These findings can be interpreted to mean that superiors at HLH communicated reliable information about HLH to employees.

Table 4.7: Superiors always communicate Reliable Information about HLH to Employees

<table>
<thead>
<tr>
<th>Response</th>
<th>Frequency</th>
<th>Percent %</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strongly disagree</td>
<td>13</td>
<td>13</td>
</tr>
<tr>
<td>Disagree</td>
<td>15</td>
<td>14</td>
</tr>
<tr>
<td>Neutral</td>
<td>3</td>
<td>3</td>
</tr>
<tr>
<td>Agree</td>
<td>38</td>
<td>35</td>
</tr>
<tr>
<td>Strongly agree</td>
<td>38</td>
<td>35</td>
</tr>
<tr>
<td>Total</td>
<td>107</td>
<td>100</td>
</tr>
</tbody>
</table>

**4.4.7 Superior Frequently go for Communication Skill Training**

The study investigated whether superiors at HLH frequently attended communication skills training. The study findings in Table 4.8 revealed that 42% of the respondents strongly disagreed, 25% disagreed, 18% agreed while 15% strongly agreed. These findings indicate that superiors at HLH rarely attended communications skills training.

Table 4.8: Superiors frequently go for Communication Skill Training

<table>
<thead>
<tr>
<th>Response</th>
<th>Frequency</th>
<th>Percent %</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strongly disagree</td>
<td>45</td>
<td>42</td>
</tr>
<tr>
<td>Disagree</td>
<td>27</td>
<td>25</td>
</tr>
<tr>
<td>Neutral</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Agree</td>
<td>19</td>
<td>18</td>
</tr>
<tr>
<td>Strongly agree</td>
<td>16</td>
<td>15</td>
</tr>
<tr>
<td>Total</td>
<td>107</td>
<td>100</td>
</tr>
</tbody>
</table>

**4.4.8 Superiors are Frank and Candid with Employees**

The study investigated whether superiors at HLH were frank and candid when dealing with employees. The results as displayed in Table 4.9 reveal that 42% of the respondents agreed,
29% strongly agreed, 22% disagreed and 7% strongly disagreed. These findings are construed to mean that most employees viewed superiors at HLH to be frank and candid with them.

**Table 4.9: Superiors are Frank and Candid with Employees**

<table>
<thead>
<tr>
<th>Response</th>
<th>Frequency</th>
<th>Percent %</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strongly disagree</td>
<td>8</td>
<td>7</td>
</tr>
<tr>
<td>Disagree</td>
<td>23</td>
<td>22</td>
</tr>
<tr>
<td>Neutral</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Agree</td>
<td>45</td>
<td>42</td>
</tr>
<tr>
<td>Strongly agree</td>
<td>31</td>
<td>29</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>107</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>

**4.4.9 Superiors always make Effort to Keep Employees up to Date**

The study assessed whether superiors at HLH were used to making efforts to ensure that employees are kept up-to-date on developments. Results presented in Table 4.10 indicated that 51% of the respondents disagreed, 21% strongly disagreed with a similar percentage agreeing while 4% strongly agreed. Those who were neutral were 3%. These findings were interpreted to mean that superiors rarely made efforts to ensure that employees were kept up-to-date with current developments in the organization.

**Table 4.10: Superiors always make Effort to Keep Employees up to Date**

<table>
<thead>
<tr>
<th>Response</th>
<th>Frequency</th>
<th>Percent %</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strongly disagree</td>
<td>22</td>
<td>21</td>
</tr>
<tr>
<td>Disagree</td>
<td>55</td>
<td>51</td>
</tr>
<tr>
<td>Neutral</td>
<td>3</td>
<td>3</td>
</tr>
<tr>
<td>Agree</td>
<td>23</td>
<td>21</td>
</tr>
<tr>
<td>Strongly agree</td>
<td>4</td>
<td>4</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>107</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>

**4.4.10 Superiors Have a Good Understanding of the Employees**

Lastly on downward communication, the study sought to establish whether superiors at HLH had a good understanding of their employees. Results presented in Table 4.22 indicated that
46% strongly disagreed while 4% were neutral. These results portrayed an organization with superiors who had a good understanding of their employees.

Table 4.11: Superiors Have a Good Understanding of the Employees

<table>
<thead>
<tr>
<th>Response</th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strongly disagree</td>
<td>7</td>
<td>6</td>
</tr>
<tr>
<td>Disagree</td>
<td>21</td>
<td>20</td>
</tr>
<tr>
<td>Neutral</td>
<td>4</td>
<td>4</td>
</tr>
<tr>
<td>Agree</td>
<td>43</td>
<td>40</td>
</tr>
<tr>
<td>Strongly agree</td>
<td>32</td>
<td>30</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>107</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>

4.4.10 Relationship between Downward Communication and Employee Performance

The study tested the relationship that existed between downward communication and employee performance. Average ratings of downward communication were related with the employee performance rating in the questionnaire. The study results as shown in Table 4.12 indicate that there was a significant positive correlation between downward communication and employee performance ($r = 0.305; p < 0.001$).

Table 4.12: Relationship between Downward Communication and Employee Performance

<table>
<thead>
<tr>
<th></th>
<th>Downward communication</th>
<th>Employee performance</th>
</tr>
</thead>
<tbody>
<tr>
<td>Downward communication</td>
<td>Pearson Correlation</td>
<td>1</td>
</tr>
<tr>
<td>Sig. (2-tailed)</td>
<td></td>
<td>107</td>
</tr>
<tr>
<td>N</td>
<td></td>
<td>106</td>
</tr>
<tr>
<td>Employee performance</td>
<td>Pearson Correlation</td>
<td>.305***</td>
</tr>
<tr>
<td>Sig. (2-tailed)</td>
<td></td>
<td>.001</td>
</tr>
<tr>
<td>N</td>
<td></td>
<td>106</td>
</tr>
</tbody>
</table>

**. Correlation is significant at the 0.01 level (2-tailed). *** Correlation is significant at the 0.001 level (2-tailed).
4.5 Upward Communication

The second question of the study was to establish the extent that upward communication affects employee performance at Help Leads to Hope, Somalia. This part presents the findings on upward communication and its effect on employee performance. Statements were provided relating upward communication practices at HLH with employee outcomes. Respondents were requested to indicate the extent that upward communication affected their performance at Help Leads to Hope, Somalia, in a scale of 1 - 5, where 1 - Strongly disagree, 2 – Disagree, 3 – Neutral, 4 – Agree and 5 - Strongly agree. Frequencies and percentages were used for analysis. The results are presented in the subsections that follow.

4.5.1 Involving Employees in Decision Making

The study sought the opinion of the employees regarding their involvement in decision making and how this motivated them. The results are as shown in Table 4.13. The results indicate that 36% of the employees disagreed, 27% strongly disagreed, 15% agreed, 14% were neutral whereas 8% strongly agreed.

Table 4.13: Employees are Motivated Because Superiors Involve Them in Decision Making

<table>
<thead>
<tr>
<th>Response</th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strongly disagree</td>
<td>29</td>
<td>27</td>
</tr>
<tr>
<td>Disagree</td>
<td>39</td>
<td>36</td>
</tr>
<tr>
<td>Neutral</td>
<td>15</td>
<td>14</td>
</tr>
<tr>
<td>Agree</td>
<td>16</td>
<td>15</td>
</tr>
<tr>
<td>Strongly agree</td>
<td>8</td>
<td>8</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>107</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>

4.5.2 Free Communication with Superiors

The study also sought to establish whether employees freely communicated with their superiors. The results are as displayed in Figure 4.7. The results indicate that 27% strongly agreeing, 23% disagreed, 16% strongly disagreed while 7% were neutral. These findings can be indicated to mean that most employees at HLH freely communicated with their superiors.
4.5.3 Multiple Avenues to Communicate with Superiors

The study also investigated whether employees at HLH had multiple avenues to communicate with superiors. Results in Table 4.14 indicate that 38% of the respondents disagreed, 31% agreed, 19% strongly disagreed, 10% strongly agreed while 2% were neutral. These results are construed to mean that HLH did not provide multiple avenues to all employees to communicate with their superiors.

<table>
<thead>
<tr>
<th>Response</th>
<th>Frequency</th>
<th>Percent %</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strongly disagree</td>
<td>20</td>
<td>19</td>
</tr>
<tr>
<td>Disagree</td>
<td>41</td>
<td>38</td>
</tr>
<tr>
<td>Neutral</td>
<td>2</td>
<td>2</td>
</tr>
<tr>
<td>Agree</td>
<td>33</td>
<td>31</td>
</tr>
<tr>
<td>Strongly agree</td>
<td>11</td>
<td>10</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>107</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>
4.5.4 Employees Providing Opinions and Suggestion to Superiors

The study assessed whether employees at HLH provided opinions and suggestion to superiors on work related issues in the organization. Findings as presented in Table 4.15 revealed that 32% of the respondents strongly disagreed, 23% disagreed, 21% agreed, 15% strongly disagreed while 9% were neutral. These findings imply that employees at HLH seldom provide opinions and suggestions regarding work related issues in the organization.

Table 4.15: Employees Provide Opinions and Suggestion to Superiors

<table>
<thead>
<tr>
<th>Response</th>
<th>Frequency</th>
<th>Percent %</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strongly disagree</td>
<td>34</td>
<td>32</td>
</tr>
<tr>
<td>Disagree</td>
<td>25</td>
<td>23</td>
</tr>
<tr>
<td>Neutral</td>
<td>10</td>
<td>9</td>
</tr>
<tr>
<td>Agree</td>
<td>22</td>
<td>21</td>
</tr>
<tr>
<td>Strongly agree</td>
<td>16</td>
<td>15</td>
</tr>
<tr>
<td>Total</td>
<td>107</td>
<td>100</td>
</tr>
</tbody>
</table>

4.5.5 Ability of Employees to Approach Superiors for Assistance and Working Together

The study also sought to find out whether employees at HLH were able to approach superiors for assistance and work together. The results (Table 4.16) showed that 41% of the employees strongly disagreed, 20% disagreed, 19% agreed, and 13% strongly agreed, only 7% registered neutral. These study results implied that employees were usually not able to approach their superiors for assistance and working together. This can be interpreted to indicate that there were barriers that existed in the organization inhibiting upward communication.

Table 4.16: Employees are Able to Approach Superiors for Assistance.

<table>
<thead>
<tr>
<th>Response</th>
<th>Frequency</th>
<th>Percent %</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strongly disagree</td>
<td>44</td>
<td>41</td>
</tr>
<tr>
<td>Disagree</td>
<td>21</td>
<td>20</td>
</tr>
<tr>
<td>Neutral</td>
<td>8</td>
<td>7</td>
</tr>
<tr>
<td>Agree</td>
<td>20</td>
<td>19</td>
</tr>
<tr>
<td>Strongly agree</td>
<td>14</td>
<td>13</td>
</tr>
<tr>
<td>Total</td>
<td>107</td>
<td>100</td>
</tr>
</tbody>
</table>
4.5.6 Employees’ Ability to Use Non-Formal Means of Communication

The study did an assessment of employees’ ability to use non-formal means of communication when communicating to superiors. The results as displayed in Figure 4.8, indicated that 35% of the employees strongly agreed, 34% agreed 14% disagreed and 13% strongly disagreed, only 5% registered neutral. This indicates the employees at HLH have the ability to use informal means of communication with their superiors in the organization.

Figure 4.8: Employees are Able to Use Non-Formal Means of Communication

4.5.7 Employees Expressing their Outlook or Attitude to Management

The study examined whether employees at HLH usually expressed their outlook or attitude to management. Results presented in Table 4.17 indicated that 40% of the respondents strongly disagreed, 23% disagreed, 19% agreed, 16% strongly disagreed while 2% were neutral. The results implied that employees seldom express their outlook or attitude to management in regard to how they feel about the organization or work related issues.
Table 4.17: Employees Express their Outlook or Attitude to Management

<table>
<thead>
<tr>
<th>Response</th>
<th>Frequency</th>
<th>Percent %</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strongly disagree</td>
<td>43</td>
<td>40</td>
</tr>
<tr>
<td>Disagree</td>
<td>25</td>
<td>23</td>
</tr>
<tr>
<td>Neutral</td>
<td>2</td>
<td>2</td>
</tr>
<tr>
<td>Agree</td>
<td>20</td>
<td>19</td>
</tr>
<tr>
<td>Strongly agree</td>
<td>17</td>
<td>16</td>
</tr>
<tr>
<td>Total</td>
<td>107</td>
<td>100</td>
</tr>
</tbody>
</table>

4.5.8 Enhanced Participation and Good Relationship between Employees and Superiors

Also assessed in the study was whether employees had an enhanced participation and good relationship with superiors at HLH. The study results (Table 4.18) established that 38% of the respondents disagreed, 28% agreed, 22% strongly disagree, 8% strongly agreed with 4% being neutral. These findings implied that employees at HLH did not have an enhanced participation and they did not also have a very good relationship with their superiors.

Table 4.18: Employees Have Enhanced Participation and Good Relationship with Superiors

<table>
<thead>
<tr>
<th>Response</th>
<th>Frequency</th>
<th>Percent %</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strongly disagree</td>
<td>23</td>
<td>22</td>
</tr>
<tr>
<td>Disagree</td>
<td>41</td>
<td>38</td>
</tr>
<tr>
<td>Neutral</td>
<td>4</td>
<td>4</td>
</tr>
<tr>
<td>Agree</td>
<td>30</td>
<td>28</td>
</tr>
<tr>
<td>Strongly agree</td>
<td>9</td>
<td>8</td>
</tr>
<tr>
<td>Total</td>
<td>107</td>
<td>100</td>
</tr>
</tbody>
</table>

4.5.9 Ability of Employees to Directly Communicate with Superiors

The ability of employees at HLH to directly communicate with superiors was assessed. Results presented in Table 4.19 reveal that 50% disagreed that employees at HLH were able to communicate directly with their superiors. The study also established that 21% agreed, 18% strongly agreed, 7% strongly disagreed whereas 4% were neutral. These results were taken to indicate that most employees at HLH were not able to communicate directly with their superiors.
Table 4.19: Employees are Able to Directly Communicate with Superiors

<table>
<thead>
<tr>
<th>Response</th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strongly disagree</td>
<td>8</td>
<td>7</td>
</tr>
<tr>
<td>Disagree</td>
<td>53</td>
<td>50</td>
</tr>
<tr>
<td>Neutral</td>
<td>5</td>
<td>4</td>
</tr>
<tr>
<td>Agree</td>
<td>22</td>
<td>21</td>
</tr>
<tr>
<td>Strongly agree</td>
<td>19</td>
<td>18</td>
</tr>
<tr>
<td>Total</td>
<td>107</td>
<td>100</td>
</tr>
</tbody>
</table>

4.5.10 Employees’ Ability to Make Decisions Concerning their Work

Lastly on upward communication, the study sought to establish whether employees at HLH were permitted to make decisions concerning their work. The results as depicted in Table 4.20 shows that 41% of the respondent employees strongly disagreed, 28% disagreed, 20% agreed and 7% strongly agreed with a small 4% being neutral. These results indicate that to a large extent, employees at HLH were not permitted to make decisions concerning their work.

Table 4.20: Employees are Able to Make Decisions Concerning their Work

<table>
<thead>
<tr>
<th>Response</th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strongly disagree</td>
<td>43</td>
<td>41</td>
</tr>
<tr>
<td>Disagree</td>
<td>30</td>
<td>28</td>
</tr>
<tr>
<td>Neutral</td>
<td>4</td>
<td>4</td>
</tr>
<tr>
<td>Agree</td>
<td>21</td>
<td>20</td>
</tr>
<tr>
<td>Strongly agree</td>
<td>8</td>
<td>7</td>
</tr>
<tr>
<td>Total</td>
<td>106</td>
<td>100</td>
</tr>
</tbody>
</table>

4.5.11 Relationship between Upward Communication and Employee Performance

The study tested the relationship between upward communication and employee performance. Results presented in Table 4.21 indicate that there was a weak insignificant correlation between upward communication and employee performance ($r = 0.103; p > 0.291$).
Table 4.21: Relationship between Upward Communication and Employee Performance

<table>
<thead>
<tr>
<th></th>
<th>Upward Communication</th>
<th>Employee performance</th>
</tr>
</thead>
<tbody>
<tr>
<td>Upward Communication</td>
<td>Pearson Correlation</td>
<td>1</td>
</tr>
<tr>
<td></td>
<td>Sig. (2-tailed)</td>
<td>.103***</td>
</tr>
<tr>
<td></td>
<td>N</td>
<td>107</td>
</tr>
<tr>
<td>Employee performance</td>
<td>Pearson Correlation</td>
<td>.103***</td>
</tr>
<tr>
<td></td>
<td>Sig. (2-tailed)</td>
<td>.291</td>
</tr>
<tr>
<td></td>
<td>N</td>
<td>106</td>
</tr>
</tbody>
</table>

**. Correlation is significant at the 0.01 level (2-tailed). *** Correlation is significant at the 0.001 level (2-tailed).

4.6 Peer to Peer Communication

The last question of the study was to establish the extent that peer to peer communication affected employee performance at Help Leads to Hope, Somalia. Presented in this section are the results appertaining to the items that were aimed at providing information on peer to peer communication and employee performance at HLH. Statements were provided relating peer to peer communication practices at HLH and employee outcomes. The Respondents were also asked to indicate their level of agreement or disagreement to the statements on a five-point rating scale (1- Strongly disagree, 2 – Disagree, 3 – Neutral, 4 – Agree and 5 - Strongly agree). Frequencies and percentages were used to establish the distributions of the responses.

4.6.1 Constructive Teamwork in the Organization

The study assessed whether there was constructive teamwork in the organization which can be a pointer to good communication amongst employees. Results as presented in Figure 4.9 depicts that 36% of the employee respondents strongly agreed that the organization had constructive teamwork, 33% agreed, 13% strongly disagreed with a similar percentage disagreeing. 5% of the respondents were neutral to the statement. These results were interpreted to mean that there was constructive teamwork at HLH.
4.6.2 Employees’ Effective Communication Irrespective of Company Size and Distance

The study examined the ability of employees in the organization to effectively communicate irrespective of size and location of the offices. Study findings (Figure 4.10) indicated that 38% of the respondents agreed that employees effectively communicated irrespective of distance between them and size of organization. Similarly, 31% strongly agreed, 15% disagreed, 10% strongly disagreed and 6% were neutral. These results were interpreted to indicate that employee to employee communication at HLH was effective despite size of the organization and distance between employees.
4.6.3 Ability of Employees to Share Information, Collaborate and Solve Problems

The study also investigated whether employees at HLH were able to share information, collaborate and solve problems in teams. Results presented in Figure 4.11 indicate that 39% of the respondents agreed that employees were able to share information, collaborate and solve problems in teams. Those who strongly agreed were 33%, 12% strongly agreed, 11% disagreed while 5% were neutral. These results indicate that communication amongst employees was excellent and they were able to relate well and solve problems in teams.
4.6.4 Ability of Employees to Understand Each Other’s Ways of Communication

The study also assessed the ability of employees to understand each other and ways that colleagues communicated. Results (Figure 4.12) established that 40% of the respondents agreed that employees understood each other’s way of communication, 32% strongly agreed while 14% disagreed. Further results indicated 8% strongly disagreed whereas 6% were neutral. These results indicated that employees at HLH understood their colleagues’ ways of communication. This could be construed to the fact that most of them were from the Somali culture.
4.6.5 Respect of Individual Differences in the Organization

The study sought to assess whether individual differences (personality, culture, education) were respected in the organization. The study results presented in Figure 4.13 indicated that 40% of the respondents agreed that individual differences in relation to personality, culture and education were respected in the organization by employees, 25% of the respondents strongly agreed to this statement, 14% strongly disagreed, while 13% disagreed and 7% were neutral. These findings implied that HLH employees respected the individual differences in their colleagues in relation to differences in culture, education and personality.
4.6.6 Employees’ Cooperation to Tackle Challenging Tasks

The ability of employees at HLH to cooperate with one another to tackle challenging tasks was also assessed in the study. Study findings presented in Figure 4.14 established that 34% of the respondents agreed that employees at HLH cooperated to tackle challenging while 29% strongly agreed. Moreover, 20% disagreed, 12% strongly disagreed while 6% were neutral. These findings indicated an ability on the part of employees at HLH to cooperate with their colleagues in tackling challenging tasks. This form of cooperation is always supported by effective communication among peers.
4.6.7 Frequency of Team Meetings in the Organization

The regularity with which team meetings were conducted at HLH was assessed. The findings are as presented in Figure 4.15, 40% of the respondents agreed to the statement. Those who strongly agreed were 33%, strongly disagree 12%, and disagree 11% while 4% were neutral. The interpretation from these findings was that there were frequent team meetings at HLH. These team meetings are usually important in an organization dealing with various projects such as HLH.
4.6.8 Information Sharing Amongst Employees and Better Employee Performance

The study assessed whether information sharing amongst employees resulted to better employee performance at HLH. Results presented in Figure 4.16 indicated that 37% of the respondents agreed while 32% strongly agreed that effective sharing of information among employees led to better employee performance. Further, 18% disagreed, 8% strongly disagreed and 5% were neutral. This meant that since there was effective sharing of information by employees at HLH, the employees had experienced improved performance as a result.
4.6.10 Role of Teamwork in Fostering Sense of Purpose and a Unity of Direction

The study assessed whether working in teams at HLH fostered a sense of purpose and a unity of direction for the employees and teams. Study findings (Figure 4.17) indicated that 42% of the respondents agreed that working in teams fostered unity and a sense of purpose among employees and teams. Those who strongly agreed were 38%, 7% each for strongly disagree and disagree and 5% were neutral. These findings indicated the teamwork that was cultivated at HLH enabled employees and teams to have a sense of purpose and unity of direction in fulfilling their obligations.
Figure 4.17: Working in Teams Fosters a Sense of Purpose and a Unity of Direction at HLH

4.6.11 Relationship between Peer to Peer Communication and Employee Performance

The study also tested the relationship between peer to peer communication at HLH and employee performance. The results are presented in Table 4.22. The results indicate that there was a moderate positive strong significant correlation between peer to peer communication and employee performance ($r = 0.554; p < 0.005$).
Table 4.22: Relationship between Peer to Peer Communication and Employee Performance

<table>
<thead>
<tr>
<th>Peer to Peer communication</th>
<th>Peer to Peer communication</th>
<th>Employee performance</th>
</tr>
</thead>
<tbody>
<tr>
<td>Pearson Correlation</td>
<td>1</td>
<td>.554***</td>
</tr>
<tr>
<td>Sig. (2-tailed)</td>
<td></td>
<td>.000</td>
</tr>
<tr>
<td>N</td>
<td>107</td>
<td>107</td>
</tr>
</tbody>
</table>

**. Correlation is significant at the 0.01 level (2-tailed). *** Correlation is significant at the 0.001 level (2-tailed).

4.7 Chapter Summary

This chapter has presented the study results in form of tables and figures while offering interpretation of the findings. The results that were presented relate to downward communication, upward communication and peer to peer communication and how they relate to employee performance. The findings presented in this chapter have indicated that upward and downward communication at HLH was generally average to poor. However, peer to peer communication in the organization was observed to be excellent in various areas. Majority of the respondents agreed that downward, upward and peer to peer communication affected their performance and motivation. The poor communication observed in upward as well as downward communication resulted to an adverse effect on motivation and performance of employees. Conversely, the excellent peer to peer communication was observed to have positive effects on working relationships, and performance of the employees. The next chapter provides a summary of the results that have been presented in this chapter, a detailed discussion of the study findings, the study conclusions and also the recommendations made in the study. The recommendations provided are for practice and also for further studies.
CHAPTER FIVE

5.0 DISCUSSION, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This chapter presents the summary of key study findings, discussion of the findings, conclusions made from the findings and the recommendations of the study. The discussions relate the study findings to previous studies while the conclusions and recommendations drawn were focused on addressing the questions of the study.

5.2 Summary of Findings

The purpose of this study was to assess the effect of internal communication channels on employee performance at Help Leads to Hope, Somalia. The study was guided by three research questions: To what extent does downward communication affect employee performance at Help Leads to Hope? To what extent does upward communication affect employee performance at Help Leads to Hope? To what extent does peer to peer communication affect employee performance at Help Leads to Hope?

For the research methodology, a descriptive study design was used in this study. The population targeted in this study included all the 300 employees at Help Leads to Hope in Somalia. Stratified random sampling was used to select 136 respondents. A structured questionnaire was utilized to collect data for this study. Data analysis was through descriptive and correlation statistics. The tool used to analyze data was the Statistical Package for Social Sciences (SPSS). Data presentation was done by use of tables, charts and graphs.

Study findings established that downward communication at HLH had a significant association with employee performance. Further, the study established downward communication in the organization was poor and had not played a significant role in improving employee performance. Specifically, superiors at HLH did not share information with employees adequately. This affected the direct communication with employees, the way they gave instructions to employees and the way they communicated policies and procedures.

Study findings also established that upward communication did not have a significant relationship with employee performance. Further, upward communication practices at HLH was
weak and had not enabled employees to improve their performance. Hindrances to upward communication included lack of multiple avenues to communicate with superiors, inability of employees to provide opinions and suggestions to superiors, inability of employees to approach superiors for assistance, working together and inability of employees to express their outlook or attitude to management. Findings regarding upward communication also indicated that respondents agreed that there was free communication with superiors and also agreed that employees were able to use non-formal means of communication.

Similarly, study findings revealed that respondents disagreed that superiors at HLH always communicated directly to employees. Findings however, revealed that most respondents agreed that superiors at HLH always communicated reliable information about the organization to employees. The study also established that most respondents indicated that superiors at HLH rarely attend communication skills training. However, superiors at HLH were frank and candid with employees according to most of the respondents. Results also indicated that most respondents disagreed that superiors always made effort to keep employees up to date. Results however, indicated that superiors at HLH had a good understanding of the employees. Lastly, study results established that peer to peer communication had a significant relationship with employee performance. Peer to peer communication was excellent in the organization and had enabled employees to foster teamwork, create collaborations at the work place, solve challenging tasks and hence enhanced employee performance.

Regarding peer to peer communication, study results indicated that most of the respondents were of the opinion that the organization had constructive teamwork, that employees had effective communication irrespective of size and distance between offices and also agreed that Employees had the ability to share information, collaborate and solve problems in teams. Study findings also established that employees were able to understand each other’s ways of communication, there was respect for individual differences in the organization and that employees at HLH cooperated with one another to tackle challenging tasks. Study results indicated that team meetings were conducted regularly in the organization and that employees at HLH always shared information with each other. Results also revealed that information sharing amongst employees led to better employee performance at HLH. Lastly, the study established that teamwork at HLH fostered sense of purpose and a unity of direction among the employees and teams.
5.3 Discussion

5.3.1 Downward Communication and Employee Performance

Findings indicated that downward communication had a significant positive correlation with employee performance at HLH. Further results established that majority of the respondents were of the view that superiors did not share information with employees. This finding disagreed with the finding by Kalla (2015) that downward communication is enhanced where top management or leadership of the organization shares information, directions or orders with employees at the lower levels. Further, respondents disagreed that HLH’s employees performed well because superiors shared information with employees. This corresponded to with MacLeod and Clarke (2014) that poor downward communication is a barrier to employee performance.

However, the finding revealed that the respondents agreed that superiors always gave instructions to employees. This is consistent with the observation by Welch (2011) that downward communication in an organization is mostly aimed at informing subordinates. Further results indicated that majority disagreed that superiors always gave employees feedback on their performance. Neves and Eisenberger (2012) observed that downward communication is used to provide feedback to employees regarding their performance which enables them to correct areas with poor performance and improve. Without feedback on performance, employee performance suffers.

Results also indicated that most respondents disagreed that superiors at HLH ensured that employees understood policies and procedures. This is in contrast with findings by Hargie and Tourish (2014) that adequate information including instructions should flow to lower levels. The findings also were contrary to observations by Zaremba (2011) that downward communication is also used to provide directives and regulations to employees to enable them perform effectively. Orpen (2012) argued that this is important as employees may fail to understand the directives provided to them and hence adversely affect their performance.

Similarly, study findings revealed that respondents disagreed that superiors at HLH always communicated directly to employees. This agreed with what Larkin and Larkin (2014) advocated for; communicating directly to subordinates will result in better performance. Study findings however, revealed that superiors at HLH always communicated reliable information about the organization to employees and that superiors at HLH were frank and candid with
employees. Marques (2015) had noted that and sincerity (genuineness) of communication from top management is critical. Welch and Jackson (2012) had also observed that communication from management should be believable, reliable, clear and timely. This makes the employee to be able to focus on their jobs and improve their performance.

The study also established that superiors at HLH rarely attended communication skills training. Tourish and Hargie (2014) stated that number one in best communication practices by leading companies is downward communications training especially for senior leaders. Results also indicated that most respondents disagreed that superiors always made effort to keep employees up to date. This was against Blalock’s (2006) advice that management need to keep employees up-to-date on recent developments that relate to the organization’s welfare.

Results however, indicated that superiors at HLH had a good understanding of the employees. Bambacas and Patrickson (2013) noted that for downward communication to be effective, the superiors need to be frank and candid with employees and have a good understanding of the employees.

5.3.2 Upward Communication and Employee Performance

Findings indicated that upward communication did not have a significant relationship with employee performance. These findings indicate that upward communication was not significantly associated with performance and hence did not play a role in influencing performance of employees. Further, respondents agreed that there was free communication with superiors and also agreed that employees were able to use non-formal means of communication. Ledingham (2011) argued that when employees can freely pass information to management, a friendly environment in the organization is created which is very conducive for working.

However, respondents disagreed that there were multiple avenues to communicate with superiors. Orpen (2012) indicated lack of multiple communication avenues was a challenge since subordinates may not have a multiplicity of media at their disposal and hence have limited ways to reach their managers. This can force employees to apply ineffective media in delivering messages to their management and hence adversely affect communication.

Study results indicated that employees were not able to provide opinions and suggestions to superiors and were not able to approach superiors for assistance and working together. Drafke
(2013) observed that subordinates should be allowed to express their outlook or attitude to management which enables provide suggestions that can enhance improvements in the workplace. Moreover, Herbst (2012) argued that upward communication is an indispensable part of each enterprise. Its main purpose is to transfer information from employees to manager to enhance the working relationship. Poor upward communication leads to poor employee performance.

Respondents disagreed that employees at HLH usually expressed their outlook or attitude to management. Herbst (2012) established that upward communication is vital in ensuring that subordinates pass information to management about the job, their understanding of the roles, their likes and dislikes. This indicates that at HLH, this vital factor was missing. Moreover, Bronn (2015) argued that culture of trust and openness should be created within an organization where managers should take opinions and suggestions of employees should into consideration. Furthermore, Drafke (2013) established that upward communication’s fundamental constituent is the people with their own sentiments, outlooks and affiliations. Without these, upward communication’s effectiveness in influencing employee performance is compromised.

Respondents also disagreed that there was enhanced employee participation and good relationship between employees and superiors and also disagreed that employees were able to directly communicate with superiors. The study also established that there was scanty little sharing of information by superiors with employees which had not enabled improved employee performance. This agreed with Kalla (2015) who noted that when upward communication is encouraged in an organization it enhances participation and good relationships between employees and management which enhances work performance by employees. This implies that when upward communication is missing, employee performance suffers.

5.3.3 Peer to Peer Communication and Employee Performance

Regarding peer to peer communication, study results indicated that most of the respondents were of the opinion that the organization had constructive teamwork. These findings related with findings by Wilcox and Cameron (2011) that peer to peer communication is an important communication to enhance interpersonal relations and teamwork among organizational members.
Study results also indicated that employees at HLH had effective communication irrespective of size and distance between offices and had the ability to share information, collaborate and solve problems in teams. Kalla (2015) noted that effective horizontal communication makes it possible for employees and teams to share information, collaborate and solve problems which increased their work performance. Further, these findings also related with findings by Gollwitzer (2015) that when colleagues communicate freely among themselves, they are able to work effectively as a team to attain organizational goals. Moreover, effective peer to peer communication enables employees to assist each other, have positive criticism and work together in dealing with work challenges where they will be encouraged to achieve more and more not only company's goals, but also personal goals. Study findings also established that employees were able to understand each other’s ways of communication and that there was respect for individual differences in the organization. This hence enabled the employees and teams to understand each other and hence made them capable of increasing productivity and efficiency as observed by Harris and Nelson (2013).

Employees at HLH cooperated with one another to tackle challenging tasks. Study results indicated that team meetings were conducted regularly in the organization and that employees at HLH always shared information with each other. Results also revealed that information sharing amongst employees led to better employee performance at HLH. Lastly, the study established that teamwork at HLH fostered sense of purpose and a unity of direction among the employees and teams. This according to Dolphin (2015) enables employees to communicate amongst each other and hence enhance the implementation of organization decisions. Moreover, peer to peer communication facilitated teamwork and thus increased the efficiency with which tasks in the organization were performed.

5.4 Conclusions

5.4.1 Downward Communication and Employee Performance

The study concludes that downward communication at HLH had a weak and positive correlation with employee performance. Further, it was poor and had not played a significant role in improving employee performance. Specifically, superiors at HLH were inadequate in the way they shared information with employees, the way they directly communicated to employees, the way they gave instructions to employees and the way they communicated policies and procedures. Moreover, the study concludes that senior managers at HLH rarely attended
communication skills training to improve their communication and they rarely made effort to keep employees up to date with developments in the organization. However, despite HLH being poor in the way downward communication was carried out, the study concludes that superiors were effective as they always communicated reliable information, were frank and candid with employees and had a good understanding of the employees.

5.4.2 Upward Communication and Employee Performance

The study concludes that upward communication at HLH was weak and wanting and had not enabled employees to improve their performance. Upward communication did not have a significant relationship with employee performance. Though there was free communication with superiors at HLH and employees were able to use non-formal means of communication, there were many hindrances of upward communication. These included lack of multiple avenues to communicate with superiors, inability of employees to provide opinions and suggestions to superiors, inability of employees to approach superiors for assistance and working together and inability of employees to express their outlook or attitude to management. Upward communication at HLH was also challenged by poor employee participation and lack of good relationship between employees and superiors. These challenges had made upward communication to be unable to pay a significant role in employee performance.

5.4.3 Peer to Peer Communication and Employee Performance

The study concludes that peer to peer communication was excellent in the organization and had enabled employees to foster teamwork, create collaborations at the work place and solve challenging tasks. This hence indicates that excellent peer to peer communication had enhanced employee performance at HLH. Positive peer to peer communication practices at HLH were having constructive teamwork, sharing of information, understanding each other’s ways of communication and respect for individual uniqueness in the organization. Moreover, HLH had effective practices that encouraged peer to peer communication including frequent team meetings. Teamwork and information sharing among employees had led to improved employee performance at HLH.
5.5 Recommendations

This section provides the recommendations that were provided after consideration of the research findings. The section provides recommendations for policy and practice as well as recommendations for further research.

5.5.1 Recommendations for Improvement

5.5.1.1 Downward Communication and Employee Performance

The study recommends that HLH puts in place measures to improve downward communication as it was found inadequate. Areas that require improvements include enabling information sharing between top management and employees, ensuring that top management frequently communicate to employees and enabling effective communication of instructions and work procedures to ensure that work is performed effectively.

Moreover, the study recommends that senior managers at HLH to frequently attend trainings on communication and interpersonal skills. These could improve their communication to employees. In addition, HLH should have in place measures to ensure that up to date and reliable information is passed regularly to employees to enable them to be abreast of current developments in the organization. This can play a huge role in motivating and also enhancing the capacity of employees to improve their performance.

5.5.1.2 Upward Communication and Employee Performance

The study recommends that HLH should enhance its upward communication practices to enable it play its rightful role in improving employee performance. Suggested improvements included having multiple channels such as telephone, email, chat and instant messaging to enable employee improve their access to superiors.

Superiors also need to be encouraged to embolden their employees to enable them have the courage to approach them for assistance, clarification or advice. In addition, superiors need to be trained on how to make themselves approachable. The organization can hence enroll its managers to communication classes where they can get skills on effective upward communication. Top management at HLH needs to have policies and procedures aimed at enhancing upward communication to enhance employee motivation and performance.
5.5.1.3 Peer to Peer Communication and Employee Performance

The following recommendations are made. First, HLH should continue encouraging the already effective peer to peer communication to make it improve further. Since the organization operates in a project environment, it should ensure that teamwork is enhanced and staff meetings are encouraged regularly. However, top management should have their input by ensuring that there are resources and information that would make teamwork by employees and the meetings to be more fruitful.

Another recommendation on peer to peer communication is to enable employees to form professional teams that can enable them solve challenges that traverse one profession. Employees also should be encouraged to transfer the skills they have gained on peer to peer communication to upward communication.

5.5.2 Recommendations for Further Studies

Based on the findings from this research, it is recommended that additional studies be conducted on the internal communication in other non-profit organization in Somalia. Such studies would establish areas that need improvement as this study did for HLH. Most critically, the study recommends studies on upward and downward communication which were found to be the weakest in this study.

Another study is also recommended in for-profit organizations in Somalia since this study was on a not-for-profit organization. This is because for-profit organizations have material differences from not-for-profit organizations and therefore the results from studies on not-for-profit organization cannot be generalizable to for-profit organizations.
REFERENCES


APPENDICES

APPENDIX 1: LETTER TO RESPONDENTS

Dear Respondent,

My name is Sumeya Ali; we have discussed in length concerning my research report. I am formally writing to request your participation in an academic research that I am carrying out.

I am student pursuing my postgraduate studies at United States International University-Africa, undertaking a Master of Arts course in Organizational Development for Executives. The findings of this academic research will be presented as a final project for my master’s degree to United States International University-Africa.

The study topic assesses the effect of internal communication channels on employee performance at Help Leads to Hope (HLH) Somalia. In my current profession as a communication Manager, I am pleased with the communication practices, and would like to carry out research to increase my knowledge and understanding of Non – Profit organization internal communication.

Kindly fill the attached questionnaire as truthfully as possible to enable this research to be successful. The information purely for academic research and will be treated as confidential and anonymous. Your support and cooperation is highly appreciated. Feel free to contact me, I’m available on cell phone or email, to answer queries you may have, regarding my research. I hope that you will make the time to contribute.

Sumeya Abdi Ali
Graduate Student,
United States International University-Africa
APPENDIX 2: THE QUESTIONNAIRE

This Questionnaire is aimed at seeking views and opinions on the effects of internal communication on employee performance at Help Leads to Hope. You have been selected to participate in the study. Please answer the questions by ticking on the space provided.

SECTION A: GENERAL INFORMATION

1. Please indicate how long you have worked in this organization.
   - Below 5 years [ ]
   - 5 – 10 years [ ]
   - 11 - 15 years [ ]
   - 16 – 20 years [ ]
   - Above 20 years [ ]

2. Please indicate your age category.
   - 18 and 25 years [ ]
   - 26 – 35 years [ ]
   - 36 - 45 years [ ]
   - 46 – 55 years [ ]
   - Above 55 years [ ]

3. Please indicate your highest educational qualification.
   - Secondary [ ]
   - Certificate [ ]
   - Diploma [ ]
   - Undergraduate [ ]
   - Post graduate [ ]

4. Please indicate your management level in the organization.
   - Non-management [ ]
   - Lower management [ ]
   - Middle management [ ]
   - Top Management [ ]

5. Have this organization adopted effective communication practices?
   - Yes [ ]
   - No [ ]
6. How would you rate your performance in the organization
   a) Excellent b) good c) not sure d) weak e) very weak

SECTION B: DOWNWARD COMMUNICATION

1. Please indicate your level of agreement to the statements in the table below about downward communication at this organization. The rating is as follows:
   1- Strongly disagree   2 - Disagree   3 - Neutral
   4 - Agree             5 - Strongly agree

<table>
<thead>
<tr>
<th>Statement</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
</tr>
</thead>
<tbody>
<tr>
<td>The employees in my organization perform well because superiors share information with employees</td>
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<tr>
<td>In my organization, the superiors always give the employees instructions</td>
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<tr>
<td>In my organization the superiors always give employees feedback on their performance</td>
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<td>The superior ensures that employees understand policies and procedures of the organization.</td>
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<td>In my organization the superior always communicate directly to employees</td>
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<tr>
<td>Superior always communicate reliable information about the organization to employees</td>
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<td>In my organization, the superiors frequently go for communication skill training</td>
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<td>In my organization my superiors are frank and candid with employees</td>
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<td>In my organization the superior always makes effort to keep employees up to date on developments.</td>
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<td>In my organization my superiors have a good understanding of the employees.</td>
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</table>
SECTION C: UPWARD COMMUNICATION

1. Please indicate the level of agreement to the following statements on upward communication in this organization. Use the following ratings and tick or cross where appropriate.

   1 - Strongly disagree  2 - Disagree  3 - Neutral  4 - Agree  5 - Strongly agree

<table>
<thead>
<tr>
<th>Statement</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
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<tr>
<td>The employee in my organization are motivated because superiors involve</td>
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<td>them in decision making</td>
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<td>Employees in my organization can freely communicate with their superior</td>
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<td>The employees in my organization have multiple avenues to communicate</td>
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<td>with superiors</td>
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<td>The employees in my organization are able to provide opinions and</td>
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<td>suggestion to superior on work related issues in the organization.</td>
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<td>Employees in my organization are able to approach superiors for</td>
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<td>assistance and work together.</td>
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<td>Employees in my organization are able to use non-formal means of</td>
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<td>communication</td>
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<td>In my organization, the employees always express their outlook or</td>
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<td>attitude to management.</td>
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<td>In my organization, the employees have an enhanced participation and</td>
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<td>good relationship with superior.</td>
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<td>In my organization employees are able to directly communicate with</td>
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<td>superiors</td>
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<td>Employees are able to make decisions concerning their work.</td>
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SECTION D: PEER TO PEER COMMUNICATION

1. Indicate the level of agreement to the following statements on peer to peer communication in this organization. Use the following ratings and tick or cross where appropriate

1 - Strongly disagree  2 - Disagree  3 - Neutral  4 - Agree  5 - Strongly agree

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<thead>
<tr>
<th>Statement</th>
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<tr>
<td>There is constructive teamwork in my organization</td>
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<td>Employees in my organization are able to effectively communicate irrespective of size and location of the offices.</td>
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<td>In my organization employees are able to share information, collaborate and solve problems in teams.</td>
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<td>Employees in my organization understand each others ways of communication.</td>
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<td>Individual differences (personality, culture, education) are respected in my organization</td>
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<td>Employees in my organization cooperate with one another to tackle challenging tasks.</td>
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<td>Team meetings are conducted regularly in my organization</td>
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<td>Employees in my organization always share information with each other.</td>
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<td>Effective information sharing amongst employees result to better employee performance.</td>
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<td>In my organization working in teams fosters a sense of purpose and a unity of direction for the employees and teams.</td>
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‘Thank you’