

**EXAMINING EFFECTS OF ORGANISATIONAL COMMUNICATION ON
LOWER-LEVEL EMPLOYEE PERFORMANCE AT JOSE EDUARDO DOS
SANTOS CAMPUS OF THE UNIVERSITY OF NAMIBIA**

**A THESIS SUBMITTED IN PARTIAL FULFILMENT OF THE
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ABSTRACT

The purpose of this study was to examine the effects of organisational communication on lower-level employees' performance at Jose Eduardo Dos Santos Campus. In addition, it identified the channels of communication considered by lower-level employees. It also analysed the benefits of organisational communication on lower-level employee's performance. Finally, strategies to enhance the practice of organisational communication to better the performance of lower-level employees were also determined. Moreover, the researcher followed a qualitative research approach and adopted the interpretivism philosophy. The study used the non-probability sampling technique, particularly judgmental sampling to select a sample of twenty participants from a total population of sixty lower-level employees. Data was collected using a semi-structured interview guide making use of open-ended questions. Additionally, thematic analysis was used to analyse data by coding themes and presented using graphs, tables, and pie charts. The study findings show that there is a direct and significant relationship between organisational communication and lower-level employee's performance as an instrumental factor behind organisational success. Therefore, the study concludes that organisational communication allows the institution to obtain a significant result which is unattainable by any standalone human being. In the final analysis, the study recommends that Jose Eduardo Dos Santos Campus should maintain organisational communication as it has been proven to influence employees to better perform their job. The study also recommends for a similar research can be carried out in other institutions to compare if they face the same challenges and how the best it can be addressed to enhance organisational performance.

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LIST OF ABBREVIATIONS AND ACRONYMS

E-MAIL- Electronic mail

ICT – Information Communications Technology

JEDS – Jose Eduardo Dos Santos

MRT- Media Richness Theory

NBS - Namibia Business School

UNAM – University of Namibia

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I would like to dedicate this work to my parents (Josef and Magano Lukas) who had taught me to be strong and overcome any challenge that I encounter on the way as I pursue greatness. Their unlimited love, support and prayers for me throughout this period have been great and helped me to achieve this. I am grateful for being your son and may God bless your beautiful souls.

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DECLARATIONS

I, Josef Ndapewa Lukas, hereby declares that this study “Examining effects of organisational communication on lower-level employee performance at Jose Eduardo Dos Santos Campus of the University of Namibia” is my own work and is a true reflection of my research, and that this work, or any part thereof has not been submitted for a degree at any other institution.

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Josef Ndapewa Lukas

April 2023

Date

CHAPTER 1

INTRODUCTION

1.0 INTRODUCTION

In this chapter, the researcher placed the study into a nuanced context by stating the background of the study, the problem statement, research objectives and significance of the study. The researcher further delved into the de-limitations and limitations of the study; hence the parameters and expectations of the study were clarified in this chapter.

1.1 BACKGROUND OF THE STUDY

Smart business leaders know that happy workers are productive workers and ultimately benefit their companies (Kalogiannidis, 2020). Since the 1980s, the field has started to make a turn toward interpretive and critical perspectives which essentially focus on meaning, interpretation, and power in organisations (Diana, 2017). Based on these new approaches, the new organisational communication scholars dealt much more with social construction of meaning, meaning making, inter-subjective meaning, and power (Rajhans, 2012). In this sense, organisational communication can be best understood within comparisons and contrasts of different perspectives in the field, instead of being debated and defined in a reified way.

In today's world, communication in organisations has not only become far more complex and varied but has become an important factor for overall organisational functioning and success (Antony, 2013). Communication is a vital element of any organisation and over the last decades a lot of attention has been given to organisational communication as to the way it operates in organization (Ogungbamila & Udegbe, 2020). It has largely grown in response to the needs and concerns of business. Hikmah (2015) noted that communication influences employee performance in organisations. The Media Richness Theory (MRT) notes that task performance is improved when appropriate media is used to deliver the information (Hart, 2016).

The first communication programs were typically located in speech departments, but most university now include organisational communication as a key element of study. The study of organisational communication recognizes that communication in organisations goes far beyond training managers to be effective speakers and to have good interpersonal communication skills (Femi, 2021). Moreover, it recognizes that all organisations, not just business organisations, have communication needs and challenges. The field of organisational communication is highly diverse and fragmented, as evidenced by results of literature searches on the topic, textbooks in the area, and the Harvard Business Review's compilation of its communication articles (Wu & Shen, 2020). Communication is not only an important aspect of these recent organizational changes, but merely effective communication can be seen as the foundation of modern organisations (Hart, 2016).

The belief that communication plays a vital role in influencing efficiency and organisational performance all over the world is unquestionable. Organisations rely deeply on communication to improve and maintain their efficiency and performance (Kalogiannidis, 2020). Communication in small organizations was largely informal and as organisations increased in size, formal top-down communication became the main concern of organisational managers. While research used to focus on understanding how organisational communication varied by organisational type and structure, the emphasis has increasingly turned to understanding how new communication technologies and capabilities can help bring about new and more effective organisational forms and processes (Dawson, 2019).

Studies conducted by Femi (2021), Ogungbamila and Udegbe (2020) and Berry, Danaher, Aksoy and Keiningham (2020) have been carried out in relation to organisational communication and performance. However, as indicated in the critiques, most of the studies, such as studies conducted by Owusu-Boateng and Jeduah (2014), Atambo and Mumanyi (2016), Bhatia and Balani (2015) and Hikmah (2015) have been done in non-manufacturing businesses. As per the reviewed empirical studies, limited studies dealt with the effects of organisational communication on employee performance. For instance, studies done by Rajhans (2012) used employee motivation as a mediating variable, and Bhatia and Balani (2015) considered formal and informal communication in their study on public sector. Thus, there is a knowledge gap in terms of organisational communication on employee performance in higher learning institution in Namibia considering work efficiency and effectiveness and this study seeks to fill it.

1.2 STATEMENT OF THE PROBLEM

In most organisations emphasis has been put on improving communication as a formality however, most organisations have failed to perform to the public expectations. Although the origin of the field dates back to the traditional rhetoric (Kalogiannidis, 2020), the modern field of organisational communication has a more recent history that can be traced back to the early 19th century. Insufficient communication, distrust, poor interpersonal communication skills, and conflict avoidance are some of the communication reasons why organisations fail to succeed (Otoo, 2016). Femi (2021) claims that up to 70 per cent of poor internal communication is seen as the principal reason for such failure. The lack of communication in organisations has resulted in poor relationships amongst employees and has increased the rate of conflict and poor coordination of activities (Rajae & Abdolvand, 2018).

The University of Namibia embarked on a restructuring exercise in 2020. The structural change entailed includes eight faculties being cut down to four, closing down its ten regional center and restructuring the university's top management structure (Beukes, 2021). UNAM employees felt the restructuring exercise was unfair while some students stated that the closure of the centre will deny many students of this marginalised region in terms of education and opportunity for further studies since this was not communicated beforehand (Namibia Press Agency, 2021). The challenge facing the University of Namibia this study examining is the failure to communicate or articulate strategy in terms of its overall focus to both its internal and external audience. The information deficit is also reflected by the different way in which the lower-level employees and top

management view communication at the institution. Preliminary information collected shows that the management is well-versed with restructuring as opposed to the lower-level employees who complain that they are lost in the maze of unrelated and incoherent information about the planned restructuring (Beukes, 2021). This brought about unhappiness and hostility at University of Namibia as employees had to move to different campuses and units whereby some are complaining of being placed on position without job descriptions, leading to confusion as to seniority and reporting hierarchy. In this context, it's a cumbersome reporting line which employees find it difficult to abide. This structural change is distracting Jose Eduardo Dos Santos campus management from designing an effective communication strategy, that is self-sustaining and provides effective feedback from employees. In the absence of such a strategy and effective communication channel tend to underutilize the expertise and vital information from lower-level employees. This clearly shows a gap in organisational communication on lower-level employees at the campus.

Against the situation described above, it is important to appreciate that many organisations world over have suffered enormous loss due to lack of proper or inadequate communication. However, in some cases communication between employees and management is poorly carried out and may lead to confusion and lack of direction, frustration of employees, decrease in motivation, purpose and productivity and even exit of highly skilled and dependable employees. At present, there is a huge communication gap and how best the situation may be improved, constitute the main focus of this study.

1.3 RESEARCH OBJECTIVES

The main objective of this study were to examine effects of organisational communication on lower-level employees' performance at JEDS campus of the University of Namibia.

The secondary objectives were to:

- Identify the channels of organisational communication considered by lower-level employees at JEDS Campus
- Establish the benefits of organisational communication on lower-level employees' performance at JEDS Campus
- Analyse the challenges hindering organisational communication on lower-level employees' performance at JEDS Campus
- Determine strategies to enhance the practice of effective organisational communication to improve the performance of lower-level employees at JEDS Campus

1.4 SIGNIFICANCE OF THE STUDY

The study findings was expected to contribute to research and practice regarding organisational communication in academia. Future researchers were also expected to be able carry out further studies on the same topic that could lead to new insights and findings to enhance further understanding of the subject. The study was expected to equip UNAM superiors and junior employees with a deeper understanding of what organisational communication meant and how best the management can communicate effectively for better performance of their employees. In addition, the study was expected to be useful to policy makers of the UNAM in providing effective communication systems for better performance of employees. Lastly, the study was expected to inform the public on the concept of organisational communication as a management function and such exposure was expected to empower them to communicate more effectively.

1.5 LIMITATION OF THE STUDY

The researcher faced problems of non-cooperation from employees who felt that their participation would result in victimisation. However, participants were informed that data collected would be kept confidential and so they did not have to worry themselves. Covid-19 regulations were another limitation as they posed a challenge during data collection since semi structured interview were done face to face. To mitigate this, all protocols and regulations such as social distancing put in place pertaining to Covid-19 were observed by make use of Zoom and Micro Soft Teams when conducting the interviews.

1.6 DELIMITATION OF THE STUDY

In the study, the researcher only sought to examine the effect of organisational communication on lower-level employees' performance at JEDS Campus in Ongwediva, leaving out other campuses where the same problem might also be common.

1.7 THESIS OUTLINE

The thesis is divided into five chapters and they are as follows:

Chapter One which is the introduction focuses on the background of the study, the statement of the problem, research objectives and significance of the study. Furthermore, it explores into the limitations and de-limitations of the study, hence the parameters and expectations of the study are clarified in the chapter.

Chapter two discusses the literature reviewed according to the defined research objectives of the study. Herewith, the conceptual and theoretical framework is outlined on the position from where the study was tackled. It also delves into prior studies with regards to the factors of organisational communication on employees performance.

Chapter three is the methodology, which explains the research philosophy, design, the population and sample size of the study. Furthermore, it explains the sampling procedures utilised in the study, the research instruments, methods of data collection, data analysis layout and lastly research ethics.

Chapter four is the data presentation, analysis and discussion of the data findings acquired from the semi-structured interviews held between the researcher and the interviewees. The researcher carefully filtered the data, cautiously familiarised with data, identified themes and established patterns, trends and differences between the reviewed literature and obtained data. This was done in both graphical and frequency form. The validity and reliability of the research instruments is also discussed in this chapter.

Finally, chapter five covers the conclusions and recommendations of the study. It presents the conclusions deduced from the findings and provides recommendations for action and further research.

1.8 SUMMARY OF CHAPTER

This chapter discussed the orientation of the study where organisational communication has not only become far more complex and varied but has become an important factor for overall organisational functioning and success. In addition, the statement of the problem, research objectives and questions, the purpose of the study, significance of the study, limitations and finally delimitation of the study were outlined. The next chapter reviewed the related literature and raised critical questions necessary for revealing the knowledge gap and validating the study.

CHAPTER 2

LITERATURE REVIEW

2.0 INTRODUCTION

This chapter involves a presentation of views by different authors regarding organisational communication and how it affects employee performance. The literature review provides a theoretical basis for the development and evolution of the concept of organisational communication, primarily focussing on the effect on employee performance as well as the challenges mitigating against the successful implementation of communication. The researcher also raises critical areas of knowledge gaps to further justify the need for the current study. The literature review in this thesis is related to the subject of organisational communication and its effect on employee performance.

2.1 ORGANISATIONAL COMMUNICATION

Communication is a very important skill in human life, where we can see communication can occur in every human step (Wu & Shen, 2020). Organisational communication is one important thing to support the success of the organisation both in improving organisational performance and organisational adaptation to any changes in the existing environment. Through good communication between individuals and parties directly involved in organisations and outside the organisation, organisations can obtain the necessary information. Organisational communication becomes important and fundamental in relation to the interaction between individuals within the organisation. Communication within the organisation becomes important to create a common understanding of the information presented to each other (Otoo, 2016).

2.2 EFFECT OF ORGANISATIONAL COMMUNICATION ON LOWER-LEVEL EMPLOYEES PERFORMANCE

Most professional has express mixed feeling pertaing to organisational communication competency as a predictor of employee success. Communication is a behavior, action or activity of delivering or operating symbols that contain meaning or meanings and it is the glue that unites the organisation together (Wu & Shen, 2020). Therefore, communication helps members of the organisation achieve both individual and organisational goals, implement and respond to organisational changes, coordinate activities and virtually interact with all behaviours relevant to the organisation. When the effectiveness of organisational communication is less effective than it should, then the organisation is not as effective as it should be.

In general, communication objectives create mutual understanding or change perceptions, even behaviours. In addition, it was established that communication plays a very important role in determining how effectively people work together and coordinating efforts to achieve goals. According to Al-Tokhais (2016) effective organisational communication criteria should at least lead to the understanding and acceptance of the contents of the message carefully as a communicator that communicating will make a sense of pleasure and satisfaction for the parties that communicate. Ability to change attitudes, in the sense that communication can influence the attitudes of the participants in the communication in accordance with the content of the message.

In organizing organisational communication, it is necessary to communicate positive things such as the emergence of competence in work, the emergence of the spirit in work and the emergence of cooperation. For every organisation to be in existence there has to be a clearly defined purpose and yet for that purpose to be achieved, it needs the commitment of the people involved, delegation of duties, clear lines of communication, accessibility to the financial resources and more importantly employee involvement (Arifin & Abdullah, 2015). Communication helps members of the organisation achieve both individual and organisational goals, implement and respond to organisational changes, coordinate activities and virtually interact with all behaviours relevant to the organisation (Al-Tokhais, 2016).

Communication competence can also be done through training emotional intelligence as well as learning by way of discussion and the provision of opportunities for all employees

in providing feedback contribute positively to interpersonal and communication skills of a person. It can be said that communication works well and effectively if every member gets clear explanations in the execution of his work.

2.3 PATTERNS OF COMMUNICATION WITHIN AN ORGANISATION

Organisational communication has three dimensions, horizontally, diagonally and vertically. Therefore, this section presents the roles and qualities of different communication flows within an organisation.

2.3.1 Horizontal Communication

This communication is the flow of sending and receiving messages that occur between the leadership and the subordinates (Wu & Shen, 2020). In other words, horizontal communication transmits information among people, divisions, departments and units within the operational structure. This communication focuses on the coordination of activities, problem solving, information sharing and conflict resolution. Greenberg (2016) asserts that this type of communication can help improve coordination between departments regarding task accomplishment and encourages effective implementation of upper-level decisions. The reason is that lower-level employees within a unit are allowed to coordinate closely with one another.

2.3.2 Diagonal Communication

It is a continuous communication from one side to the other in different positions, in which both parts are not on the same structural path (Al-Tokhais, 2016). In addition, diagonal communication is used by two parties that have different levels but do not have direct authority for the other parts. Diagonal communication is a communication channel rarely used within the organisation but is important in situations where members cannot communicate effectively through other channels (Otoo, 2016).

2.3.3 Vertical Communication

Vertical communication is downward and upward form of direction. Downward communication start at the upper level of the organisation and move through the bottom level (Rajae & Abdolvand, 2018). This communication aimed to inform employees of job procedures, policies and problem that need attention at various level to deliver feedback on employees performance. The most basic problem of top-down communications has only one channel direction that does not provide feedback from workers within the organisation. On the other hand, upward communication is regarded as the procedure whereby information flow from lower level to upper level within an organisation (Greenberg, 2016). Through upward communication, superior get the chance to know their subordinates feelinga about their work and this help scouts for productive employees and organisational performance.

2.4 COMMUNICATION CHANNELS

There are several communication channels available to a modern organisation with different levels of effectiveness. In order to survive in a rapidly changing environment and obtain a competitive edge, organisations need to grasp the important role of communication in all of this. If communication is bad, the organisation is likely not to perform; however, if communication is good, there is a chance of performance and effectiveness to be good. Some of the communication channels discussed below symbolised whether there is some equivocalty on the message being sent.

2.4.1 Telephone

The use of telephone permits two or more users to conduct a conversation when they are too far apart to be easily heard directly. A telephone converts sound and most efficiently the human voice, into electronic signals that are transmitted via cables and other communication channels to another telephone which reproduces the sound to the receiving user (Abeele, 2022).

2.4.2 Intranet

An intranet is a private network contained within an organisation that is used to securely share company information and computing resources among employees. It can also be used for working in groups and teleconferences and encourage communication within an organization (Rajae & Abdolvand, 2018).

2.4.3 Electronic mail

Commonly shortened to “email” is the exchange of computer-stored messages from one user to one or more recipients via the internet. Emails are a fast, inexpensive and accessible way to communicate for business or personal use (Al-Tokhais, 2016).

2.4.4 Suggestion and complaint boxes

Greenberg (2016) alluded that a suggestion box encourages employees to submit suggestions, comments and complaints anonymously, although they can include their names if they want. This is one of the channel process by which lower-level company employees can directly communicate with upper management to provide feedback, complaints or suggestions regarding the day-to-day operations of the company.

2.4.5 Zoom and Microsoft Team

Microsoft Teams and Zoom are two of the most popular video conferencing solutions available today. These top providers offer robust, reliable remote meeting solutions for team collaboration and communication. Both Zoom and Microsoft Teams are also excellent platforms for conducting virtual events (Hamarsha, 2022).

2.4.6 Memorandum

A memorandum, meaning “reminder” communicates policies, procedures, short reports, or related official business within an organization. It is used to communicate something of immediate importance to people within a business or organization (Greenberg, 2016).

2.5 THE BENEFITS OF ORGANISATIONAL COMMUNICATION

2.5.1 Enhancing employee efficacy

Imagine a world without communication. The concept of communication has attracted limelight over the past decade. Questions, controversies and debates have arisen over the manner in which it must be practiced, its relevance to organisations and also challenges attendant to it. One thing is for certain, communication was found to be a key determinant for influencing organisational success and employee performance (Keyton, 2013). In support of the above, Hargie (2016, p.53) further heralded that, “Organisations that develop effective communication processes are more likely to enhance employee work output, giving rise to positive work environments and be more effective in achieving their objectives.” As a result, communication which is made up of interactions where both the supervisor and the subordinates have an influence on each other as they interact within the realms of organisational culture context, appears on top of skill list employers seek. Musaazi (2017) pointed out that effective communication is a plus in an organisation as far as employee motivation is concerned and it can only be possible if management and employees collaborate and work together.

2.5.2 Shaping the organisational culture and directing employee performance

It was established that communication cuts across many spheres of life, the political, economic, educational, social and religious and it is central to the success of an organisation (Al-Tokhais, 2016). To further stress on the essence of organisational communication on employee performance, Musaazi (2017, p.47) remarked that, “The world we are living in is basically a world of people, who act and react and most of our actions, reactions are communicative acts, in whole or in part”. Good communication helps to stimulate enthusiasm and raise the interest and motivation of those to whom they are directed such as staff, wider community and the nation at large. It therefore goes without saying that communication is meant for expressing details, prescriptions, emotions, facts and perspectives accurately from the sender to the receiver or a group of people making it extremely an essential management function. It therefore becomes critical for the study to establish lower-level employees’ interpretations on the role played by communication in harmonizing and integrating management functions such as motivating, organizing, coordinating, leading, planning, evaluation and controlling. It is through an organisational culture that employees become aware of the dress code, timeliness, performance measurements, work ethics and new legislation (Hargie, 2016).

2.5.3 Promoting employee participation and job performance

The practice of effective organisational communication is a hallmark of good leadership and it positively influences the performance of employees because a good leader is a someone who knows the way, goes the way and shows the way (Al-Tokhais, 2016). In the case of the university, it widens participation as it engages lower-level employees in

supervision, delegation of responsibilities and duties, staff development and meetings and overall consultation, prior to the decision-making processes (McShane & Von Glinow, 2016). It is in the spirit of employee participation and better job productivity that the instructional and educational leaders involve the employees and cultivate a conducive environment for high employee productivity. It is very important for the instructional leader to ensure that employees are treated to feel as part of the organisation, feel valued and considered important stakeholder in and out of the organisation and the avenue to this is effective organisational communication (Rajae & Abdolvand, 2018).

2.5.4 Motivating the employees

Organisational communication usually manifests through delegation, appreciation, competition, and leads to high quality of work environment, better opportunities and career development of teachers. In other words, through organisational communication, a people-driven, democratic and participatory leadership style comes to life and it gives a sense of togetherness, collegiality and oneness thereby motivating the workforce to enhance their level of productivity on the job (Rajae & Abdolvand, 2018). There is a feeling of control and self-efficacy that emerges when people are given power in previously powerless situations. In the same context Hargie (2016) articulated that organisational communication is also evident in widened participation and delegation which Kalogiannidis (2020) hinted that delegation is a form of informed empowerment and it must be accompanied with praise and recognition which foreground employee motivation as this makes them feel appreciated and acknowledged.

2.5.5 Capacity building

Through the practice of organisational communication, employees are empowered and capacitated to understand the direction that the organisation wants to take, its mission, vision and direction. They become sharpened to understand the narratives and a narrative is a powerful intrinsic force in organisations, and narrating is a part of sense-making, concept creation, and knowledge building. To substantiate the above, Kalogiannidis (2020) echoed that narratives are retroactive and present at the same time by nature they connect what was with what is now in the organisation.

Organisations like University of Namibia, in light of the foregoing, are socially created linguistic systems, with tales, discourses, and texts serving as sources of organisational culture, climate, intelligence, and values, all of which contribute to the organisation's longevity. An organisational tale is told and an informed direction is communicated through the instructions conveyed in the form of narratives, visuals, and a string of words (Ramadanty & Martinus, 2016). It is however critical to look at the effects of organisational communication on lower-level employees at JEDS Campus.

2.5.6 Impediments to Communicating Effectively

There are also variety of barriers impeding successful implementation of organisational communication, such as physical or random obstacles (Kalogiannidis, 2020). Numerous elements, both within and outside, determine and symbolize the distribution of management narratives and/or communication (Otoo, 2016). This implies that

organisational communication is a complex process that necessitates accurate and proper interpretation in order to be relevant. To put it another way, the world we live in is essentially a world of individuals who communicate, observe, act, and react. Furthermore, simply practicing communication does not guarantee that top management will apply it effectively or that lower-level employees would have positive impressions of it. As a result, barriers such as semantic ambiguity, noise, and technical issues enter the process which has the consequence of distorting the message and contaminating the meaning, rendering organisational communication ineffective (Rajae & Abdolvand, 2018).

2.6 THEORETICAL FRAMEWORK ORGANISATIONAL COMMUNICATION

Communication studies have come up with various theories explaining how information flows in an organisation. Reviews of pertinent literature in communication show that, diverse theories converge to provide wider meaning towards organisational communication and the relationship between structures and available channels. Certain communication and management theories such as; the communication theory, the social learning theory, two-step flow theory and the gate keeping theory seek to describe how communication takes place in an organisation (Ramadanty & Martinus, 2016). As communication itself is a process in which participants create and share information with one another in order to reach a mutual understanding, these models asserts that there is selective influence based on social relationships and social categories.

As a result, the study adopted two theoretical frameworks namely the first one is communication theory developed by scholars such as David Werner, Robert Ashby and

Karl Deutch. The second framework is the social learning theory advanced by Albert Bandura. Additionally, the study was conducted under the auspices and lens of Interpretivist Phenomenology, which is best suited to studies whose primary goal is to critically explore and understand the participants' lived experiences and how they perceive their life-worlds (Cresswell, 2018).

2.6.1 Communication Theory

Communication theory is centred on information flow and structures as units of analysis. Van Ruler (2018) argued that there exist various distortions along the message channel which they termed as noise, that hinder the information flow. There is a need of efficient external and internal communication structures to ensure a free flow of information. When there is a continuous flow of information within the established structures, then decision-making is possible. For this to happen, information has to be adequate, accurate, relevant and appropriate. Rational decisions that are the basis of an efficient organisation, translates into productivity and are dependent on constant flow of information. Irrational decisions on the other hand are made when there is little or no information flow within an organisation.

Like other theories, communication theory has serious assumptions in that it places so much faith in the use of information as a unit of analysis in rational decision making. The truth of the matter is that there are other factors and considerations used to make decisions in an organisation. The effectiveness of the structures and channels of communication is

also assumed where as it is a known factor that what is put in paper is not what is applicable on the ground.

2.6.2 The Social Learning Theory

This theory was advanced by Albert Bandura and its basic argument is that although people can learn through directly experiencing the consequences of their own behaviour, most human behaviour is learned observationally through modelling. That is from observing others, one forms an idea of how new behaviour is formed. Later in other occasions, this coded information that serves as a guide action is learned. Our expectations form around outcomes of behaviour that can be feelings of joy (McLeod, 2016). Social learning theory explains why individuals in an organisation shun certain information especially when it is negative. Mbindyo (1981) exemplifies this well in his famous quote ‘The Medium is the Message.’ People possess self-reactive capacities mainly through self-reinforcement mechanisms that enable them control emotions, feelings, thoughts and actions. Finally, social learning theory postulates behaviour as being regulated by the interplay of self-generated and external sources of influence.

2.7 EMPIRICAL REVIEW ON ORGANISATIONAL COMMUNICATION

Prior studies on organisational communication carried out by researchers in different countries, industries, using several methodologies were reviewed in this part including their findings. Jacobs, Yu, and Chavez (2016) explore the effect of internal communication and employee satisfaction on supply chain integration. Structural equation

modelling was used to analyse survey data collected from 214 China based manufacturers. The results reveal that internal communication has a significant positive effect on employee satisfaction and that internal communication and employee satisfaction significantly influence internal integration, which subsequently affects external integration.

Rajae and Abdolvand (2018) investigated the effect of online and offline workplace communication networks on employees' job performance. This study made use of social network theory to investigate the varying consequences of IT strategies on job performance, distinguishing the impact of online and offline communication networks. The results of study among 104 information analysts indicated that offline direct, offline indirect, and online direct ties all had a significant impact on their job performance.

Lantara (2019) analysed the effect of the organisational communication climate and working enthusiasm on employee performance both directly and through employee job satisfaction at Economics Faculty in Private Islamic Universities in Makassar. The samples in this study were all 100 employees who work at Economics Faculty in Private Islamic Universities in Makassar and data were analysed using multiple linear regression and path analysis. The study found that the organisational communication climate and work enthusiasm affect work satisfaction and performance at Private Islamic University.

Aboagye, Dai and Bakpa (2020) carried out a study on the effect of risk communication on the nurses' task and contextual performance in disease outbreak control in Ghana. The study involves a quantitative approach complemented with qualitative data conducted in

three hospitals in Ghana, from which a sample of 398 nurses were selected. The result depicts that risk communication has a significant and positive effect on task performance and contextual performance.

Gbarale and Lebura (2020) investigated relationship between vertical Communication and Employee Performance in Emerging Economy Public Organisation using cross-sectional survey in Nigeria with about 461 respondents. Statistical tool used by the researchers to analyse the formulated hypotheses is Spearman's Rank Order Correlation Coefficient. Findings from their study showed that vertical communication has significant relationship with employee performance.

Devi1, Kamaraj and Ravi Prakash (2021) examined the impact of organisational communication on organisational citizenship behaviour and job satisfaction in Hyderabad city of India. The participant involved in the study were 85 software workers. Regression was used to analysed the formulated hypotheses and findings of the study reveals that organisational communication has direct and positive relationship with employee job satisfaction amongst software employees.

Zainab, Akbar, and Siddiqui (2022) investigated the impact of transformational leadership and transparent communication on employees' openness to change with the mediating role of employee organisation trust and moderating effects of change-related self-efficacy. A sample of 260 employees from banking sector through self-administrated questionnaire participated in this study and the data were analysed through partial least square structural equation modelling. The results discover that transformational leadership and transparent

communication assist to create trust among employees of the organisation which ultimately have positive effects on employee openness to change and performance.

2.8 SUMMARY OF CHAPTER

The supreme objective of this study was to examine the effect of organisational communication on lower-level employee performance at JEDS Campus. This is the communication required for the achievement of developmental goals through translational research, quality training and innovation to enhance the practice of organisational communication on lower-level employee's performance that will enable UNAM to attain and maintain a competitive edge in the sector. Literature reveals that there was limited evidence of researchers examining the effect of organisational communication on lower-level employees' performance as practices at any of the existing tertiary institutions in Namibia. From the reviewed literature, it is evident that a correlation between organisational communication and employee performance exists. The next chapter deals with the methodology used to gather data pertaining to these studies.

CHAPTER 3

RESEARCH METHODOLOGY

3.0 INTRODUCTION

The term methodology refers to a theoretical analysis of the methods employed or applied to a particular study or field of study (Dawson, 2019). To ensure validity and reliability as well as credibility and dependability of a research project, it is imperative to define the research procedures that a researcher has followed. Therefore, this chapter discusses the research methodology that was employed in this study.

3.1 RESEARCH PHILOSOPHY

The term research philosophy refers to a system of beliefs and assumptions on the development of knowledge (Saunders, Philip & Thornhill, 2015). This study adopted the interpretivism philosophy as it focused on effects of organisational communication on lower-level employee performance and determining the strategies to enhance the practice of organisational communication to better the performance of lower-level employees.

3.1.1 Interpretivism

Saunders *et al.* (2015) emphasises that interpretivism argues that human beings and their social worlds cannot be studied in the same way as physical phenomena, and that therefore social sciences research needs to be different from natural sciences research rather than

trying to emulate the latter. In addition, interpretivism emphasizes that humans are different from physical phenomena because they create meanings. Therefore, interpretivist research creates new, richer understandings and interpretations of social worlds and contexts.

3.2 RESEARCH DESIGN

This research made use of qualitative designs in the form of a case study. A case study is adopted to understand one person or situation in greater depth. The researcher was objective while conducting the study and all efforts were made to avoid bias (Blanche & Durrheim, 2014). The researcher opted for a qualitative design to gaining concrete and in-depth knowledge about organisational communication on employees' performance. The qualitative approach bases knowledge on meanings from individual experiences. Finally, this approach enables the researcher to explore in depth inquiry on key characteristics, implications and captures direct quotes about people's feelings and experiences.

3.3 POPULATION

In statistics, a population refers to groups of people or objects that have similar characteristics from which a sample is drawn. A research population is nothing but a population that is a subject for investigation. Bobbie (2021) defined research population as groups of people or objects or texts with similar characteristics that a researcher wishes to investigate. Therefore, the target population for this study were the individual employees of the unit which consisted of 60 lower-level employees at Jose Eduardo Dos Santos campus in Ongwediva (UNAM annual report, 2020).

3.4 SAMPLE

The study used non-probability sampling technique; particularly judgmental sampling due to the limited number of individuals who possess the traits of interest that could bring more accurate results. This sampling method is based on the judgment of the researcher as to who will provide the best information to succeed with the objectives of the study (Etikan & Bala, 2017). The sample size for the interview was determined using the concept of information power, saturation and grounded theory.

Malterud, Siersma and Guassora (2016, p.1754) assert that “information power indicates that the larger information the sample holds, the lower sample size is needed, and vice versa. The size of a sample with sufficient information power depends on study aim, sample specificity, use of established theory, quality of dialogue, and analysis strategy.” Similarly, saturation is a key construct used by qualitative research theorists as a way to verify the rigor and validity of a study while grounded theory suggests that a sample size of 20-30 is enough to reach saturation (Daher, 2023). Therefore, based on the concepts of information power, saturation and grounded theory, this study considered a total sample size of 20 lower-level staff members, particularly sixteen administrative and four academic staff members as respondents of the study representing 33.3% of the total population. This is in line with Malterud, Siersma and Guassora (2016) who indicated that for a large population, a sample of ten per cent (10%) will be adequate while for a small population a sample of twenty per cent (20%) will be sufficient.

3.4 RESEARCH INSTRUMENT

This qualitative research was executed by means of a semi-structured interview guide, making use of open-ended questions personally administered to the lower-level employees of JEDS campus by the researcher. Semi-structured interviews can provide reliable, comparable qualitative data and allow respondents the freedom to express their views in their own terms (Creswell, 2018). Open-ended questions allow researchers to take a comprehensive look at the issues being studied (Creswell, 2018). The interviews were designed using confidential data collection procedure. This means that respondents' name and other personal data were kept confidential.

The interview utilised the unstructured and open-ended interview method. Preparation of the open-ended questions was informed by literature on the effect of organisational communication on lower-level employees' performance. The open-ended questions for the interviews were designed carefully to ensure internal validity of the interviews. The interview guide was prepared in English language to make the conversation convenient, understandable, and smooth. The interviews were then conducted on the purposefully selected lower-level employees at the specified date and time.

3.6 PROCEDURE

The researcher made appointments with the respondents to conduct interview via Zoom and Micro Soft Teams with one candidate at a time. Interview assists in clarifying open-ended questions for the respondents and allowing them to provide responses in their own

words (Creswell, 2018). The interview proceedings were recorded with the consent of the participants. In addition, back-up notes were taken as interviews progressed. The interviews were therefore conducted smoothly on an average of 30 minutes per interview. The notes were then checked and compared when the transcriptions were made. Ethical issues of participants' rights, privacy and confidentiality of information were emphasized to the respondents during the interview process.

3.7 DATA ANALYSIS

The qualitative data was collected through semi-structured interviews. The qualitative data from the interviews was transcribed and organised according to the contents (themes) in relation to the interview questions. The data was mainly words and statements, based on the themes identified, the key points of the data were identified, summarized, and narrated through thematic content analysis.

Additionally, frequency tables and charts were created from the analysis using Microsoft Excel. Content analysis was used to analyse the open-ended questions and the data were objectively interpreted in relation to the objectives of the study. The presentation of findings were interpreted base on the views of the previous scholars and the researchers understanding of concepts under this study and the findings were presented in the report.

3.8 TRUSTWORTHINESS

3.8.1 Confirmability

Confirmability of qualitative inquiry is achieved through an audit trail, reflexive journal and triangulation as this helps establish that the research study's findings accurately portray participants' responses (Polit & Beck, 2017). Moreover, confirmability is established when credibility, transferability, and dependability are all achieved. The researcher did not mislead or direct participants in answering interview questions.

3.8.2 Credibility

It seeks to ensure that a study measures or tests what is actually intended (Korstjens & Moser 2019). In addition, it is the level of confidence the researcher has in the truth of the research study's findings. The interview questions were set up in accordance with the research objectives to measure what the researcher intended to investigate. Finally, the researchers used triangulation to show the research study's findings are credible.

3.8.3 Dependability

Dependability involves participants' evaluation of the findings, interpretation and recommendations of the study such that all are supported by the data as received from informants of the study. In other words, if a researcher wanted to replicate a study, they should have enough information from the study to do so and obtain similar findings as the previous study did (Datta, 2018). The researcher made an inquiry audit where a review

and examination of previous studies' research processes and data analysis methods was carried out in order to help achieve similar and consistent results.

3.8.4 Transferability

According to Polit and Beck (2017, p.114) "Qualitative researchers can use thick description to show that the research study's findings can be applicable to other contexts, circumstances, and situations". The significance of this study's findings will be beneficial to the public on the concept of organisational communication as a management function and such exposure should empower them to communicate effectively.

3.8.5 Authenticity

The positivist standard criteria are primarily methodological, overlooking such issues as power, pluralism, multiple values, representation, empowerment, accountability and these are deal with by authenticity (Shenton, 2020). Therefore, respondents were ideally drawn from all at-risk groups, fully informed consent was in place and procedures were rendered transparent to all participants. Finally, the report was made available to all respondents and audiences.

3.9 RESEARCH ETHICS

The researcher obtained authorisation from the Campus Director, to collect data from fellow employees. When authorisation to data collection was granted, the researcher informed participants about the purpose, procedures, and benefits of the research. The

participants were informed that the data collected through the interview would remain confidential and would not be given to anyone else for any other purpose. They were also informed that the data collected would only be used for the intended purposes of the research and that the researcher would not make any changes to the data collected. The collected data was therefore used for analysis without any alterations (Datta, 2018).

Participants in the interview were requested for permission for zoom and mico soft team recording of the interviews. They were informed that the recording would be deleted later once the research was done and the recording would not be useful anymore. Furthermore, data analysed was kept for a minimum period of five years for verification and authentication purposes and thereafter was discarded. This was stored in password-protected file on the researcher's computer as well as in a lockable safe and only the researcher can have access to the data (Shenton, 2020). Lastly, all sources used in this study were appropriately referenced and acknowledged and thus have not been passed as the researcher's own work. The anonymity and privacy of participants has been respected and personal information has been kept confidential and secure (Dawson 2019).

3.10 SUMMARY OF CHAPTER

This section dealt with the methodology employed in this study. The type of research and research design have been described and explained. The sampling procedure and data collection methods as well as data analysis have been outlined in this section. This research has been described as qualitative in nature and research methods have been justified. The methods of collecting data by means of semi-structured interviews through

making use of open-ended questions has been clarified, and finally, the need for ethical considerations when collecting data was also elucidated.

CHAPTER 4

DATA PRESENTATION, ANALYSIS AND DISCUSSION

4.0 INTRODUCTION

The main objective of this study was to examine effects of organisational communication on lower-level employee performance at Jose Eduardo Dos Santo campus, University of Namibia. It also sought to:

- Identify the channels of communication considered by lower-level employees at JEDS Campus
- Establish the benefits of organisational communication on lower-level employees' performance at JEDS Campus
- Analyse challenges hindering organisational communication on lower-level employees' performance at JEDS Campus
- Determine strategies to enhance the practice of effective organisational communication to improve the performance of lower-level employees at JEDS Campus

In this chapter, the researcher familiarised himself with data acquired, noted patterns and trends, developed themes and tabulated them. The researcher then discussed the acquired data in relation to the reviewed literature and this was done through a thematic data analysis.

4.1 DEMOGRAPHIC DATA OF PARTICIPANTS

In tables and figures below, the researcher presented the demographic details of the participants. This has a bearing on the responses given in terms of depth and quality hence, presenting them beforehand gives the readers a context of the source of data (Cresswell, 2018). The respondents in the study consisted of the academic and professional support staff members of JEDS campus. The participants were aged from 20 years to over 60 years and this shows that they are experienced employees with expertise and knowledge on the phenomenon of communication which is under examination, hence their responses could be dependent upon in the study. The tables further indicate the twenty participants whom the researcher selected on a non-probability sampling through judgmental sampling due to the limited number of individuals who possess the trait of interest that can bring more accurate results. Against this background, there was assurance from the researcher that he would get relevant details in line with the phenomenon under examination.

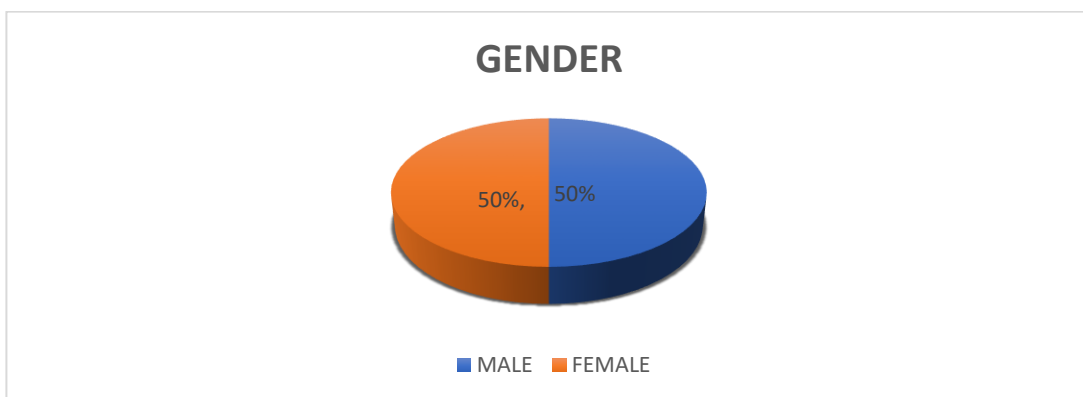
Table 4.1 Gender Distribution

Gender	No of respondents	Percentage (%)
Male	10	50
Female	10	50
TOTAL	20	100

Source: Primary data

As shown in Table 4.1 above, the respondents were equally represented as male and female all had 50% implying that they all actively participated in the study. According to these findings, both gender are dominating in the high education sector. This is a true reflection from the statistics reported by the (Cheng, Adekola, Albia and Cai, 2022), that the high education sector is dominated by both gender. The information in table 4.1 can be presented in a pie chart as follows:

Figure 4.1 Gender Distribution



Source: Author's compilation

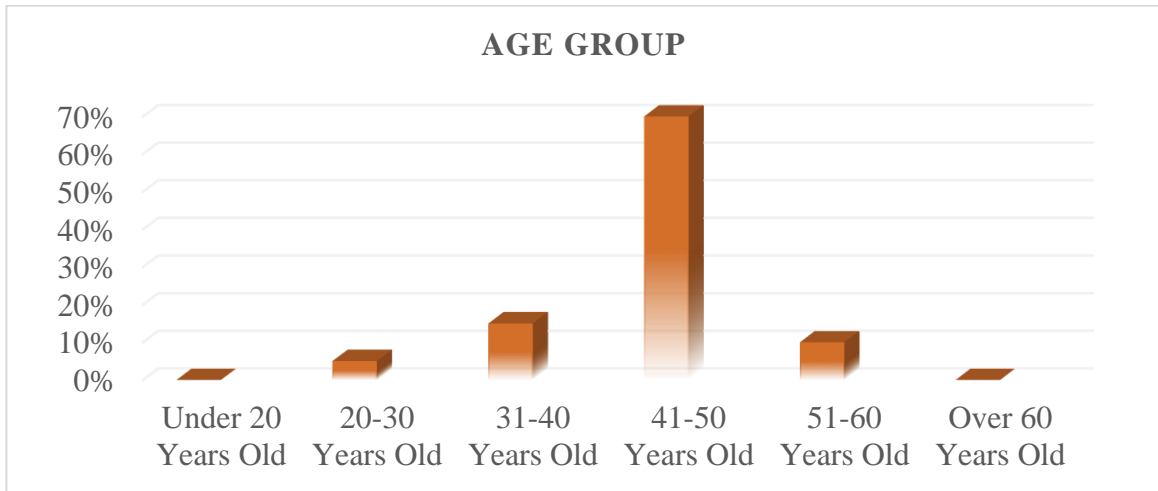
Table 4.2 Age Group

Age	No of respondents	Percentage (%)
Under 20 Years Old	-	-
20-30 Years Old	1	5
31-40 Years Old	3	15
41-50 Years Old	14	70
51-60 Years Old	2	10
Over 60 Years Old	-	-
TOTAL	20	100

Source: Primary data

The result from table 4.2 above, shows that the biggest percentage of the interviewees were in the age bracket of 41-50 years as showed by 70% followed by the age bracket of 31-40 years with 15% thereafter the age bracket of 51-60 with 10 % and 5% represents respondents in the age brackets of 20-30 years. The age bracket of under 20 year and over 60 years had no number of employees, implying that no information was contributed as portrayed in table 4.2 above. These findings may mean that the middle adulthood aged bracket of 41-50 years was the most dominate of this study. The data in table 4.2 above can be presented in a bar chart below as follows;

Figure 4.2 Age Group



Source: Author's compilation

Table 4.3 Years of Working Experience

Years of Experience	No of respondents	Percentage (%)
Under 5 Years	1	5
5-10 Years	8	40
11-15 Years	11	55
Over 15 Years	-	-
TOTAL	20	100

Source: Primary data

Given the nature of the subject matter studied, insights about the work experience of the respondents became important and hence the information was collected. As shown in table 4.3 above, lower-level employees who participated in the study were classified into four categories of years of working experience whereby the highest category of the respondents

had 11-15 years representing 55%, followed by 5-10 years with 40 % of the respondents, 5% of the respondents noted not more than 5 years, whereas over 15 years of the respondents could not be represented. These results may imply that the most respondents of the study had more than 11 years of working experience. The information in table 4.3 above can be graphically presented below as follows:

Figure 4.3 Years of working experience



Source: Author's compilation

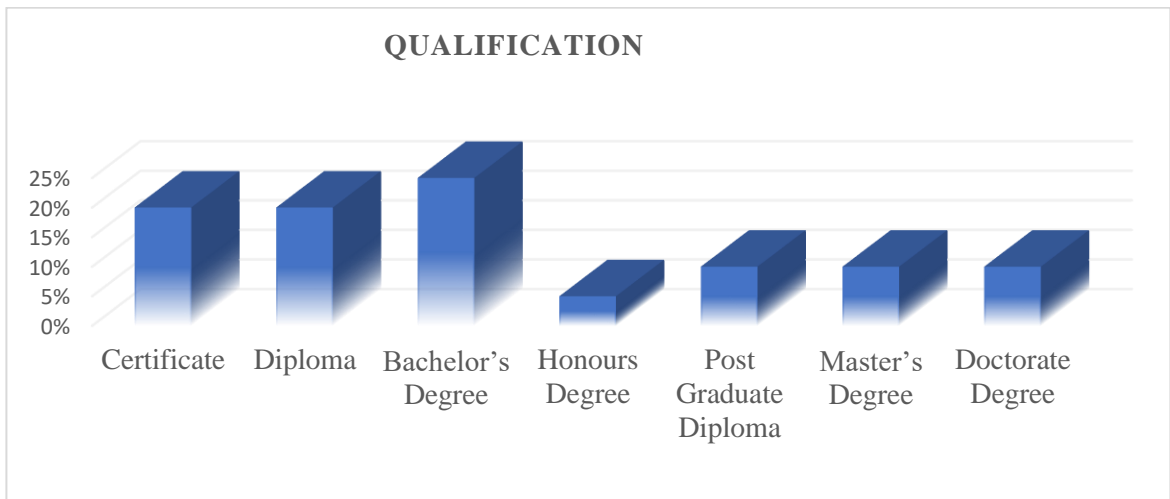
Table 4.4 Qualifications of the respondents

Educational level	No of respondents	Percentage (%)
Certificate	4	20
Diploma	4	20
Bachelor's Degree	5	25
Honours Degree	1	5
Post Graduate Diploma	2	10
Master's Degree	2	10
Doctorate Degree	2	10
TOTAL	20	100

Source: Primary data

The majority of respondents in table 4.4 above had attained a bachelor's degree noted with 25% of the respondents, then followed by certificate and diploma with 20% each respectively, 5 % of respondents had attained honours degree, where as a combination 30 % of the interviewees each represented with 10% had completed their post graduate diploma, master's degree and doctorate respectively in the table 4.4 above. These outcomes may indicate that the most participant of the study have attained their professional qualification. The information in table 4.4 above can be graphically presented below as follows;

Figure 4.4 Qualification



Source: Author's compilation

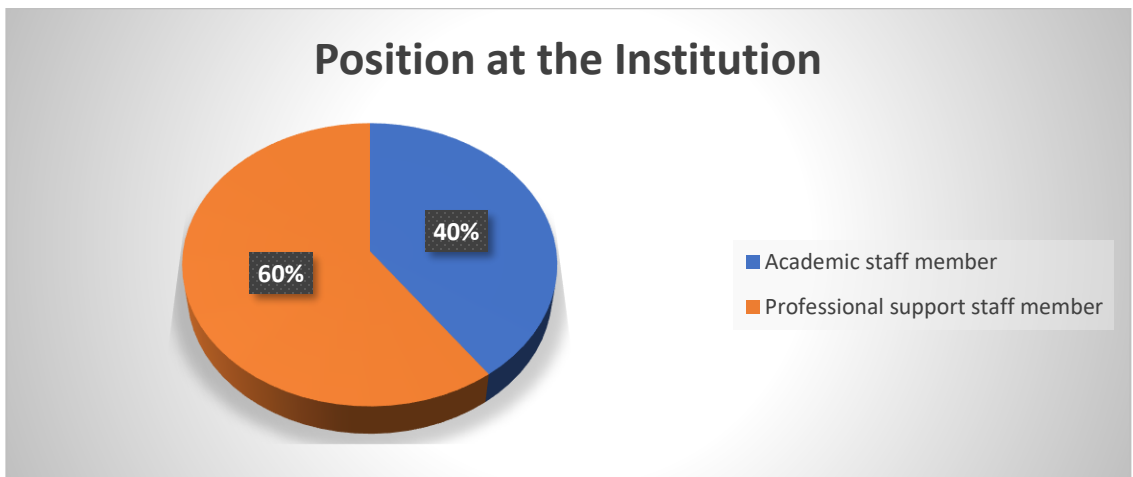
Table 4.5 Position at the Institution

Position at the Institution	No of respondents	Percentage (%)
Academic staff member	8	40
Professional support staff member	12	60
TOTAL	20	100

Source: Primary data

Result from table 4.5 shows the different positions of the participants interviewed in the study and professional staff noted with 60%, while academic staff were with 40%. Resultantly, this indicate that most of the respondents in this study were professional support staff members. The information in table 4.5 above can be presented in a pie chart below as follows;

Figure 4.5 Positions at the institution



Source: Author's compilation

4.2 CHANNELS OF COMMUNICATION

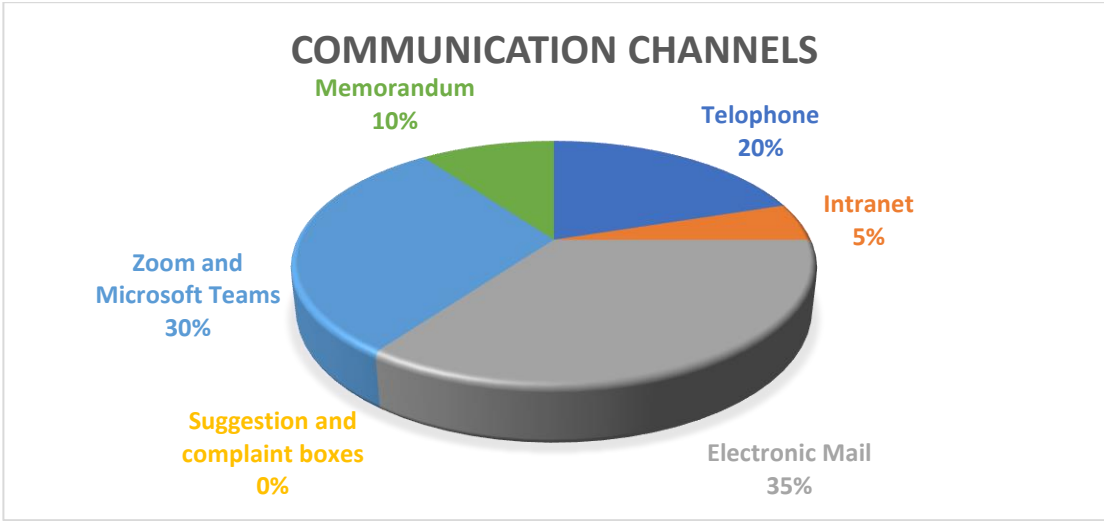
Table 4.6 Illustrating use of communication channels

Communication channels	No of Respondents	Percentage(%)
Telephone	4	20
Intranet	1	5
Electronic Mail	7	35
Suggestion and complaint boxes	0	0
Zoom and Microsoft Teams	6	30
Memorandum	2	10
TOTAL	20	100

Source: Primary Data

From table 4.6 it is obvious that electronic mail is the most effective medium of communication as the total percentage obtained was 35%. This is followed by Zoom and Microsoft Teams with a total percentage of 20%, then comes memorandum with 10% and intranet with 5%. The channel of communication was relevant in this study to establish if there was a significant number of participants at Jose Eduardo Dos Santos Campus who had a fair understanding of medium of communication. Interestingly, the result reveals that telephone, memorandum, suggestion and complaint boxes were not useful as medium of communication. Resultantly, this indicates that electronic mail, Zoom and Microsoft Teams are the most useful channels of communication. The information in table 4.6 above was presented in a pie chart below as follows;

Figure 4.6 Communication channels



Source: Author's compilation

4.3 FACTORS AFFECTING ORGANISATIONAL COMMUNICATION ON LOWER-LEVEL EMPLOYEES PERFORMANCE

Table 4.7 Themes and sub-themes

Themes Sub-themes	
Theme1: Effects of organisational communication on employee's performance	Sub Theme 1.1. Directing employees efforts towards organisational culture Sub-theme 1.2: Enhancing employee effectiveness and performance Sub-theme 1.3: Motivation
Theme 2: Challenges to the practice of organisational communication on employee's performance	Sub-theme 2.1: Noise pollution and inadequate knowledge
Theme 3: Recommendations	Sub-theme 3.1: Ways to enhance the practice of organisational communication on employees' performance

Theme 1: Effects of organisational communication on employee's performance

Sub-theme: 1.1: Directing employees efforts towards organisational culture

It was established that communication plays a fundamental role in developing positive attitudes such as trust, organisational commitment, job satisfaction, organisational identification and positive employee-organisational relationships (Hargie, 2016). Employees feel valued when they believe their opinions matter and are asked for feedback.

In agreement to the above, (Keyton, 2013 p.2) posited that, “Communication is a desired and appreciated skill, which means that skills are what people perform as behaviours while tasks are what people are paid to do. Hence when communication skill is utilized at work, it then becomes a work task that plays a pivotal role during employee socialization.” The majority of the respondents concurred with the above findings and it was confirmed by the following.

I strongly believe that communication shapes an organisation and provides direction and focuses our attention to the successful accomplishment of the organisational goals. It is unfortunate that there is no proper communication here, our bosses just issue out commands at short notice and sometimes very late expecting us to do magic.(Professional Support Staff 2)

We are hard done by the way sometimes we get to know of things. Instructions at times are not clear; the timing is poor, the language very vague and ambiguous and the channel very restrictive to some people who cannot read in English. This becomes very discouraging.(Academic Staff 1)

Furthermore, Christensen (2014, p.342) concurred that, “Communication among managers and subordinates is being far more desired as it leads to an increase in the employee productivity”. It is also a part of an organisation’s everyday life, but in many cases it can be problematic to uphold because the management can easily forget the special importance it has during change situations, as a result of the financial, technical and operational demands. In equal measure, it was further substantiated by Femi (2021) who

opined that management is an art form of communication, because communication is a two-way process to deliver and receive necessary information, seeks to establish and develop relationships between individuals, organisations and groups.

It was further established by Otoo (2016) that the efficiency of an organisation depends on how successfully and effectively communication channels develop within an organisation, how it is structured and how accurately members send and receive information. Therefore, without communication, the leading aspect of an organisation and its employees would be impossible hence communication is a key cornerstone of successful organisations. The following responses were accrued.

My understanding is that communication must bring in new and innovative ideas because it is not a one –way channel. It must give life to the subordinates and inform them of the expectations, hopes, desires and aspirations of the organisations and vice versa. However, our superiors at times interpret communication to be a one-way road and therefore adopt a top-down approach.
(Professional Support Staff 1)

The above sentiments were substantiated Gbarale and Lebura (2020) who posited that in a world with detailed relationships, effective communication is critical to success. Essentially, managers must be able to articulate expectations and listen effectively to discover the expectations of employees. They must be able to persuade others to behave in the desired ways. Employees must be convinced to work towards clear and concise

goals that fulfil the company's long-term strategic goals. In a word, communication must be effectively practiced.

In the same vein, Karanges, Johnston, Beatson and Lings (2015, p.15) chronicled that, "Communication is central to stimulating an organisation to act as actions flow from the exchange of information and ideas within an organisation. Internal communication is a significant and independent function within public relations and corporate communication scholarship and has two main roles: spanning provision of information and creating a sense of community within the organisation." There was indeed consensus between the reviewed literature and discovered data that communication leads to motivation of employees hence the need for it to be effectively practiced by the management.

Sub-theme 1.2: Enhancing employee effectiveness and performance

Among a lot of variables, communication was found to be a key determinant of the employee and organisational success (Keyton, 2013). In support of the above, Hargie (2016, p.3) proposed that, "Organisations that develop effective communication processes are more likely to both have positive work environments and be more effective in achieving their objectives." The importance of communication for the effectiveness of organisations and the wellbeing and the motivation of employees is undisputed. The above position was backed by the respondents as follows:

From my understanding, knowledge and experience, communication is at the heart of the success of an employee as well as an organisation. It is the soul of the

organisation and must be delicately handled. While we acknowledge its relevance, as an organisation we are near yet so far-away. We need to be educated o the dynamics of communication, both superiors and subordinates alike.(Academic staff 4)

Communication is not only the backbone of the organisation, but rather it is the organisation itself. It exposes employees to what the organisation holds in high regards hence gives them a sense of direction. However well intentioned, a lot still needs to be desired, if our organisation entertains the hope of tapping into the full blessings of communication.(Professional Support Staff 8)

Femi (2021) asserted that communication is critical in organisations, pointing out that not every associated interaction is considered as good communication. In connotation to the above, Otoo (2016) alluded that communication plays a fundamental role in developing positive attitudes such as trust, organisational commitment, job satisfaction, organisational identification and positive employee-organisational relationships. Employees feel valued when they believe their opinions matter and are asked for feedback.

In the same token, it was suggested that communication forms the base of an organisation and gives meaning to them (Gbarale & Lebura, 2020). In a world with detailed relationships, effective communication is critical to success. Essentially, managers must be able to articulate expectations and listen effectively to discover the expectations of employees. They must be able to persuade others to behave in the desired ways. Employees must be convinced to work towards clear and concise goals that fulfil the company's long-term strategic goals.

In agreement to the above, Keyton (2013) posited that communication is a desired and appreciated skill, which means that skills are what people perform as behaviours (or not) while tasks are what people are paid to do. Hence when communication skill is utilized at work, it then becomes a work task that plays a pivotal role during employee socialization. This was also substantiated by Hart (2016, p. 191) when he stipulated that communication is key to organisational socialization in order to inform new employees of the organisational unit practices, familiarize them with relationships within the organisation and instil the values of the organisation and it will drive the firm in a competitive market by shaping its employees into individuals who thrive in a creative and healthy workplace environment.

In the same vein, Karanges, et al (2015, p.15) chronicled that communication is central to stimulating an organisation and the employees to act as actions flow from the exchange of information and ideas within an organisation. Internal communication is a significant and independent function within public relations and corporate communication scholarship and has two main roles: spanning provision of information and creating a sense of community within the organisation. The responses supporting the above positions were expressed as follows:

Outside communication, the organisation crumbles. The employees become directionless, clueless, purposeless and ineffective. Therefore, communication in all its forms hopes the organisation and employees towards its destiny and ultimate goal. (Professional Support Staff 12)

It was discovered from the study that dysfunctions and shortcomings in communication brings untold calamity to the organisation (Tourish, 2014). It was further ascertained by Hargie (2016, p.430), “Successful organisations have skilled managers who communicate well with people at all levels leading to positive organisational outcome.”

Sub-theme 1.3: Motivation

It was observed that communication and motivation are interdependent hence one needs the other (Tourish, 2014). In connotation to the above, Keyton (2013) noted that skilled communicators are able to build rapport with co-workers and business associates, which can help move projects along more efficiently. They know whose expertise to tap when they need assistance and are adept at resolving conflicts and building consensus among team members. The role of communication was further stressed by Otoo (2016) who lamented that when leaders and managers are better understood and appreciated, they are followed and supported. Effective communication has the ability to keep employees motivated and engaged hence transforming them into public speakers for the organisation because they are. The connection between motivation and communication was confirmed by the respondents in the study who proposed that:

In the process of communication, as employees we feel honoured and respected if we are given a platform to raise our concerns. It also motivates us if we know that what we are doing is what has been communicated hence we feel to be in the right direction.(Academic Staff 5)

If communication is practiced as a two-way path, we become motivated because both sides are being covered unlike a top-down approach where the instructions, commands and directives are screamed at us without consulting us. Unfortunately, much of what should be communication in our organisation has turned out to be monologue and we find this weighing us down.(Professional Support Staff 7)

There are times when you need to listen and consult subordinates but the danger associated with that is it results in a waste of time. It entirely degenerates into ideal talk. So, the organisational goals will have to enjoy top priority over the motivation or excitement of employees. It begins and ends with that.(Professional Support Staff 3)

It was therefore observed from the study that communication is more important as it has the ability to help both clients and employees feel that they can ultimately trust their leader. It has the capacity to light up the morale and motivation of the employees. There is therefore consensus among the majority of the participants who agreed that when the practice of communication is effective, the motivation of the employees goes up (Greenberg, 2016). The more they are informed, the better they can represent the organisation in a broader community.

To add to the above, Femi (2021) articulated that personal relations and growth, is what organisations are all about-or should be. An organisation, whether its size, mission or motive is merely a collection of people assembled to pursue a common objective. An organisation functions through its people, who in turn function through communication.

In connotation to the above, it was established that failures in communication have direct and indirect impacts on individuals and organisations (Gbarale & Lebura, 2020).

Theme 2: Challenges to the practice of organisational communication on employees' performance

It was established that the practice of communication in organisations is not flawless and is also not rosy hence prone to challenges from in and out (Otoo, 2016). The above was also backed by Femi (2021) who posited that communication is subject to physical, semantic and psychosocial factors. Physically, it is disrupted by telephone calls, drop-in visits, distances between people, walls and movements, while semantically the words chosen may be vague, complex or ambiguous. In terms of psychosocial factors, perceptions, fields of experience, filtering, backgrounds, values and biases can hamper the communication process. In sync with the above, the following served as testament:

The greatest challenge we have in our organisation is the problem of gate-keeping where some informed individuals decide how much information should the rest of the employees have access to. The channels, language and vocabulary chosen, block some of us out of what is expected of us.(Professional Support Staff 9)

The timing, choice of medium and diction is mostly not at the comprehensible level of some of our colleagues serving as general hand. The bar is placed too high beyond their level of understanding and this we find defeating the purpose of communication.(Academic Staff 8)

We do encounter problems as we communicate within the organisation. Noise, apathy, negative attitudes, timeliness and differences in the age groups, cultures and technology impact on our communication processes. At times communication is costly as it involves printing, emailing, Internet and production of materials. However, we do everything in our power to keep our employees informed because we believe in the power of communication. (Professional Support Staff 4)

In consideration of the above, the study revealed that internal and external factors like cultures, traditions, linguistic backgrounds, semantics, knowledge backgrounds and social standing can impede the process of communication from being successful (Kalogiannidis, 2020). In the same token, it was revealed that these barriers to communication render it ineffective hence the need to lessen them in order to realize organisational goals through the construct of communication (Femi, 2021).

Theme 3: Recommendations

Sub-theme 3.1 Ways to enhance the practice of organisational communication on employees' performance

A lot of remedies have been established and found to be beneficial to the practice of communication once implemented. There was also consensus with the study which established such remedies as well. In the same wave-length, Keyton (2013, p.17) posited that, "Better communication in the workplace should be based on sets of behaviours that are used to accomplish efficient communication. Therefore, viewing communication as a model can provide better predictions for desired training programs and for performance

evaluations.” In support of the above, Robinson, Segal and Segal (2014, p.67) remarked that, “To be effective, managers should obtain new and hone existing communication skills including listening, reading nonverbal cues, managing stress and being emotionally aware of others”. A manager should be able to recognize the appropriate type of meeting or notification channel that should be used in every situation.

For communication to be effective, our superiors should learn to listen, consult and adopt democratic tendencies and leadership styles. If the subordinates are engaged in the various stages of communication, resistance and negative attitudes towards the communicative acts are wished away.(Academic Staff 2)

Communication must be timely, relevant, appropriate, planned before hand and brief. Our superiors must have brevity, accuracy and clarity in what they seek to communicate otherwise the employees will lose interest in what is being communicated to them.(Professional Support Staff 3)

Before any communication is done, the management must conduct a situational analysis where they must look into the diverse differences of their audience. They must consider the culture, levels of education, gender, locality and experience of intended target audience.(Professional Support Staff 5)

From the study, it was discovered that in communication, there is a nascent need to clarify ideas before communication, examine the purpose of communication and consider the physical and human setting. Furthermore, consultation in the planning process, being

aware of the content and communicating something of value is instrumental if, communication is to be worthwhile (Hargie, 2016). Additionally, it was found out by Femi (2021) that sincerity, honesty, straightforwardness and authenticity are essential qualities that preserve the purpose of communication.

4.4 DISCUSSION OF RESULTS

It is imperative to note from the study result that communication was appreciated as an instrumental factor behind organisational and employee success. However, some of the lower-level employees expressed concern on the inadequacies of the communication practice by the management. Therefore, the result unveiled that though management communicates with subordinates on many occasions, their knowledge and implementation of communicative acts are scanty and sketchy.

The study result showed that communication constitutes determinants such as the sender, channel, recipient, receiver, interpretation and feedback. Despite this knowledge, most of the participants expressed concern over the untimeliness, lack of clarity and brevity, misunderstandings, inaccuracies, and inconsistencies characterizing the interpretations and practices of communication by the management. In the same token, it was established from the study result that numerous challenges such as noise, self-perception, self-ability, tradition, culture and conditioning hamper a positive interpretation of communication. These challenges were mainly identified as social, psychological, semantic and contextual factors.

The paper's result established that though communication is a broad concept with complexities, it can be perfected for the benefit of the employees and ultimately the organisation. The result also revealed that benefits of positive interpretation of communication to an organisation include motivation, organisational effectiveness, a positive organisational culture and an effective culture of working. The benefits extended to personal satisfaction, growth, self-actualization and joy at the workplaces among other

things. In this respect, the result showed that JEDS employees appreciate the benefits of effective communication though the interpretation and practice of communication as a management function needs improvement.

The result further revealed that employees can interpret communication and implement it properly if they clarify ideas before communication, examine the purpose of communication and consider the physical and human setting. Furthermore, it was discovered that they also need to obtain new and hone existing communication skills including listening, reading nonverbal cues, managing stress and being emotionally aware of others. The researcher discovered that sincerity, honesty, straightforwardness, and authenticity are essential qualities that preserve the purpose of communication.

The paper result showed that clarity of the information is observed in its consistency, flawlessness, lucidity, precision, transparency and intelligibility. Individuals should be able to understand the information easily and clearly, whether it is in a written form or is imparted in face-to-face interactions. The information must be easily understandable by the managers as well as the employees.

From the study result it was established that organisational communication is imperative for the functioning of any type of organisation. It was also noted that organisational communication facilitates the free flow of information and is more adaptable to the changes and transformations that may take place within the internal and the external environmental conditions. The communication process assists in the generation of resources from the external environment to accomplish the goals of the organisation. It

was also noted that organisational communication is based upon the relationship between one's view. It was understood that organisational communication is the way language is used to create different kinds of social structures, such as relationships, teams and networks. Organisational communication forms a balance between creativity and constraint, and it is neither entirely constrained nor creative. It focuses on how individuals make use of communication to perform their tasks and achieve the desired goals and objectives. It was conceived to be the life blood of every organisation hence fundamental for the working of the organisations.

It was further established that organisational communication enables the human resources and the departments to work in co-ordination with each other, makes the implementation of functions manageable, and individuals can communicate with each other and share information and knowledge. It was further expressed that organisational communication is vital on the part of the human resources to adjust in all situations within the organisational structure. At the initial stage, some University of Namibia employees may feel vulnerable and apprehensive at the workplace, but gradually they get familiar with the organisation and dedicate themselves towards the performance of the job duties and functions. That is, the internal and the external environmental conditions of the organisations do experience changes and transformations over a period of time; therefore, the workforce should adequately adapt themselves in accordance with the internal and external environmental conditions. It was noted to be important in the management of the organisation in areas of conflict resolution and avoidance.

It was also reasoned that motivation of the employees is a vital aspect of the organisation communication since it helps in making sure that employees remain trustworthy to the organisation and are dedicated towards the performance of their job duties. Full time employees are required to spend most of the time in the organisation and to incur job satisfaction, it is imperative for the workforce to remain motivated towards their work. Motivation arouses a sense of obligation or duty on the part of the employees towards the organisation. Rewards, appreciation, incentives, benefits and so forth are some of the ways that contribute to motivating the workforce.

It was also discovered that effective communication leads to adequate employee guidance, leadership, direction and solving of problems of individuals. In majority of cases, the employees experience numerous problems, regarding which they seek assistance and supervision from their leaders. Therefore, through effective communication employees can possess adequate skills and abilities and should be aware of the facts to guide and lead the employees in an efficient manner. It was also noted that during the absence of effective communication, the individual members of the organisations are meant to create their own ideas regarding the accomplishment of organisational goals and objectives. Therefore, effective communication contributes to organising tasks and performances in a systematic manner and reduces the occurrence of disorder.

It was discovered from the study result that effective leadership communication manages competing goals and stress among employees. It balances the needs to form strong interpersonal relationships and complete jobs, maintain a balance between order and confusion within the organisation, and make use of rewards and punishments to motivate

the individuals. Rather than take an either-or position, operative leaders try to form positions where disapprovals are incorporated positively. Furthermore, organisational communication is considered appropriate to the special combination of individuals, work, time, place and subjects, hence promotes teamwork.

It was also perceived that organisational communication leads to organisational learning which involves elaborating the capability of the members to judge co-operatively in new and innovative manners to bring about enhancement in the performance of tasks and functions. That is, the individuals, when they are engaged into jobs learn to develop effective communication skills, as they are regarded as imperative aspects. In the performance of tasks and functions, in making of presentation, in the impartment of training, in carrying out the managerial functions of planning, organizing, controlling, leading, staffing, and directing, in providing resolutions to the occurrence of conflicts and disputes, in providing solutions to the problems and grievances of the employees and so forth, requires communication. Therefore, it is vital that while getting involved in any kind of communication, individuals should consider the traits of truthfulness, morality, decency and goodness.

The study further unveiled that electronic mail, zoom and Microsoft teams are vital to facilitate communication between individuals, therefore, these should be well maintained, and individuals should have access to them. The working environmental conditions should be favorable and approving, so that individuals may feel enthusiastic and dedicated towards their work. Communication makes available the key to the efficiency within the organisation, along with motivation and professional competence.

4.5 CONCLUSIONS

In this section, conclusions are made for each research objective as follows:

The first objective of this study was to identify the channels of organisational communication considered by lower-level employees at JEDS Campus. Based on the findings lower-level employees at JEDS campus considered electronic mail, zoom and Microsoft teams as the most useful channels of communication. These channels of communication were important for information exchange, which would enable employees to execute the given tasks and thus lead to better employee performance. It can be concluded that these employees do appreciate communication flow at work and all the necessary methods of communication must be made use of to have harmonious relations where everyone involved in the organisation directly and indirectly will be properly informed. Open communication channels help employees develop trust and inclusivity in the workplace decision-making process. In contrast to the literature review, this research objective has been achieved.

The second objective of this study was to establish the benefits of organisational communication on lower-level employees' performance at JEDS Campus. Established on the findings, there are quite a lot of benefits such as assist employees to accomplish the goals of the organisation. One can conclude that, without communication, the leading aspect of an organisation and its employees would be impossible hence communication is a key cornerstone of successful organisations. Contrary to the literature review, this research objective has been achieved.

The third objective of this study was to analyse the challenges hindering organisational communication on lower-level employees' performance at JEDS Campus. Founded on findings, it can be concluded that majority of the participants expressed concern over the untimeliness, lack of clarity and brevity, misunderstandings, inaccuracies, and inconsistencies characterizing the interpretations and practices of communication by the management. Furthermore, challenges such as noise, self-perception, self-ability, tradition, culture and conditioning hamper a positive interpretation of communication. As a result, this objective was attained.

The fourth objective of this study was to determine strategies to enhance the practice of effective organisational communication to improve the performance of lower-level employees at JEDS Campus. The findings concluded that, good organisational communication aids the clarity of employee role. Once communication is clear and the employee understands what is expected of them without any ambiguity, the task is likely to be performed efficiently for the overall achievement of organisational goal and the satisfaction of the employee. Furthermore, the study concluded that communication is so important to the success of the organisation and managements should ensure proper and timely information as unpleasant situations will be reduced giving rise to timely solutions to whatever seems not to be quite clear. Resultantly, this research objective was not entirely accomplished.

Lastly, the main objective of the study was main objective of this study were to examine effects of organisational communication on lower-level employees' performance at JEDS

campus of the University of Namibia. It was therefore noted that, based on the findings of the overall analysis of this study, there is a direct and significant relationship between organisational communication and lower-level employees' performance. This was a result of a general conceptualisation of the concept of organisational communication by lower-level employees of JEDS campus. Most of the respondents concurred that, open lines of communication in an organisation could easily be critical to the future survival of a business, hence openness and sharing between management and lower-level staff are key drivers of successful teamwork in the organization

4.5 SUMMARY OF CHAPTER

This chapter probed into data which was accrued from semi-structured interviews held between the researcher and the academic and non-teaching staff as well as the personal observations drawn from such interviews. In this chapter, the researcher familiarised himself with data acquired, noted patterns and trend, developed themes and tabulated them. The researcher then discussed the acquired data in relation to the reviewed literature and this was done through thematic data analysis.

CHAPTER 5

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.0 INTRODUCTION

The study was carried out to examine the effects of organisational communication on employees performance by focusing at Jose Eduardo Dos Santos Campus. This chapter therefore presented findings from the data analysis and the overall conclusions of the study after which recommendations are made.

5.1 SUMMARY OF FINDINGS

This study examined the effects of organizational communication on lower-level employees' performance at university of Namibia using Jose Eduardo Dos Santos campus as a case study. Specifically, the study identified the channels of communication considered by lower-level employees to be the most useful at JEDs campus. In addition, it established the benefits of organizational communication and at the same time analysed the challenges hindering organizational communication on lower-level employees' performance. Finally, strategies to enhance the practice of effective organisational communication to improve the performance of lower-level employees were also determined. Primary data was adopted and a sample of twenty lower-level employees of JEDS campus was selected using purposive sampling. Charts and table were adopted in the analysis and the result indicated that several medium of communication are used.

Respondents indicate that telephone, electronic mail, zoom and Microsoft teams and memorandum are the most useful channels of communication. It was also generally evident that lower-level employees of JEDS campus are performing. This was a result of appreciated as an instrumental factor behind organisational and employee success. However, some of the lower-level employees expressed concern on the inadequacies of the communication practice by the management. Therefore, the study unveiled that though management communicates with subordinates on many occasions, their knowledge and implementation of communicative acts are scanty and sketchy. Sincerity, honesty, straightforwardness and authenticity are essential qualities that preserve the purpose of communication.

5.2 CONCLUSIONS

The importance of communication in the organisation is undisputable. Organisational communication allows the institution to obtain a significant result which is unattainable by any standalone human being. It is then realised that without communication and collaboration from employees in the organisation, the organisational goal is not achievable. Within this context, communication is playing a very crucial role to develop cooperation between individuals in the organisation, such that it will improve employee performance. Organisational communication is used as a descriptor tool that refers to the specific sub-division of the communication field. It is a discipline, the reason being, individuals who acquire knowledge of how to put into practice, the processes of organizational communication in an appropriate manner. The inadequacies in the

implementation of organisational communication would not generate desired results. The concept of organisational communication is a way to describe and explain the organisations.

Communication is a fundamental aspect within the organization and takes place either in a written or oral form. It may be upward or downward in the hierarchy. Organisational communication is viewed as a precise phenomenon that occurs within the organisation. For example, when two or more individuals get involved into conflict at work, they are endorsing organisational communication. Organisational communication is a significant predictor of organisational commitment and quit-intentions of research personnel in focal research institutes. Good organisational communication may put the organisation in a position to accomplish the objectives through activities which are planned, coordinated and assessed by pursuing good communication between employees and superiors. Therefore, effective communication contributes in organising tasks and performances in a systematic manner and reduces the occurrence of disorder. Lastly, effective communication is the make and break of any organisation. Without effective communication, organizational performance tends to suffer.

5.3 RECOMMENDATIONS

Against the above findings, the following recommendations are offered to the managements and lower-level employees of JEDs campus:

- It is recommended that JEDS campus maintain organisational communication as it has been proven to influence employees to better perform their job. This help in building relationship among employees from all levels of administration.
- Timely delivery of information from management must be practiced which reduces pressure on lower-level employees. It gives time to employees to properly strategise and in the end give the best results.
- It is recommended that management develop effective communication strategies to provide frequent pertinent information and create avenues for suggestions, opinions, and feedback from staff.
- Medium of communication was not effective as only electronic mail, zoom and Microsoft team were most useful. Therefore, lower-level employees should make use of several tools that make it easy for them to communicate and share their thoughts and ideas conveniently.

- Employees are encouraged to participate in community projects, seminars, conferences and workshops as these have the ability to enhance their conceptualization of the communication process.

5.4 SUGGESTION FOR FURTHER STUDY

Organisations recognise the value of communication as it assumes that the unleashing of effective organisational communication is ultimately for the purpose of improving performance at individual, group and organisational levels. Thus, bearing in mind the limitations, findings and conclusions of this study, the following areas for further research are recommended:

- Further studies should be conducted on the effect of organisational change management on perceived employee performance in another institution.
- As this study was only based on an internal point of view of effective communication, there is room for more research in broader terms that would include external communities such as customers, suppliers and the general public.
- Lastly a similar research can be carried out in other institutions to compare if they face the same challenges and how the best it can be addressed to enhance organisational performance.

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APPENDICES

APPENDIX I : SEMI-STRUCTURED INTERVIEW GUIDE

INFORMED ETHICAL CONSENT

TOPIC: Examining effects of organisational communication on lower-level employee's performance at Jose Eduardo Dos Santos Campus of the University of Namibia

Dear Respondents

I am Josef Ndapewa Lukas, pursuing a Master's degree in Business Administration (MBA) with a speciality in Management Strategy at Namibia Business School (NBS), University of Namibia (UNAM). I therefore kindly ask for your participation in the study to adequately respond to the research objectives. This interview is being conducted to write a thesis in partial fulfilment of the requirements for a Master's degree. Please be cognizant that your participation in the interview is voluntary. This interview will take less than 30 minutes to be complete.

No personal identification is required in this interview. The responses accrued will be treated with anonymity, privacy and confidentiality and the participants will be protected from psychological, emotional, and physical harm. The results will be used for research purposes and only be published as well as presented in aggregate. Your accurate and specific response is important to the success of this interview.

Your participation in this interview/study is highly appreciated.

Thank you,

Mr. Josef Ndapewa Lukas

SECTION A: DEMOGRAPHIC DATA

Thank you for accepting this interview. This section of the interview refers to background or demographic information. Although the author is aware of how sensitive the questions in this section may be, the information will allow the researcher to compare groups of respondents. Once again, be assured that your response will remain confidential.

Instructions: please indicate your chosen option with a cross (X). Where no choice is provided, write your responses in the spaces provided.

1. Indicate your gender

Male	
Female	

2. What is your age bracket?

Under 20 Years Old	
20-30 Years Old	
31-40 Years Old	
41-50 Years Old	
51-60 Years Old	
Over 60 Years Old	

3. Years of working experience

Under 5 Years	
5-10 Years	
11-15 Years	
Over 15 Years	

4. What is your educational background?

Certificate	
Diploma	
Bachelor's Degree	
Honours Degree	
Master's Degree	
Doctorate Degree	
Others	

5. What is your position at the institution?

Receptionist	
Administrative Officer	
Driver/Messenger	
Finance Officer	
Estate Service Officer	
Lecturer	
Others	

SECTION B: RESEARCH QUESTIONS

1. What do you understand by organisational communication?
2. What are the most used channels of communication at JEDS Campus?
3. How does the practice of organisational communication affect the performance of lower-level employees at JEDS Campus?
4. What are the main barriers to effective communication at JEDS Campus?
5. Did you receive any training on organisational communication?
6. From your own observations, is there a correlation between organisational communication and lower-level employee performance?
7. Does the leadership have the capacity to effectively implement organisational communication at JEDS Campus?
8. What interventions strategies can be implemented to enhance the implementation of organisational communication at JEDS Campus?
9. How effective is the practice of organisational communication on influencing employee performance at JEDS Campus?
10. What would you recommend to the management and lower-level employees of JEDS Campus for an effective organisational communication?

The End-Thank you for your cooperation

APPENDIX II: SIMILARITY CHECK COVER REPORT

03/10/2022, 08:47

138426112-522349-298741.htm



Document Information

Analyzed document	12 MBAMS THESIS-Josef N Lukas.docx (D145136353)
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Analysis address	mwakipg.unam@analysis.orkund.com

Sources included in the report

SA	University of Namibia / chapter 1 to 3.docx Document chapter 1 to 3.docx (D110962079) Submitted by: rmnesho@gmail.com Receiver: nnamweya.unam@analysis.orkund.com		2
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SA	University of Namibia / Investigating communication methods used by executives for effective communication in business.docx Document Investigating communication methods used by executives for effective communication in business.docx (D114343459) Submitted by: rmnesho@gmail.com Receiver: nnamweya.unam@analysis.orkund.com		3
W	URL: https://text-id.123dok.com/document/zww3d87z-effect-of-organisational-communication-and-culture-on-employee-motivation-and-its-impact-on-employee-performance.html Fetched: 2021-06-17 15:41:48		2
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Entire Document

EFFECT OF ORGANIZATIONAL COMMUNICATION ON LOWER LEVEL EMPLOYEE'S PERFORMANCE AT JOSE EDUARDO DOS SANTOS CAMPUS UNIVERSITY OF NAMIBIA
A THESIS

APPENDIX III : RESEARCH AUTHORIZATION (SUPPORTING LETTER)



1th August 2022

TO WHOM IT MAY CONCERN

Re: MBMS – Mr. Josef Ndapewa Lucas, St no: 200620487,

As part of our Master of Business Administration Programme, students are expected to submit a research report after completion of their course-work. They need to explore in detail, some concepts and issues pertaining Business Administration. To do that effectively, they need to conduct research and obtain practical examples.

Mr. Lucas has chosen your organisation to approach for information. It is against this background that I wish to kindly request you to assist Mr. Lucas with the information he requires. Accept our assurance that the data will be used for academic purposes only. A copy of the completed document will be available at the Namibia Business School for perusal. His research synopsis indicates that her topic touches on **“EFFECTS OF ORGANIZATIONAL COMMUNICATION ON LOWER-LEVEL EMPLOYEE’S PERFORMANCE AT JOSE EDUARDO DOS SANTOS CAMPUS UNIVERSITY OF NAMIBIA”**.

Your kind assistance is highly appreciated

Yours sincerely

Dr Greenfield Mwakipesile
Head of Research
Namibia Business School
University of Namibia
Tel: +246 61 413 500
Fax: +246 61 413 512
Email: mwaki@g@nbs.edu.na ; mwaki@g@unam.na



340 MandumeNdemufayo Ave. – Private Bag 16004 – Pionierspark – Windhoek – Website: www.nbs.edu.na
Tel: +264 (61) 413500 – Fax +264 (61) 413512 – E-mail: info@edu.na – Trust reg. no T263/05

APPENDIX IV : REQUEST FOR PERMISSION TO CONDUCT RESEARCH

Associate Dean/Campus Director
Jose Eduardo Dos Santos Campus
University of Namibia
P O Box 3624
Ongwediva

03 August 2022

**SUBJECT: PERMISSION TO CONDUCT AN EDUCATIONAL RESEARCH STUDY
AT JOSE EDUARDO DOS SANTOS CAMPUS, UNIVERSITY OF NAMIBIA**

Dear Associate Dean/Campus Director

I 'm a Master of Business Administration-Management Strategy student, Student Number 200620487 at the Namibia Business School, University of Namibia. I 'm intending to conduct educational research for my thesis to fulfill the requirements for the MBA Management Strategy Degree.

The title of the study is "**Effect of organizational communication on lower-level employee's performance at Jose Eduardo Dos Santos Campus University of Namibia**".

The study will be useful to the entire University of Namibia as well as other educational institutions in Namibia. The findings from the research will contribute towards finding out the challenges hindering organizational communication as well as recommending the strategies to enhance the practice of organizational communication to better the performance of lower-level employees. The data collection will be done using semi-structured interview by making use of open-ended questions.

Your permission to conduct the proposed research at Jose Eduardo Dos Santos Campus, University of Namibia is required and will be highly appreciated.

Yours Sincerely,



Josef Ndapewa Lukas

Cell phone: 081 2296697

Email address: jnremember@gmail.com

APPENDIX V : RESEARCH PERMISSION LETTER

JOSÉ EDUARDO DOS SANTOS CAMPUS

P.O. Box 3524, Ongwediva, Namibia
Namundjebo Mangela St
☎ +264 65 232 4000; URL : <http://www.unam.edu.na>



To: Mr. Josef N Lukas
Finance Officer – JEDS Campus

Cc: Dr. Petrina T Johannes
Campus Director – JEDS Campus

From: Mrs. Beata Tulonga I Erastus
Campus Administrator – JEDS Campus

A handwritten signature in black ink, appearing to be 'BT', is written next to the name of the sender.

Date: 15 August 2022

Request for permission to conduct educational research at JEDS Campus

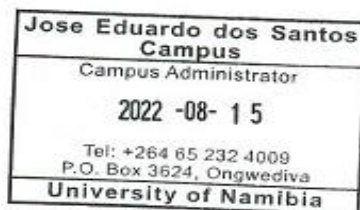
Dear Mr. Lukas,

Your email dated 04 August 2022 requesting JEDS Management to grant you permission to conduct an educational research for your MBA-Management Strategy at Namibia Business School (NBS) has reference:

Management has granted permission for you to conduct your MS Thesis at JEDS Campus as per your request. JEDS Campus Management further expect you to adhere to all ethical protocol as stipulated in Research Ethics Policy, Regulations and Guidelines.

Management wish you all the best in your research in pursuit of your MBA qualification. Should you need further assistance, please feel free to contact me or Dr. Johannes accordingly.

Best Regards,



APPENDIX VI: LANGUAGE EDITING CERTIFICATE



Mr. Shonhiwa Bakare

MBA, BSc Hons Soc | shonhiwabakare@gmail.com

CONTACT

PO Box 4244,
Vinetta, Swakopmund
Namibia

LANGUAGE & COPY-EDITING CERTIFICATE

8th October 2022

RE: LANGUAGE, COPYEDITING AND PROOFREADING OF JOSEF NDAPEWA LUKAS' THESIS FOR THE MASTER OF BUSINESS ADMINISTRATION DEGREE OF THE NAMIBIA BUSINESS SCHOOL OF THE UNIVERSITY OF NAMIBIA

This certificate serves to confirm that I copyedited and proofread **JOSEF NDAPEWA LUKAS'** Thesis for the **MASTER OF BUSINESS ADMINISTRATION DEGREE** entitled: **EXAMINING THE EFFECT OF ORGANISATIONAL COMMUNICATION ON LOWER-LEVEL EMPLOYEE PERFORMANCE AT JOSE EDUARDO DOS SANTOS CAMPUS OF THE UNIVERSITY OF NAMIBIA**

I declare that I professionally copyedited and proofread the thesis and removed mistakes and errors in spelling, grammar, and punctuation. In some cases, I improved sentence construction without changing the content provided by the student. I also removed some typographical errors from the thesis and formatted the thesis so that it complies with the University of Namibia's guidelines.

I have edited many Postgraduate Diploma, and Masters' Thesis, Dissertations for students studying with universities in Namibia and elsewhere. I have also copy-edited company documents and publications for Non-Governmental Organisations (NGOs) around the Southern African region.

Please feel free to contact me should the need arise.
Yours Sincerely,

Mr. Shonhiwa Bakare



SKM Bakare



@shonhiwabakare



+264816495143



Shonhiwa Bakare