The Role of Communication in Enhancing Kenyan Public University Performance: A Case Study of Masinde Muliro University of Science and Technology

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Abstract
Communication is critical for organizational performance. It transfers and conveys information and ideas. Poor, lack of or limited communication has led to failure in achieving purposes. Management and employees spend most of their time communicating. The purpose of this study was to examine the role of communication policies in enhancing Kenyan public universities performance. The objective was to examine the role of communication policies in enhancing Kenyan public universities performance; a case of Masinde Muliro University of Science and Technology (MMUST). It is hoped the findings and recommendations would enlighten stakeholders to seriously consider communication policies for excellent performance. The study population comprised of members of teaching, non-teaching staff and student leaders. The population stratified and randomly sampled to select 100 respondents. Questionnaires, interviews and content analysis were used for data collection. Reliability was accepted at above 0.7. Validity was established through careful preparation of items in instruments based on study objectives and by experts from the school of Human Resource Development checking content validity. The data was analyzed and interpreted using descriptive statistics and presented in pie charts and tables. Inferential statistics involving one-way ANOVA, regression analysis and Chi Square test were used to establish the significance and associations of the study variables. Findings shown that communication policies have a direct and positive association on performance. It was recommended that MMUST amend communication policies on a continuous basis as the need arises.

Key Words: CEO, Communication, ICT, MDG, MMUST, TMT, Performance, Policies

Introduction
1.1 Background to the Study
No organization can exist without communication. Saleem (2008) defines communication as the process by which information is transmitted between individuals and or organization so that an understanding produces results. Meyer and Allen (1994) assert that all business activity involves speaking, listening, reading or writing to some extent. No matter what career you choose to enter, or what type of business you choose to start, you will need good communication skills to have the best chance for success.

Sillars (2005) argues that adopting the appropriate form of communication and using it in the right way are crucial to both personal and business life. Therefore the choice of the methods of communication and its appropriateness in terms of place and means of applying it plays a central role in enhancing effective communication.

Armstrong (2009) says management and individual managers need to communicate to employees about terms and condition of employment, what they are expected to do, learning and development opportunities, the objectives, strategies, policies and performance of the organization and any proposed changes to conditions of employment, working arrangements and requirements or the structure and policies of the organization while employees need the opportunity to communicate upwards their comments and reactions to what is proposed will happen or what is actually happening in matters that affect them.

Good communication is important because; first, it is a vital part of any change management because resistance to change often arises simply because people do not know what change is or what it implies to them. Secondly, commitment to the organization will be enhanced if employees know what the organization has achieved or is trying to achieve and how this benefits them. Thirdly, effective communication generates trust as organizations take the
trouble to explain what they are doing and why. The benefits of good communication will be realized in full if employees are given a voice (Armstrong, 2009).

Locker (2006) gives the following criteria for effective communication: It is clear: -the meaning the reader gets is the meaning intended by the writer, It is complete: - all the readers or listeners questions are answered. The reader or listener has enough information to evaluate the message and act on it, it is correct: - all the information in the message is accurate. The message is free from errors in punctuation, spelling, grammar, word order and sentence structure, It saves the reader’s time: - the style, organization and visual impact of the message help the reader understand and act on the information and it builds good will: - the message presents a positive image of the writer and his or her organizations. It treats the reader as a person, not a number. It cements a good relationship between the writer and the reader.

According to Sattes and Sutton (1998) when communicating, regardless of the purpose or situation one should; determine the purpose of your communication, identify your “audience” – the person(s) who will receive the communication, consider what your audience needs to ‘hear’ in order for your communication to be effective, develop your message in a clear, concise, correct and logical manner and maintain a positive attitude throughout your conversation. In addition to the above, being an effective business communicator requires you to be aware of your ethical and legal responsibilities and to be sensitive to language bias and cultural diversity.

A good communication system Saleemi (2008) must fulfill the following requirements: clarity- The message should be expressed in clear and unambiguous language. The sender must use simple and commonly understood words so that the receiver can comprehend the message without difficult; adequacy – all information must be provided for effective performance of work. The message must be complete in terms of coverage and the quantity of information flow. There should be no information gap between superior and subordinates. Inadequate communication delays action, spoils relations and reduces the efficiency of operations; right timing – the message must be sent at the proper time. The utility of communication is lost if it is delayed; integrity - all messages or forms of communication should be formed and conveyed to support the integrity of the organization. The communication system should reflect the objectives and policies of the organization. The actions and behavior of the communicator should be consistent with the message sent by him. Participation - the receiver must be involved in the planning and transmission of the message. This helps to promote mutual trust and confidence and improves listening and understanding to organization members; strategic use of grapevine – this is meant to supplement and strengthen formal channels. This helps to improve the speed and effectiveness of formal communication; two- way communication- effective communication must contain a feedback mechanism. This enables management to ascertain whether or not the message is properly understood and acted upon by the subordinates. In case of face-to-face communication, feedback communication can be easily obtained from facial expression of the listener and economy – The communication system should not be unreasonably expensive.

Saleemi (2008) sees effective communication policies as part and parcel of the overall management function and facilitates effective management that translates into improved work performance or productivity in the following ways: (a) aid to managerial performance. Communication enables the manager to secure information for decision making, diagnose problems and make decisions to solve them. It is through communication that the manager
plans properly, organizes, directs and controls effectively; (b) aid to understanding and acceptance of work. Effective communication policies make employees develop interest in their work, thus commitment and dedicated performance which results in accomplishment of more tasks; (c) aid to leadership-effective communication, helps the management in transmitting ideas, feelings, suggestions and decisions to employees and employees to communicate their responses, attitudes and problems to the management. Through an effective two-way communication, the management can assume the role of a leader and employees become dedicated and energetic followers; (d) aid to job co-ordination. Effective communication unifies different departments and activities. Team work is enhanced when members at all levels are posted with all the facts and information relating to their work. It acts as a cementing force in uniting the members of an enterprise into a well-knit and well directed team; (e) aid to Job satisfaction. Effective communication policies enable employees to know what is expected of them, their relationship with others in the organization, their level of performance and limitation. This generates job satisfaction; (f) aid to economy in time and effort. Effective communication especially through modern methods like telephone and internet reduces movement and therefore saves time and effort and (g) enhances public relations. Through effective communication organizations can improve their public image. The relationships with stakeholders - customers, shareholders, members of the public and the government can be improved through effective communication.

1.2 Statement of the Problem
No organization can exist without communication or the transference of meaning among its members. It is only through transmitting meaning from one person to another that information and ideas can be conveyed. MMUST like other public universities and other organizations has experienced both staff and student strikes, go slow and demonstrations which lowers their performance and interferes with their programmes. This can be a result of: poor communication of terms and conditions of employment/operation, failure to adhere to reorganize effective criteria of communication, lack of a good communication system and inability to recognize effective communication as part and parcel of the overall management function and that it facilitates effective management.

Studies on the role of communication on organisational performance focused more in manufacturing firms (Kreitner and Kinicki, 2002; Dawes, 1999 and Udegbe, eta al., 2012). Others looked at why good communication is good business (Blalock, 2005) and 12 secrets of effective business communication (Alysa, 2005). These studies did not address the significance of communication policies on organisational performance in the service industry like universities and more importantly MMUST. This is the gap which this study sought to establish by focusing on the role of communication policies on organizational performance in the Public Universities; a case study of Masinde Muliro University of Science and Technology, Kakamega County.

With the existence of poor communication the impact become felt through various avenues; Employee turnover has become eminent. Worsening communication has led to employee frustrations; valuable employees quit jobs because they are fed up. Losing an employee due to a latter that could be costly. Lower productivity has been infused. Employees are stymied by the lack of direction that comes from good communication in which their duties are clearly explained. They spend more time trying to figure out what they can do instead of doing their jobs. They often grow tired of the bad communication that is affecting the work place. This can lead to absenteeism and further decrease productivity. There are increased
errors. Employee full performance depends on reception of solid information. Bad communication stacks delivery of the information hence making employees performing tasks incorrectly. This results in production of poor quality outputs and has led to a tremendous risk to team spirit and therefore team projects are at risk. With faltering communication, the cohesiveness of a team is affected and therefore their productivity and ability to meet date lines. This results in production of poor quality outputs. The general contributions of communications are known. However, the role of communication in organizational performance in public institutions is something that has been underscored of late. This will be the main contribution of this study.

1.3 Objective of the Study
The objective of the study was to examine the role of communication policies in enhancing organizational performance in the Kenyan Public Universities a case study of Masinde Muliro University of Science and Technology.

1.4 Research Hypotheses
The study was guided by the following hypothesis:

\[ H_0: \text{There is no significant association between the role of communication policies and organizational performance} \]

1.5 Justification of the Study
Organizations thrive on communication as they play the important role of socio-economic development of the countries. To harness the human resource base and therefore enhance the realization of the countries vision 2030 and contribute towards the achievement of the Millennium development Goals (MDG), effective communication will be paramount.

In organization, the role of effective communication is central. All business activities involve speaking, listening, reading or writing. It has to be done effectively. Poor or ineffective communication results in wasted time, wasted effort and lost goodwill from stakeholders, in an organization. Effective communication impacts positively on employee motivation and performance and is the cornerstone of coordination.

This study will be significant in the following ways: First, it will be significant to stakeholders of an organization. They will be enlightened not to ignore effective communication for excellent performance. Secondly, it will expose the management of organization on facts that constitute effective communication and therefore, it will restructure the communication process in the organization to enhance effective communication. Thirdly, the research will enhance the ability of an organization to use the communication process in an organization to serve as an instrument of social interaction through which relationships are established, extended and sustained between managers, employees and the public. This will create a conducive environment in the organization for maximum production. Fourth, the research findings will contribute to greater insight into the challenges and barriers to effective communication in an organization. This will enable an organization to design appropriate in service training or on the job training for its employees for them to acquire necessary skills for effective communication. The study will contribute to the satisfaction of the researcher’s curiosity on the role of communication in enhancing organization performance and therefore contribute to the stock of knowledge that is available and finally, all organizations and the society will benefit due to the improved communication process in general.
1.6 Scope of the Study
The study focused on role of communication in enhancing organizational performance taking Masinde Muliro University of Science and Technology as a case study. The study had a target population of 1154, 340 teaching staff, 787 non-teaching staff and 27 student leaders. The study used 100 respondents drawn from this population stratification.

1.7 Limitations of the Study
There are many organizations in Kenya; the study was limited to only one public university: Masinde Muliro University of Science and Technology. The main limitation is that the findings of the study may not apply to other organizations other than parastatals in the higher education sector.

2. Literature Review
2.1 Introduction
This section deals with literature on the role of communication policies and how they affect organizational performance.

2.2 Conceptual Framework
In business, message is conveyed through various channels of communication, including internet, print (publication), radio, television, etc. Whether or not significant change(s) results in the performance of an organization as a result of business communication is yet to be empirically established. This study therefore, was guided by the conceptual framework in Figure 2.1, where communication policies were the independent variables while organizational performance was the dependent variable, measured through quality of products, effectiveness and efficiency and employees’ satisfaction and this relationship will be moderated by organizational factors such as organizational size, organizational structure, leadership styles and staff commitment/turnover. It was hypothesized that communication roles had positive association on organizational performance. The arrows indicate interrelationships between the key variables.

![Conceptual Framework](source: Researcher 2013)

Figure 2.1: Conceptual framework Showing Interactions of the Study Variables
2.3 Communication Policies and Organizational Performance

An organization communication policy forms the framework upon which all communication in the organization will be pegged Cole (1998).

The policy addresses: What do we need to communicate? When should we communicate? To whom should we communicate? And how should we communicate?

Therefore, an organizations communication policy will be charged with outlining: The methods of communication to be used, the choice of the language of communication standards, the responsibilities of staff or employees to demonstrate the organizations communication standards, the principles of good practice to be used to suit the working environment and feedback monitoring and review.

The communication policies of organizations cover various segments of the organizations and are reflected in the following types of organization communication policies: electronic communication policy; the modern organization has invested and relies on the internet and intranet for daily operations. Employees or staff can either use the service effectively or ineffectively and therefore promote or impede effective communication. The policy made should stipulate the disciplinary measures to be taken in case there is violation. The policy should be in written and openly displayed in office and work manuals.

Russels (2004) outlines the benefits of having an email policy: to facilitate effective communication and ensure that appropriate records of those communications are monitored abiding to legislative requirements that must be adhered in relation to the management and use of email; ensure that appropriate business records are maintained for audit and accountability purposes and finally it clarifies where the responsibilities of staff begin.

Kithingi (2012) states the importance of monitoring employees’ use of the internet. The communication facilities are the organizations resources, so management has the right to find out how they are being used; it is a means of evaluating the performance of employees and also of cutting down on the costs relating to the use of the company’s phone and the internet and it is meant to confirm the safety of the organizations business information.

There are several best practices for use of social media. These include:

**Culture:** Foster a corporate culture of openness. Listen to and respect the opinions of employees, customers and other constituencies.

**Trust:** Employees should be trusted to communicate and develop relationships with customers. Do not review blog posts prior to posting. Trust your employees to be good communicators and to use good judgment.

**Training:** Provide complete training about how to blog, and review legal issues with employees. Give employees the option of training rather than requiring them to participate.

**Transparency:** Disclose connections with customers in blog posts. Reveal any commercial or personal connections. Transparency and authenticity are key.

**Accuracy:** Check facts. Check with colleagues before publishing content that will affect them. If you write about private conversations, ask for permission before publishing.
Comments: Develop and clearly communicate your organization’s comment policy. Set expectations and clearly communicate what is and what is not allowed on the blog. Allow negative and positive comments, but restrict inappropriate comments. Write to the person who commented first.

The following best practices will also help organizations to successfully develop and implement corporate blogging policies and guidelines for their employees. Legacy guidelines: Use existing human resources and communications policies. Start with the employee communications agreement that is already in place in your organization as the foundation for your new policy. Provide guardrails for employees so they can safely and successfully engage in social media practices. Employees often seek help and guidance when they are considering launching a blog. Provide them the resources they want and need.

Developing new guidelines: Include company bloggers in the process of developing corporate blogging policies and guidelines. Think ahead in your social media policy development. Develop policies that will extend to other new and emerging communications technologies such as podcasts and video, etc. Once published, distribute guidelines widely. Companies that have facilitated wider distribution had their guidelines shared virally.

Legal Department: If you have a legal department, include them in the process but don’t let them drive the effort. Seek input from legal when developing blogging policies. Employee Communications: If you have an employee communications department, partner with them to develop these new polices. Whose views? Clearly define if the blog reflects the employee(s)’ opinions or the company’s perspective.

Allow constructive criticism: Is it permissible for your employees to provide a differing point of view from management’s position? A culture of open communication will provide the strongest foundation for the successful rollout of a social media program. Responding to comments: Set up a mechanism for responding to every comment that requires a reply. Acknowledge mistakes: Acknowledge mistakes and fix errors on your blog in a timely and open manner.

Deleting confidential information: If information needs to be deleted because it is confidential and was posted in error, delete the information and state why the information has been deleted. Podcasts and videos: Make sure employees understand that the mp3 files associated with podcasts are permanent and that it is not possible to remove mp3 files in the same way it is possible to take down blog content. The same permanent nature applies to video files. Social media: The policies developed for blogging and company websites apply to employees using other types of social media. Protect privacy: Consider, define and clearly communicate to employees what information is appropriate or inappropriate to disclose. Respect your audience: Respect your audience’s privacy. Respect competitors: Do not write about competitors in a negative way. Be respectful of others in your industry.

Consider the impact on revenues: Consider this carefully, and remember that if you talk about a new product, service or feature as a public company, you are required to account for the revenue in the quarter that you announced it. Disclosure: Make sure you identify your relationship with the company. Customer feedback loop: Let customers know you listened when they post feedback. Respond appropriately. Citations: Cite material included in your
articles, and provide links to original sources where possible and appropriate. Don’t break confidentiality: Don’t write about confidential conversations.

Communicate this policy clearly to employees: Err on the side of caution. Recommend to employees that if they believe a conversation might have been considered confidential, check with the person/people prior to publishing. Platform: Companies that choose to encourage all of their employees to blog can either provide a common blogging platform, or invite their bloggers to select the platform and domain of their choosing. Pace of adoption: Realize that adoption of social media does not have to happen all at once. It is a process.

2.3.1 The Open Door Policy
One of the simplest ways to improve organizational communication is to communicate before a problem begins. By maintaining an open door policy, a manager welcomes team members casually and freely engage in small talk. If a manager holds frequent charts with his direct reports, he is better able to identify potential causes of concern. He may learn for instance, that a specific employee is having trouble working with another. This information will allow him take preemptive measures addressing and rectifying the situation before it escalades in scale. Alternatively proactive measures such as this improve an employee’s morale as his voice will have been heard.

2.3.2 The Hierarchy of Communication Policy
Communication in most organizations is structured. Friebel & Raith (2005) although the popular business press trends to advocate unrestricted communication as a way to achieve a maximum flow of ideas and information, most firms in practice maintain hierarchical communication patterns; that communication is typically confined to direct interaction between superiors and subordinates. The hierarchical communication reflects the hierarchical structure of command and control and even absent most communication follows the structure of the hierarchy. Therefore each organization makes a choice on which structure their communication framework has to take. This is because middle managers are concerned about what their subordinates will say about them to top managers. This causes a problem for the organization because middle managers have substantial power over their subordinates.

2.3.3 Privacy/Confidentiality Policy
The purpose of a private policy is to communicate clearly the personal information handling practices of an organization. The privacy policy enhance the transparency of the organization, give employees a better and more complete understanding of the sort of personal information an organization holds and the way it handles that information. The nature of communication alone by the staff will either enhance or impede communication depending how it is handled. This involves issues of disclosure, access and correction and the whole handling process. The primary and confidentiality policy, touches on personal data and electric communication

2.4 Summary
Effective communication policies are an essential element of business and organization success. In every organization, communication policies affect the way people get their message across, get work done and get reignited for their contribution through the communication structures methods and an apparent effort to ensure barriers and challenges to communication do not interfere with it. But in all circumstances communication must be effective. Bad or ineffective communication policies and lack or poor implementation thereof, may be costly. It can result in wasted line effort and lost goodwill. Effective
communication policies ultimately, if well implemented, translate into improved performance or productivity.

2.5 Research Gap
Previous studies focused on how various aspects of communication affect organisational performance in manufacturing firms (Kreitner and Kinicki, 2002; Dawes, 1999 and Udegbe, et al., 2012). Others looked at why good communication is good business (Blalock, 2005) and 12 secrets of effective business communication (Alysa, 2005). These studies did not address the significance of communication policies on performance in public universities in Kenya and more importantly MMUST. This is the gap which this study sought to establish by focusing on the role of communication policies on performance in Masinde Muliro University of Science and Technology, Kakamega County.

Research Design and Methodology
This section addresses the research design, target population, sampling frame, sample and sampling technique, research instruments, data collection procedure, pilot test and methods of data processing and analysis.

3.1 Research Design
A descriptive research design was used to accurately portray the characteristics of a particular individual, situation or a group with MMUST as a case study. This design involves observing and describing the behaviour of a subject without influencing it in any way (Shuttle and Martin (2008). Descriptive research design was effective for this study because it yields accurate results since the subject under study is always observed in a completely natural and unchanged environment without affecting their normal behavior; the study of MMUST will save on the cost of the research and the time limitation though the findings can be used for other similar organizations.

3.3 Target Population
The target population for this study comprised of 340 teaching staff, 787 non-teaching staff and 27 student leaders. Population is the universe of units from which a sample is selected Allan (2007). Table 3.1 shows the target population of the study.

<table>
<thead>
<tr>
<th>Category</th>
<th>No. of Staff</th>
</tr>
</thead>
<tbody>
<tr>
<td>Teaching</td>
<td>340</td>
</tr>
<tr>
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</tr>
<tr>
<td>Student ladies</td>
<td>27</td>
</tr>
<tr>
<td>Grand Total</td>
<td>1154</td>
</tr>
</tbody>
</table>

Table 3.1: Target Population

3.4 Sample Size and Sampling Techniques
Masinde Muliro University of Science and Technology has 340 teaching staff, 787 non-teaching staff and 27 student leaders. Multi-stage sampling was used to categorise teaching staff, non-teachers and student leaders, and then involved selecting a sample size within each chosen cluster. Multi-stage sampling involves selecting a sample in at least two stages; large groups or clusters are selected to contain more population units than are required for the final sample. Population units are chosen from selected clusters to derive a final sample in stage
two. Multi-stage sampling is convenient, economical and efficient. It, however, has lower accuracy due to higher sampling error.

The simple random sampling was used so that each and every one in the target population had an equal chance of inclusion. The sample size of the number of respondents were obtained using coefficient of variation. Nassiuma (2000) asserts that in most surveys or experiments, a coefficient of variation in the range of 21% to 30% and a standard error in the range 2% to 5% is usually acceptable. The Nassiuma’s formula does not assume any probability distribution and is a stable measure of variability. Therefore, a coefficient variation of 21% and a standard error of 2% were used in this study. The lower limit for coefficient of variation and standard error were selected so as to ensure low variability in the sample and minimize the degree of error.

\[
S = \frac{N \left( Cv^2 \right)}{Cv^2 + (N-1)e^2}
\]

Where
- \( S \) = the sample size
- \( N \) = the population size
- \( Cv \) = the Coefficient of Variation
- \( e \) = standard error

Therefore, the sample size of respondents was:

\[
S \text{ (respondents)} = \frac{1,154 \left( 0.21^2 \right)}{0.21^2 + (1154-1) \left( 0.02^2 \right)} = 100 \text{ respondents}
\]

The 100 respondents were proportionately allocated to the teaching, non-teaching and students’ leaders as shown in Table 3.2. Therefore, the simple random sampling was used to select 30 teaching staff, 68 non-teaching staff and two student leaders.

<table>
<thead>
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<th>Category</th>
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<th>Sample Size</th>
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<td>02</td>
</tr>
<tr>
<td><strong>Grand Total</strong></td>
<td><strong>1154</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>

**Table 3.2: Sample Size for the Study**

**3.5 Research Instruments**

The data collection was conducted using questionnaires and interviews schedules. Questionnaires were prepared for the teaching staff, non-teaching staff and the student leaders. Interviews schedules collected information from the teaching, non-teaching and the student leaders.
3.5.1 Questionnaires
The questionnaire designed had both open and close ended questions. The open ended questions were meant to enlist individual opinions while the closed ended questions were meant to enlist specific information.

The questionnaire is a convenient tool especially where there are large numbers of respondents to be handled because it facilitates easy and quick derivation of information within a short time (Kerlinger, 2004). The researcher used the questionnaires because the population was literate and large and time for collecting data was limited. The structured (closed-ended) and unstructured (open-ended) was used so as to get the responses from respondents. The closed-ended questions provide a greater uniformity and more easily processed (China and Oteng’i, 2007). The structured questionnaires were accompanied by a list of all possible alternatives from which respondents selected the suitable answer that described their situation by simply ticking (Mugenda and Mugenda, 2003). The questionnaires were administered by the researcher or research assistants to avoid misinterpretation of questions by ‘drop and pick’ technique.

3.5.2 Interviews
Interviews were carried out across the strata of the selected sample—among the teaching, non-teaching staff and the student leaders. The interview provided more quantity of information since it allowed probing. The information provided was quality because there was a one-to-one interaction thus; it uncovered the best thinking of every respondent.

3.5.3 Content Analysis
Content analysis involved studying memos, letters, circulars, instruction manuals and other communication modes to ascertain how they fit in the communication structure of the university, the appropriateness, whether they enhance or impede communication and the challenges that are involved in using the various methods. This method was important because it allowed generation of information about respondents that is not easy to gain access to and it is a non-reactive method.

3.6 Validity and Reliability of Research Instruments
This section covered the following sub-sections:
3.6.1 Validity
This is the accuracy and meaningfulness of inferences which are based on the research results. This is the degree to which results obtained from the analysis of the data represents the phenomenon under study (Mugenda and Mugenda, 2003). The validity of the instruments was established by giving them to three research professionals in the department of Human Resource Management in Jomo Kenyatta University of Agriculture and Technology. Their insights were used in refining the instruments.

3.6.2 Reliability
This was the measure of a research instrument yielding the same results after various repetitions Kothari (2004). In this research reliability was established by administering the questionnaire to a pilot group which had similar characteristics to those of the target group but who were not involved in the research. The researcher used test and retest technique in order to test reliability of the research instruments. Research instruments were retested on a sample of 10 respondents: 5 teaching staff and 5 non-teaching staff from the Business Management Department of MMUST who were not used in the final analysis (Mulusa,
In this case, 10 respondents were retested a second time two weeks later and their consistency between the two sets of the score were computed using Cronbach’s alpha method. The reliability analysis is used to test consistency of respondents’ answers to all the items of independent and dependent variables in the questionnaire, whether the items are highly correlated with one another or not (Hamidun, 2009). This yielded a value of $\alpha = 0.87$, an indication that the questionnaire used was adequate in content, reliable and valid to measure the opinions of the respondents. According to Cronbach (1946), reliability coefficient of above 0.80 is considered good indicator of internal consistency reliability that was used in this study.

3.7 Data Collection Procedure
The researcher acquired a cover letter from the school of graduate studies of Jomo Kenyatta University of Agriculture and Technology authorizing him to carry out a post graduate research. Thereafter, using the letter, the researcher sought permission from the senate of MMUST to carry out research on the role of communication in enhancing organizational performance in the university. On obtaining the permission, research, through the Human Resource department, the researcher identified those to be involved in the study.

The researcher and the research assistants visited the university and administered the questionnaires to respondents selected and finally did content analysis of the sampled documents. The administered questionnaire were collected and together with information collected from interviews and content analysis assembled for the analysis process.

3.8 Pilot Tests
The pilot test was conducted to establish the validity and reliability of the instruments.

3.9 Data Analysis Methods
After collection of data from the field, the researcher did the following: Editing, Classification, Coding and Tabulation. Quantitative data obtained was analyzed using descriptive statistics, mean, and percentages. Qualitative data obtained was analyzed under various themes to make inferences and conclusions. Inferential statistics like one-way Analysis of Variance (ANOVA) and regression were to analyse objectives. Chi Square was used to show the association between the variables under the study. The Chi square test was used to show variation and also association between the respondents. The inferential statistical tools were used to test null hypotheses at confidence interval level of 95%, p-value = 0.05. Analyzed data was presented in form of frequency tables, pie charts and bar graphs.

Data Analysis, Interpresentation And Discussion

4.1 Introduction
The results of data analysis are presented in this section. Data has been organized and interpreted as per the objective of the study and socio-economic status of the respondents. The objective was to examine the role of communication policies on Kenyan Public Universities a case of Masinde Muliro University of Science and Technology. The questionnaires that were returned were 100. Therefore, 100 respondents were used during analysis.
4.2 Social-Economic Status of the Respondents
The aim of this section is to describe the characteristics of the sample of the respondents, which is likely to have a bearing on their response to the research items. These characteristics have been broken down into five main groups: age, gender, education levels, working experience and the job positions held.

4.2.1 Age of Respondents
The study sought to find out the age brackets of the respondents. The respondents were asked to indicate their age and the results were recorded in Table 4.1. A Chi Square test conducted on the respondents’ distribution in the age brackets in Table 4.1 showed that there was a highly significant (P<0.01) difference in the variation among age groups $\chi^2_{3,0.00} = 27.93$. The results further revealed that majority of the respondents were in the age bracket of 31-40 years (40%), those in the age bracket of 41-50 years had a score of 33% while the respondents in the age bracket 19-30 years were represented by 22%. From this statistics it is clear that majority of the respondents were in the age bracket 31-50 years (73%). This meant that majority of the respondents were in employment and seemingly had good understanding on the roles of communication in enhancing organizational performance in Masinde Muliro University of Science and Technology. This is the age group carrying the highest proportion of the population.

<table>
<thead>
<tr>
<th>Age distribution in years</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>19-30 years</td>
<td>22</td>
<td>22.0</td>
</tr>
<tr>
<td>31-40 years</td>
<td>40</td>
<td>40.0</td>
</tr>
<tr>
<td>41-50 years</td>
<td>33</td>
<td>33.0</td>
</tr>
<tr>
<td>51 years and above</td>
<td>5</td>
<td>5.0</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>100</strong></td>
<td><strong>100.0</strong></td>
</tr>
</tbody>
</table>

$\chi^2 = 27.93$, $p = 0.000$, df = 3; *Chi Square value is statistically significant if p*<*0.05*

Table 4.1: Age Distribution of Respondents in Masinde Muliro University of Science and Technology

4.2.2 Gender of Respondents
The respondents were asked to indicate their gender and the results were recorded in Figure 4.2. A Chi Square test conducted on the gender distribution among the respondents in Masinde Muliro University of Science and Technology showed that there was a highly significant ($p = 0.01$) variation in the gender distribution among the respondents ($\chi^2_{4,0.00} = 25.00$).
Figure 4.1: Gender of Respondents in Masinde Muliro University of Science and Technology

Figure 4.2 illustrates that out of the total of 100 respondents, the male respondents had the highest representation of about 75% while the female respondents had 25%. This was because the male respondents were more cooperative than their female counterparts during the data collection exercise. The findings from interviews and secondary data showed that there were more male teachers than female teachers in Masinde Muliro University of Science and Technology.

4.2.3 Working Experience of Respondents

The respondents were asked to state how long they have been working in Masinde Muliro University of Science and Technology. Their responses are indicated in Table 4.2.

<table>
<thead>
<tr>
<th>Working Experience of Respondents</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>0-1 year</td>
<td>11</td>
<td>11.0</td>
</tr>
<tr>
<td>2-5 years</td>
<td>66</td>
<td>66.0</td>
</tr>
<tr>
<td>5-10 years</td>
<td>23</td>
<td>23.0</td>
</tr>
<tr>
<td>Total</td>
<td>100</td>
<td>100.0</td>
</tr>
</tbody>
</table>

Variation in working experience, $\chi^2 = 50.82, p = 0.000, df = 2$

*Chi Square value is statistically significant if $p<0.05**

(Source: Author 2013)

Table 4.2: Working Experience of Respondents
A Chi Square test carried out on the duration of working experience of the respondents revealed that there was a highly significant (P<0.01) distribution in the years among the respondents ($\chi^2_{2,0.00} = 50.82$). Table 4.2 shows that most of the respondents (66%) have been working for a period of 2-5 years, 23% of the respondents have been working for a period of 5-10 years. This was an indication of the vast experience in particular, on the role of communication in enhancing organizational performance in Masinde Muliro University of Science and Technology. The data obtained from interview guide indicated that some respondents had worked in the university for more than 15 years. This seemed to indicate that those respondents who had worked for more years had acquired experience, knowledge, competencies and skills in performing their job.

4.2.4 Education of Respondents

The study sought to find out educational levels of the respondents in relation to the role of communication in enhancing organizational performance in Masinde Muliro University of Science and Technology. This was to determine their level of understanding of the role of communication in enhancing organizational performance in Masinde Muliro University of Science and Technology. To help understand this, respondents were asked to state their educational level. The results are recorded in Figure 4.2. A Chi Square test conducted on the distribution of respondents’ formal educational level showed that there was a significant (p<0.05) variation in the distribution of formal educational levels ($\chi^2_{2,0.05} = 42.8$). In Figure 4.2, 18% of respondents had certificate education level, 18% of respondents had diploma, 16% had bachelor’s degree, 44% of respondents had master’s degrees while 4% of respondents were PhD holders.

![Education Level of Respondents in Masinde Muliro University of Science and Technology](image)

(Source: Author 2013)

Figure 4.2: Educational Level of Respondents in Masinde Muliro University of Science and Technology
This was an indication that the respondents had attained educational level to some extent to understand role of communication by respondents in Masinde Muliro University of Science and Technology. These study findings were supported by the findings of Jackson et al (1991). They noted that respondents who had a university PhD used the knowledge for problem solving and group coordination. Hence in this study, respondents with high levels of education were likely to be involved in the matters of communication more than those who had lower levels of education. Moreover, research by Gustavo and Martínez (1999) argued that the education level is an important characteristic that determined integration and adoption of communication in the daily operations of the university. They noted that a higher educational level has been consistently linked with higher utilisation of communication.

4.2.5 Category of Respondents

Figure 4.3 shows the category of workers in Masinde Muliro University of Science and Technology. The results show that the university has more of teaching staff (72%), 20% non-teaching staff and 8% student leaders. This indicates that more teaching staff participated in the study more than non-teaching staff and student leaders because they have a better understanding of the questions contained in the questionnaires and interview schedules.

![Figure 4.3: Category of Respondents in Masinde Muliro University of Science and Technology](image)

4.3. Role of Communication Policies on Organizational Performance

This section pays attention on how communication policies affected organizational performance of Masinde Muliro University of Science and Technology. The results of the respondents are based on the five point Likert scale where, never (5), seldom (4), sometimes (3), often (2) and always (1). The following are the results:
Table 4.3: Role of Communication Policies on Organizational Performance

The results in Table 4.3 illustrate that the respondents were sometimes involved in the formulation of policies (M=3.16). The respondents often adhered to policies (M=1.97), kept personal information confidential and had rules/regulation on the use of electronic media (M=2.38). Open door policy was often practised in the university, where the respondents could share freely the information with the university management (M=2.22).

Table 4.4: Role of Communication Policies on Organizational Performance

Inferential statistics of the role of communication policies on organizational performance in Table 4.4 show that although employees were involved in the formulation of policies to some extent and that there are rules/regulation on the use of media, these did not have a significant effect on the organizational performance (formulation of policies:R² = 0.20, F = 0.572, b = 0.140, t-value = 0.756, p-value = 0.06) and rules/regulation on the use of media (R² = 0.27, F = 3.114, b = 0.132, t-value = 2.667, p-value = 0.07). The variables on adherence to policies, confidentiality and open door policy had positive and significant associations on organisational performance(adherence to policies:R² = 0.08, F = 2.719, b = 0.187, t-value = 1.649, p-value = 0.05); confidentiality (R² = 0.20, F = 0.619, b = 0.144, t-value = 0.787, p-value = 0.05) and open door policy(R² = 0.14, F = 0.184, b = 0.128, t-value = 0.429, p-value = 0.05).

The overall results between the role of communication policies and organisational performance seem to suggest that communication policies have a direct and positive association on organisational performance. This finding coincides with Deleryand Doty (1996) who argues that communication policies influence organisational performance by creating a workforce that is skilled and has the right attitudes and behaviour.
The fourth hypothesis, $H_0^4$, which states that there is no significant association between the role of communication policies and organizational performance, was rejected since a significant relationship was found.

Summary, Conclusions and Recommendations

5.1 Introduction
This section presents summary of study findings, conclusions drawn and recommendations based on the conclusions and suggestions for further research.

5.2 Summary
The results revealed that majority of the respondents were in the age bracket of 31-40 years. From this statistics it is clear that majority of the respondents were in the age bracket 31-50 years. This meant that majority of the respondents were in employment and seemingly had good understanding on the roles of communication in enhancing organizational performance in Masinde Muliro University of Science and Technology. This is the age group carrying the highest proportion of the population in the university.

Results illustrate that out of the total of 100 respondents, the male respondents had the highest representation of 75% while the female respondents had 25%. This was because the male respondents were more cooperative than their female counterparts during data collection exercise. Moreover, a Chi Square test carried out on the duration of working experience of the respondents revealed that there was a highly significant distribution in the years among the respondents. It was revealed that most of the respondents have been working for a period of 5-10 years. This was an indication of the vast experience in particular, on the role of communication policies in enhancing organizational performance in Masinde Muliro University of Science and Technology.

A Chi Square test conducted on the distribution of respondents’ formal educational level showed that there was a significant variation in the distribution of formal educational levels. It was also noted that 18% of respondents had certificate education level, 18% of respondents had diploma, 16% had bachelor’s degree, 44% of respondents had master’s degrees while 4% of respondents were PhD holders.

The overall results between the role of communication policies and organisational performance seem to suggest that communication policies have a direct and positive association on organisational performance.

5.3 Conclusions
The role of communication policies and organisational performance suggested that communication policies have a direct and positive association on organisational performance.

5.4 Recommendations
The following recommendations were made based on the findings and the conclusions of the study:
Public University communication policies should be amended on a continuous basis as need arises.
5.5 Suggestions for Further Research
The following suggestions were made after research findings and discussions for they were not adequately underscored:

i) A similar study should be carried out in other public and private universities to establish if similar results can be obtained.

ii) A study should be conducted on the role of other factors of communication such as the structure, channels, methods and barriers of communication on the performance of public and private universities.

iii) A study should be conducted in manufacturing firms to establish the role of communication in enhancing organizational performance.

iv) The moderating effect of organisational factors on the relationship between the role of communication policies and organisational performance.

References


Hambrick, O.U. (1995) “Fragmenation and other problems CEOs have with their top management teams” California Management review, 37,3 pg 110 -127 (Springs).


