

Organizational Communication and Performance of Co-Operative Societies in Uganda. A Case Study of Abateganda Ntungamo Growers Co-Operative Society Ltd

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

Keywords: Organisation; communication; communication channels; communication environment; cooperatives; Uganda

INTRODUCTION

This study was about organization communication and performance of cooperatives in Uganda using the Abateganda Ntungamo Growers Group as a case study.

Background of the Study

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

Historical Background

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

In India, the Cooperative movement began in pre independence period and it is one of the largest in the world. Co-operative movement has made tremendous progress in every aspects of the Indian economy. Co-operative activities occupy a major place in the sphere of the Indian economy (Kamat, 2011). According to Kamat (2011), the co-operative movement was started with a limited scope of activities of rural credit but now it has entered in all fields of economic activity with social essence. Now the movement which has covered 100 per cent villages and 75 per cent rural households and functioning over 545,000 Co-operatives of various levels with membership coverage of 236 million and working capital of 34,00,555 million people inclusive of credit and non-credit co-operative societies. It has been playing a significant role in disbursing agricultural credit, distribution of agricultural inputs,

providing market support, processing, etc. Co-operative movement has been recognized as an effective instrument for the economic development of the rural masses and for improvement in the socio-economic condition of the poor.

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

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

UCA is an umbrella/apex organization for all cooperatives in Uganda established in 1961. It is mandated by the Cooperative Societies Act to consider and make recommendations to Government on matters of policy relating to cooperative movement, make representation to government on matters affecting cooperative societies and to carry out arbitration in case of disputes within cooperative movement. As of February 2020, the cooperative movement in Uganda comprised of 21,346 registered cooperative societies with an estimated 5.6 million members. This compares with the 10,746 societies registered as of January 2011 based on data from the national statistical office.

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

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

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

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

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

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

Theoretical Background

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

This theory therefore emphasizes the process of communication as central and very important more than communication itself. It is the process that explains how members of the organization engage in collaborative efforts which translates into organizational success. Simply, Organizational Information Theory is primarily concerned with how organizations process information to make sense of it. It explains how individuals within organizations communicate vital information in order to guarantee success and efficiency in their environment. Within organizations, different systems regulate and control the organization as a whole, helping it to deal with information and consequently achieve its goals and function effectively. The emergency of new technologies has revolutionized the ways in which organizations manage information. This is a common example of a change in organization information processing which results in constant change of the organization itself as well.

The goal setting theory began with the early work on levels of aspiration developed by Kurt Lewin and has since been primarily developed by Dr. Edwin Locke, who began goal setting research in the 1960's. The research revealed an inductive relationship between goal setting and improved production performance. Goal setting involves the conscious process of establishing levels of performance in order to obtain desirable outcomes. The goal setting theory was based on the premise that much human action is purposeful, in that it is directed by conscious goals (O'Neil & Drillings, 1994). Under goal setting theory, several conditions are particularly important in successful goal achievement. These include goal acceptance and commitment, goal specificity, goal difficulty, and feedback (O'Neil & Drillings, 1994). Goal setting is widely used in the workplace as a means to improve and sustain work performance.

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

Conceptual Background

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

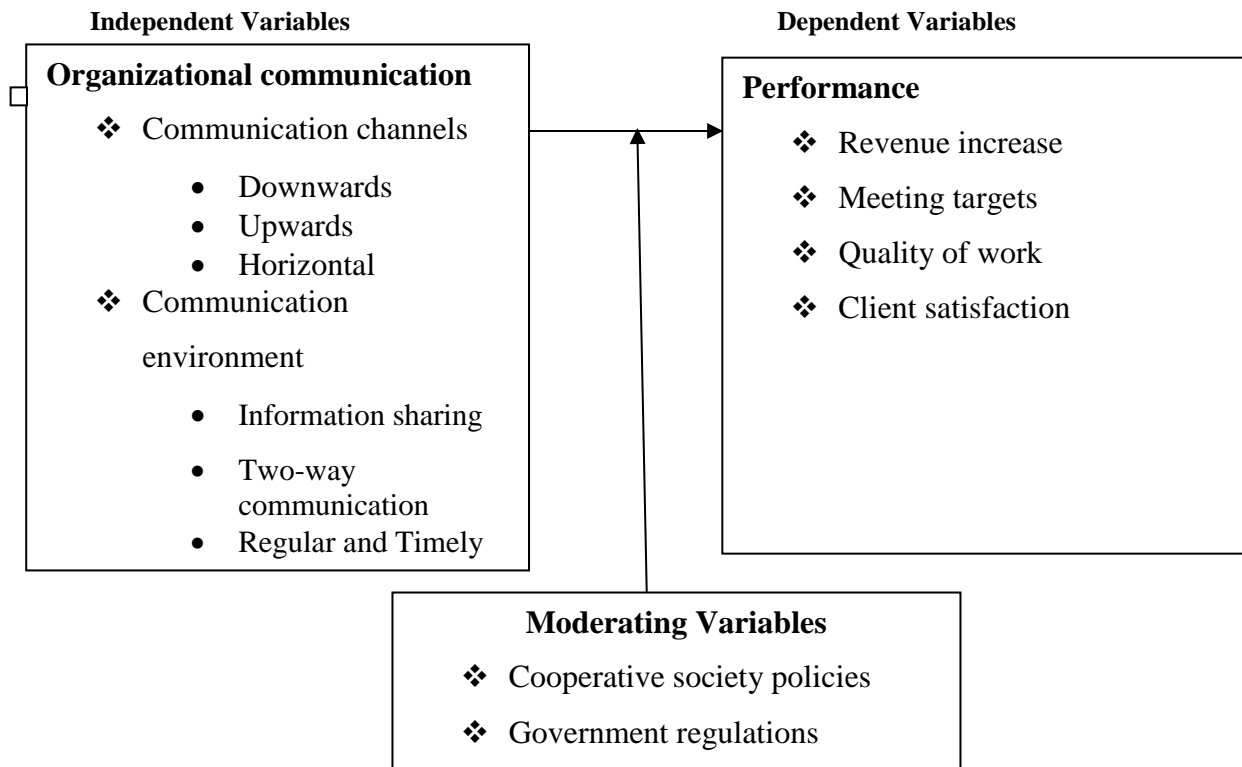
Organizational communication is a field of study that focuses on the communication and information flow within organizations through different roles of the media. The flow of communication within the members, individuals and organizations could be either formal or informal (Ferguson & Terrio, (2014).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

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

Conceptual Framework

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

Figure 1.1: Summary of Conceptual Framework



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

Contextual Background

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

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

The Ugandan government has shown commitment and interest in reviving the cooperative sector. In recognition of the role of cooperatives in poverty reduction, the government has sought to create an enabling environment for cooperatives to develop and thrive. It has strengthened cooperatives and promoted the establishment of new marketing and financial cooperatives to reach farmers with services that contribute to improving rural livelihoods and reducing poverty. Among other interventions, a National Cooperative Policy has been announced that seeks to address the issues affecting the performance of the cooperatives with the view of enhancing their contribution to the wellbeing of the members and ultimately, the development of the national economy. Despite the above efforts, Abateganda Ntungamo Growers Co-operative Society Ltd has continuously registered poor performance.

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

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

Statement of the Problem

Nowadays, effective organizational communication has vital role in organizational performance and it is all because of technological change, diversification, various polices and competitiveness in the marketing place in the current time and as the businesses are expanded all over the world. In fact, organizations can make alert their employees, employers, consumers and customers about technological change, diversification, various polices and competitiveness by effective communication. Moreover, in organizations the main factor is employee's performance which can affect the whole performance of organizations. Many organizations are trying to control inner challenges and barriers which negatively affect the employees' performance. Indeed, one of the main factors of internal challenges, which negatively influence the organizational performance is effective communication (Ali, 2017).

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

Objectives of the Study

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

General Objectives

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

Specific Objectives

The study was guided by the following objectives;

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

REVIE OF RELATED LITERATURE

Communication Channels used by Co-operative Societies

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

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

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

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

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

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

Ochieng and Moronge (2015) considered the determinants of powerful communication and performance of wellbeing preparing establishments in Kenya. They built up that the nature of communication channel decides the viability of the message conveyed and clear relational abilities positively affected the performance of wellbeing preparing organizations in Kenya. In any case, the investigation uncovered that inability to completely grasp data communication innovation negatively affected the performance of wellbeing preparing foundations in Kenya. An investigation by Nyaga (2017) on viability of communication on understudies teach in auxiliary schools in Kenya brings up the presence of poor channels of communication. Ineffectual communication diverts results in struggle, mayhem, misjudging and absence of trust in school organization. The idea of communication culture in an organisation significantly affects the nature of administration conveyance.

Schiller and Mandviwalla (2017) prescribes that media vary in the levels of richness they give. Media may differentiate in the amount of signs they can pass on, the luckiness of feedback, and the cutoff concerning basic explanation. The more noteworthy measure of

these segments a medium covers the more extreme it is. Subsequently, eye to eye can be considered as the most important medium of communication in organisation. It permits lucky feedback, allows the synchronous communication of various signs like non-verbal communication, outward appearance and way of talking, and uses high-combination regular tongue that passes on feeling. Video conferencing, phone, talk (messaging), email, content advising, had a tendency to made records (for example; notes, updates, letters), and unaddressed files (for example, declarations, standard reports) take after eye to eye communication in media riches in a dropping solicitation.

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

Relationship between Communication Environment and Performance of Co-operative Societies

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

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

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

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

Furthermore, Denscombe (2017) states that the attitudes and loyalty of employees are directly influenced by their participation in communication efforts and these have a direct influence on how they treat customers and clients which in turn leads to growth of the

bottom line. This shows the importance of communication in the organization's daily operation. For instance, in change management, he elucidated that the more employees participate in the communication and change strategy, the higher the level of trust between the organization and its employees; the higher the degree of control mutuality between an organization and its employees; the higher the level of commitment between an organization and its employees; the higher the level of satisfaction with the relationship between an organization and its employees; and the more positive the overall relationship between an organization and its internal publics.

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

Relationship between Organizational Communication and Performance of Co-operative Societies

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

Arinanye (2015) conducted a study on organizational factors affecting employee performance at the College of Computing and Information Sciences (Cocis), Makerere University, Kampala, Uganda. Findings revealed a positive relationship ($r=0.278$, $sig=0.011$) between organizational culture and employee performance; a significant positive relationship ($r=0.310$, $sig=0.005$) between organizational commitment and employee performance. It was therefore concluded that organizational culture and organizational commitment positively affected the performance of employees at COCIS in one way or the other. This particular study however studied the gap regarding organization communication and performance of Abateganda Ntungamo Growers Co-operative Society Ltd as a case study.

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

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

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

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

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

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

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

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

Udegbe *et al.*, (2015) conducted a research on the impact of business communication on organizational performance in Nigeria companies, Nigeria. The research revealed that in the survey carried out communicating effectively in the business environment is greatly encouraged no matter the size and nature of business. The study concludes that business communication generally affects organizational performance to a reasonable extent in Nigerian companies. Additionally, Oladejo (2017) conducted a research on communication approach and firms' performance appraisal of Nigeria Bottling Company (Coca-Cola) in Nigeria. The researchers stayed with the workers in the plant watching their activities for fourteen days. The result revealed that there is significant relationship between communication approach and the performance of the company. These studies were done in Nigeria they suffer from both conceptual and contextual gap which this study intended to address.

Daft *et al.*, (2010) carried out a cross sectional study in India and found that intense communication both inside and without the organisation is an obligation in regards to heads. Insufficient communication causes colossal issues including poor laborer confirmation, nonattendance of advancement, lessened performance and a powerlessness to respond to new threats or openings in

the earth. Armstrong (2009) states that convincing communication is a basic bit of any change organization program. If any change is proposed in wording and conditions of business, for instance, unforeseen pay, working methodologies, advancement, things and organizations or organisation (mergers and acquisitions) delegates need to grasp what is proposed and how it will impact them. Guarantee to the organisation is enhanced if specialists perceive what the organisation is trying to achieve or has achieved and how this focal points them. Convincing communication makes trust as organisations take the bother to illuminate what they are doing and why.

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

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

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

Inedegbor *et al.*, (2015) investigated the impact of business communication on various leveled performance in Nigerian organisations using a contextualized and composing based research instrument to measure the use of the inspected "assembles". Using the study system, the study obtained illustration data from 100 little and generous gathering and organization organisations working in Lagos State of Nigeria. The study found that feasible business communication is underscored to a sensible degree in the evaluated Nigerian organisations. In any case, the 'level of complement's was an issue of degree. It was also found that the level of practices of intense business communication, were related to the class of business (advantage rather than amassing) and its size.

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

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

Neves & Eisenberger (2012) reviewed that management communication was positively associated with a temporal change in POS, mediates the relationship between management communications and implications of practice. Specifically, it revealed that management communication affects performance mainly because it signals that the organization cares about the well-being and values the contributions of its employees. This study also adopted the use of the perceived organization support in terms of communication as indicators on the effect of communication on organization performance. Rho (2009) assessed the impacts of organizational communication on the perception of red tape by comparing internal communication with external, especially client-oriented, communication in both public and nonprofit organizations.

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

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

Weimann & Pollock (2015) reviewed that communication culture and tools of the distributed teams of a large German manufacturer is neither perfect nor complete due to the communication behaviours and tools used by these real distributed teams working together in different settings on international projects. The findings show that regular face-to-face meetings, email and phone still play a pivotal role in team communications, even though a variety of communication tools is available. The case study concluded that team member satisfaction and team success can only be accomplished if the communication culture in the company takes into account the technologies used and the distributed work setting.

2.4 Summary of Gaps Identified in Literature Review

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

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

Tumbare (2009) did a research on an internal communication assessment of the Lilongwe City Assembly. Her study assessed the organizational communication of the Assembly. Explicitly, the effect of internal communication at the Lilongwe City was measured. The methodological approach measured their current and ideal amounts of information within the organization. These are receiving information from others, sending information to others, action on information sent, channels of communication, communication relationships, communication and work satisfaction, timeliness of information received from key sources and sources of information. Findings from a sample of 186 respondents of the Assembly indicated a great need to receive information and to interact with Assembly management more frequently than what is happening currently. This study by Tumbare (2009) was done in another country

where the situation is different from Uganda. Thus, there was a need for a study to be carried out on organizational communication and performance of cooperatives in Uganda

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

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

RESEARCH METHODOLOGY

Research Design

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

Study Population

The study population was 1037 who comprised of board members, management staff, internal control committee, premium committee, vetting committee and membership of Abateganda Ntungamo Growers Group and farmers.

Sample Size Determination

The total sample size was 289 and was determined using the statistical formula for determining sample size from a population. This was calculated by using Yamane (1967) formula which is $n = N / [1+N(e)^2]$

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

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

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

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

$$1037 / [1+2.5925]$$

$$1037 / [3.5925]$$

$$= 289$$

Therefore, a sample size of 289

Table 3.1: Population distribution and sample size

Population category	Study population	Sample size	Sampling techniques
Board members	9	9	Purposive sampling
Management staff	6	6	Purposive sampling
Internal control committee	3	3	Purposive sampling
Premium committee	3	3	Purposive sampling

Vetting committee	3	3	Purposive sampling
Membership	1013	265	Simple random sampling
Total	1037	289	

Sampling Techniques

Simple Random Sampling

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

Purposive Sampling

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

Data Collection Methods

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

Data Collection Instruments

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

Self-Administered Questionnaire

Kothari (2004) defines a questionnaire as a document that consists of a number of questions printed or typed in a definite order on a form or set of forms. It was derived from purpose of study or general objective and was scored using a five Likert Scale ranging from strongly agree to strongly disagree in regard to responses to items questioned. The questionnaire included Likert scale constructs with a scale ranging from 1-5 where each respondent was required to rate each and every statement given describing a given variable. The scale ranged from 5=Strongly Agree, 4=Agree, 3=Neutral, 2= Disagree and 1=Strongly Disagree. The questionnaires were administered to 206 respondents. Questionnaires were used to collect quantitative data. Questionnaires were quick and easy to administer as compared to interview guide.

Interview Guide

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

Documentary Review Checklist

A document review checklist is an instrument bearing a list of documents to be reviewed during the study (Amin, 2005). Relevant documents were reviewed including minutes, work plans, previous reports among financial statement reports and Auditor's reports. From this, relevant literature was got to supplement the information that were got from primary source. Documentary review checklist was preferred because of its advantage in gathering written information to backup primary data that was collected using questionnaires and interview guide.

DATA ANALYSIS AND DISCUSSION

Response Rate

The response rate of each category of the study respondents was presented in table below.

Table 4.1: Response Rate

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

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

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

$\frac{\text{Total Number of responses}}{\text{Total Number in the sample- (ineligible and unreachable)}}$

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

$215/289=74.4\%$

Socio-Demographic Characteristics

Table 4.2 shows the socio-demographic characteristics

Table 4.2: Demographic Characteristics (N=206)

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

	Total	206	100
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Source: Field Data, 2022

From Table 4.2, the findings revealed that the majority of the respondents were males 112(54.4%). The female respondents stood at 94(45.6%), implying that both genders were fairly represented. From Table 4.2 above, findings indicated that 110(53.4%) of the respondents were aged between 20-39 years while the remaining 86(41.7%) were 40-49 years of age while 10(4.9%) were aged 50 and above. Findings revealed that majority of the respondents were married as represented by 181(87.9%) while 25(12.1%) were single. The Table indicated that, 80(38.8%) of the respondents had degree, 35(17.0%) had Diploma, 34(16.5%) of the respondents had secondary level of education, 30(14.6%) had masters while 27(13.1%) had masters.

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

Table 4.3 shows the findings on communication channels used by Abateganda Ntungamo Growers Co-operative Society Ltd

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

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

Source: Field Data, 2022

Table 4.3 reveals that 135(65.5%) of the respondents disagreed, 54(26.2%) agreed that Abateganda Ntungamo Growers Co-operative Society Ltd we use the E-mail to communicate on a daily basis while 17(8.3%) were neutral. The findings are in disagreement with Derks & Baker (2010) who states that Email is one of the most successful computer applications that have been ever discovered and is being used in most organisations to day. From the table, 100 (48.5%) of the respondents disagreed that in Abateganda Ntungamo Growers Co-operative Society Ltd we use intranet to communicate on a daily basis, 62(30.1%) of the respondents agreed while the remaining 44(21.4%) of the respondents were neutral. In this cooperative we use Memos for daily communication was agreed by 130(63.1%) of the respondents, 58(28.2%) of the respondents disagreed while 18(8.7%) were neutral. Furthermore, this company frequently used phone calls to pass along information was agreed by 150(72.8%) of the respondents, 36(17.4%) agreed while 10(4.9%) were neutral. Open discussion through management, departmental, general staff meetings to communicate are used to communicate

was agreed by 135 (65.5%) of the respondents, 09(4.4%) of the respondents were neutral while 62(30.1%) disagreed. The cooperative society used individual letters to employees to communicate was agreed by 134(65.0%) of the respondents, 2(1.0) were neutral while 70(34.0). The table also indicates that 106(51.5%) of the respondents agreed that they used suggestion box to communicate, 05(2.4%) were neutral while 96(46.1%) of the respondents disagreed. Findings of this item showed that 135(65.5%) of the respondents agreed, 9(4.4%) indicated that they were neutral while 62(30.1%) of the respondents disagreed that they got most of their information about cooperative news and events via my manager.

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

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

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

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

Source: Field Data, 2022

Table 4.4, indicated that 122(59.2%) disagreed that in the organization, important information is a scarce resource, 71(34.5%) agreed while 13(6.3%) were neutral. This implies that information is given to most people. From the above table, most of the respondents 146(70.9%) generally agreed that in most situations they receive the information they need to effectively perform their jobs and 60(29.1%) of the respondents disagreed. Furthermore, the above table indicates that most of the respondents 150(72.8%) agreed while 56(27.2%) of the respondents disagreed that their important information was readily shared that was critical to their success of the organisation. Table 4.4 revealed that 146 (70.9%) generally agreed that they receive most of the information they need through informal channels. This implies that employees acquire information from internet and other people but not their supervisors or managers. However, 59(28.6%) of the respondents disagreed. From Table 4.4, majority of the respondents 120(58.2%) agreed that their departments readily share important information with other departments. This implies that there is a cycle of information sharing at Abateganda Ntungamo Growers Co-operative Society Ltd. However, 70(34.0%) of the respondents disagreed and 16(7.8%) were neutral. The table also revealed that 70(34.0%) of the respondents agreed that the information that is shared by employees in other departments is often biased and reflects their own personal interests. In addition, 120(58.2%) of the respondents disagreed while and 16(7.8%) were neutral. Majority of the respondents represented by 127(61.7%) generally agreed that most of the group meetings

they attend are informative and worthwhile. This implies that employees acquire more important information from group trainings. Additionally, 79(38.3% of the respondents disagreed and 15.3% were uncertain.

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

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

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

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

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

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

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

a. Predictors: (Constant), Communication environment

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

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

Model		Sum of Square	Df	Mean Square	F	Sig
1	Regression	.066	1	.066	1.172	.679 ^b
	Residual	39.285	103	.381		
	Total	39.350	104			

a. Predictors: (Constant), Communication environment

b. Dependent Variable: Performance

According to the Analysis of Variance (ANOVA) results in the Table 4.7, it is revealed that communication environment has a significant influence on performance of Abateganda Ntungamo Growers Co-operative Society Ltd ($F = 1.172$, $P < 0.001$).

Table 4.8: Coefficients of communication environment and performance of Abateganda Ntungamo Growers Co-operative Society Ltd

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		

1	(Constant)	3.291	.292		11.270	.000
	Communication environment	.057	.137	.041	.415	.679

a. Dependent Variable: Performance

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

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

The study also established the relationship between organisational communication and performance of Abateganda Ntungamo Growers Co-operative Society Ltd. The findings were presented in table 4.9;

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

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

Table reveals that 83(40.3%) of the respondents agreed, 23(11.2%) were neutral while 100(48.5%) of the respondents disagreed that organizational communication had enhanced efficiency of operations. Regarding the second item on organizational communication has led to effectiveness of operations of the organisation, 80(38.8%) of the respondents agreed, 25(12.1%) were neutral while most of the respondents as represented by 101(49.0%) disagreed. From Table 4.9, organizational communication enabled members in the cooperative exchange accurate, complete, clear, relevant and timely information that contributes to achievement of target goals was agreed by 100(48.6%) of the respondents, 26(12.6%) of the respondents were neutral while 80(38.8%) of the respondents disagreed. More still, the table indicates that 122(59.2%) of the respondents agreed that simplicity of communication improved cooperation at work to get tasks completed and timely information about changes affecting work which leads to increased productivity. However, 60(29.1%) of the respondents disagreed while 24(11.7%) of the respondents were neutral. Majority of respondents; 113(54.9%) perceived that organisational communication contribute to the profitability of Abateganda Ntungamo Growers Co-operative Society Ltd, 75(36.4%) of the respondents disagreed while 18(8.7) of the respondents were neutral about the item. The researcher also inquired whether communication contributed to easy sharing of important information such as annual reports and financials with

members to enhanced better performance and 100(59.2%) of the respondents agreed, 61(29.6%) disagreed while 15(7.2%) of the respondents were neutral.

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

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

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

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

Table 4.11: Model Summary of Organizational Communication and Performance

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

a. Predictors: (Constant), Organisational communication

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

Table 4.12: Analysis of Variance on Organisational Communication and Performance

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

a. Dependent Variable: Performance

According to the F and Sig. statistics or values, the regression model is statistically significant, since the sig. (0.000) is less than 0.05, indicating that organizational communication has significant relationship with performance of Abateganda Ntungamo Growers Co-operative Society Ltd. The findings of the inferential analysis (correlation regression and ANOVA) confirmed that the performance of Abateganda Ntungamo Growers Cooperative Ltd is influenced by organisational communication. The statistical findings were also supported by the results from one of the key informant who stated that;

Table 4.13: Regression of Organisational Communication and Performance

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

Predictor; Organisational Communication

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

SUMMARY OF FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

Conclusion

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

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

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

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

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

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

Recommendations

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

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

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

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

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