

**COMMUNICATION AND INSTITUTIONAL EFFECTIVENESS: THE CASE OF
NAKAWA AND KAWEMPE DIVISIONS IN KAMPALA CITY**

BY

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Declaration

I **Ramlah Nampnja**, , hereby declare that the work herein is original with exception of sources of information which are duly acknowledged and referenced and I declare that it has never been presented to any institution of higher learning for any award.

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Approval

This is to certify that this research project has been under our supervision and is now ready for submission for examination.

Submitted with our consent;

1. Principle Supervisor

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Signed 

Date: 

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This acknowledgement is not just a design but rather, a fair way to me to express my deep and sincere appreciations to whoever lent hand in the successful completion of this research work.

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List of Abbreviations

KCCA = Kampala capital City Authority

SOME = School of Management and Entrepreneurship

ABSTRACT

This study examined the effect of internal communication on the effectiveness of Nakawa and Kawempe division local governments in Kampala City. The study specifically explored the relationship between horizontal and vertical communication and the contribution of internal communication on institutional effectiveness. The study was a cross-sectional, correlation survey. A total of 52 respondents, including 5 key informants and 47 employees, participated in the study. Primary data was obtained using a questionnaire and a structured interview guide. Data was analyzed using descriptive and inferential quantitative as well as qualitative methods.

The findings revealed that the horizontal and vertical communication were not sufficient. However, a significant positive relationship existed between horizontal and vertical communication and institutional effectiveness. This meant that when local governments, implement good horizontal and vertical communication strategies, the performance of these institutions increases. The findings revealed though generally horizontal and vertical communication were generally insufficient in both divisions, Kawempe had the lowest level. It was revealed that employees are not given adequate opportunity to discuss best work practices, to solve departmental problems or to suggest performance improvements. This has subsequently lowered the performance of these institutions. Low performance is exhibited by failure to; achieve service goals, maintain good working environment and resources have clear performance goals.

The study recommends that: Local governments are sensitised about the contribution of effective internal communication on the effectiveness of their institutions. This may awaken those who do not have one to initiate it. A framework which can help improve on horizontal communication in local governments be created to act as a point of reference for better internal communication. ~~Local governments should have a well laid out internal communication strategy and should be made a performance indicator.~~ Local government personnel both top management and other employees need training on how to start and maintain an effective internal communication strategy.

CHAPTER ONE

INTRODUCTION

1.0 Introduction

This study examined the influence of internal communication on the effectiveness of local government institutions. The study was in the area of institutional communication and performance. This study was motivated by the fact that there is increasing conflicts and disharmony in the activities of local authorities in Uganda, yet these institutions are required to be well coordinated in order to provide quality services to the public. Recent media reports have indicated lack of coordination in policy implementation and service delivery among officers in local governments especially in the Kampala divisions. In this study internal communication was the independent variable and it was measured using two sub variables; horizontal and vertical communication. The dependent variable was institutional effectiveness and it was measured as achievement of institutional objectives and high employee work performance. This chapter presents the background to the study, the statement of the problem, the purpose of the study, the study objectives, research questions and hypotheses, scope of the study, operational definitions of terms and concepts and significance of the study.

Background to the Study

Internal communication which was a concern of corporate institutions has now become significant even in public institutions. This is because internal communication is crucial in the success of public institutions. A good internal communication strategy is the key to ensuring that an institution is cohesive and focuses on achieving its goals and

objectives (Kreitner and Kinicki, 2007). Public service institutions such as local governments need strategic internal communication to help them achieve their aims more effectively. Therefore, good internal communication is now a major component of effective management practices in public institutions.

The KCCA act of 2010 formed The Kampala Capital City Authority that divided Kampala Capital city into 5 political and administrative divisions. Nakawa and Kawempe are two of these divisions. This act developed a total of 29 public services delivery functions to division local governments called urban councils. Some of them include, Poverty eradication, Administration of licenses, Health education, Vector and vermin control and management of solid waste. Immunization, Administration of markets, enforcement of building rules, Primary and nursery education and Environment care and protection are other important public services provided by division local governments. The heavy responsibilities held by these division local governments require them to have very efficient management and highly motivated work force. Strategic internal communication is one management practice that can enable a public institution such as these division's local governments maintain an efficient management and committed workforce.

The concept of internal communication has been now broadening compared to what it was in the past. Formerly internal communication was confined to few official channels of communication within the institution, such as staff notice boards and staff meetings. Communication was viewed as a process that goes from top management to the bottom subordinates. Internal communication now refers to all constant interactions within the institution that convey meaning. Internal communication now encompasses both overt

communications like meetings, memos and more casual forms of communication such as gossip and body language. Rothwell (2001) sees internal communication as a transactional process of sharing meaning with others in the institution. Ojomo (2004) defines internal communication as a conscious sharing of ideas, feelings, and thoughts among members of the same institution regardless of their rank. Internal communication is also a major aspect of the culture of an institution. The culture of an institution is its atmosphere based on its values, mission and work processes. Effective Internal communication makes every member of the institution share the same values, understand the work policies and procedures in the same way. It focuses on the same mission and effective use of institutional resources.

Institutional effectiveness on the other hand refers to the ability of the institution to achieve the set goals. Institutional effectiveness also refers to the extent to which an institution is able to move towards the accomplishment of its official aims (Grusky, 1963). The effectiveness of an institution can be measured by its productivity, profits, growth, turnover, stability and cohesion. However, the interpretation of Institutional effectiveness has now shifted to more humane terms. Cameron (2005) points out that formerly, Institutional effectiveness emphasized forms of institution that maximized certain attributes. But currently effectiveness includes equal treatment of all employees, separation of position from person, staffing and promotion based on skills and expertise, specific work standards, and documented work performance.

This change in the perception of institutional effectiveness is supported on the grounds that effective Institutions are actually non-bureaucratic. Given that institutions are now more cooperative systems, they can only be effective if they channel and direct

cooperative processes to accomplish productive outcomes, primarily through institutionalized goals and decision making processes. Effectiveness, in modern times is therefore a function of qualities such as learning, adaptability, strategic intent, and responsiveness. Therefore, all the components that define effectiveness amongst Institutions today call for strong communication network both within the institution and without it. Through their internal communications institutions need to creating an atmosphere of respect for all employees, hence the increasing need for the formal internal communications function.

Studies (Mirjaliisa, 2009) indicate that in business and corporate organizations, a strong relationship exists between Institutional effectiveness and effective internal communication. This is due to the potential of internal communication in providing useful information to employees, keeping everyone informed of what's going on in the institution, allowing the institution to respond quickly and efficiently to change, emergencies and making problem-solving easier by providing a channel for everyone's ideas and opinions. It is very likely that this is the case with regard to public institutions such as local governments. This is because the negative effects of ineffective internal communication in Ugandan public institutions are easy to identify. The rampant strikes by workers in Universities as in the case of Kyambogo University in 2012 (Mubangizi,2012) and country wide sit-down strikes of primary school teachers in June 2013, under UNATU have resulted from ineffective internal communication(New Vision 26th June 2013). Clearly the quality of internal communication in public institutions in Uganda needs to be investigation and it is upon this background that this research set out to study the

relationship between internal communication and effectiveness of local government institutions in Kampala city.

1.2 Statement of the Problem

Although local government institutions in Uganda through their management and institutional structures have the mandate to provide public services to the citizens in their jurisdictions, the persistent cries of poor policy implementation and social service delivery in Kampala divisions point to unsatisfactory performance. On a number of occasions, residents of Kawempe division have protested over poor service delivery by KCCA and threatened not to pay local government taxes. Nakawa division residents in Luzira and Banda suburbs clashed with KCCA officials over demolishing their homes and businesses without adequate due notice over alleged city developments (New Vision 22nd July 2014). Cases of conflict in policy implementation and planned developments between KCCA top management at city hall and divisions' leadership across the whole city are on the increase (New Vision 20th March 2014). While the factors that may explain this phenomenon remain elusive, evidence points to in-effective internal communication practices. If this scenario continues, the performance of local governments, especially in the areas of policy implementation and service delivery will suffer. This may negatively affect the quality of life and wellbeing of residents of Kampala. No empirical studies had been done in Uganda on the quality of internal communication practices in local governments and how these influence their effectiveness. Therefore, it is against this backdrop that this study explored whether and how internal communication practices in local governments at the division level in KCCA influence their effectiveness.

The research specifically studied the quality of vertical and horizontal communication in the two divisions and its contribution to the effectiveness of these divisions.

1.6.2 Area scope

The study was conducted among Kawempe and Nakawa division local governments. Kawempe division was selected because it is peri-urban and it has had a lot of complaints of neglect by KCCA. Nakawa was selected because it is a more urban division and it has had few complaints by both residents and local government personnel of neglect by KCCA. This mix of both urban and peri-urbaneness enabled collection of more representative views.

Nakawa Division lies in the eastern part of the city, bordering Kira Town to the east, Wakiso District to the north, Kawempe Division to the northwest, Kampala Central Division to the west, Makindye Division across Murchison Bay to the southwest and Lake Victoria to the south. Its major suburbs are Bugolobi, Bukoto, Butabika, Kiswa, Kiwaatule, Kyambogo, Kyanja, Luzira, Mbuya, Mutungo, Nabisunsa, Naguru, Nakawa and Ntinda. The division covers an area of approximately 47.45 square kilometers and has an estimated population of 394,400 people (Ninsiima, 2013).

Kawempe Division is in the northwestern corner of the city, bordering Wakiso District to the west, north and east, Nakawa Division to the southeast, and Kampala Central to the south, and Lubaga Division to the southwest. The neighborhoods in Kawempe Division include: Kawempe, Jinja-Kawempe, Kanyanya, Kazo, Mpererwe, Kisaasi, Kikaya, Kyebando, Bwaise, Komamboga, Makerere, Mulago, Makerere and Wandegaya. Kawempe Division has the lowest income per capita of all the city's five divisions, it is

also the largest division in Kampala, with an estimated population in excess of 265,000 (Nanyonjo, 2014).

1.6.3 Time Scope

The study concentrated on the quality of horizontal and vertical communication in Nakawa and Kawempe divisions of KCCA. The study explored internal communication challenges and attempts at effective communication by division local governments since the inception of KCCA in 2010.

1.7 Significance of the Study

The research might help clarify whether the growing levels of ineffectiveness among Ugandan public institutions are a result of internal communication challenges. It might particularly clarify on the role of vertical and horizontal communication in causing institution effectiveness. The research findings are expected to benefit policy makers, institution practitioners, and researchers to discover why some institutions perform well while others do not.

1.8 Definition of key Terms

Internal communication: It is intra- institutional communication that relates directly to the foundation of the institution: the people – staff, management and volunteers that give the institution the ability to function.

Effectiveness: this term was used to refer to a situation when an institution is experiencing high financial performance, high customer satisfaction and high employee retention rates.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter analyses available literature relating to internal communication and institutional effectiveness. Literature was reviewed basing on the objectives of the study as seen in chapter one. By the end of this chapter the reader should be able to appreciate the research already done in this area as well as to understand why more research needs to be done.

2.2 Internal Communication in Institutions

Communication is so important in the success of institutions. Mirjaliisa (2009) defines Institutional Communication as the process of transmitting ideas, thoughts, information, emotions, etc. between and among people. In services related institutions, communication is the glue that ties together the institution. According to Fiske (1990), of all communication, internal communication is the most important in institution effectiveness. Kalla (2006 in Argenti, 2003) define internal communication in institutions as dialogue among its employees through which institutions reach their goals. Internal communication is so important because it creates an atmosphere of respect for all employees, from the manager to the next. Kalla (in Millar's, 2003) indicates that institutional communication is very much dependent on the context of the institution. Kalla (2006) coined the term integrated internal communication to refer to all formal and informal communication taking place at all levels of an institution. It incorporates all practical and theoretical knowledge.

2.3 Institutional Effectiveness

The Institutional Performance theory of Armstrong (2000) argues that effective institutions take seriously the responsibility of setting and pursuing their guiding visions and missions. Scott (2001) adds that as social structures, institutions should have strongly held rules supported by more entrenched resources. Berger and Luckmann's (1966) also advise that effective institutions need to have vision and provide useful change in the institution using the available human and non-human resources. Quirke (2008) defines Institutional effectiveness as the systematic, explicit, and documented process of measuring performance against mission in all aspects of an institution.

A number of models are currently being used to define institutional effectiveness. However five models have been dominant and relate to public service institutions such as local governments. The first one is *goal model*. According to Cameron (2005) the *goal model* argues that institutions are effective to the extent to which they accomplish their stated goals. In relations to local governments they are effective when they archive service delivery goals that they publish to the public. The resource *dependence model* argues that institutions are effective to the extent to which they acquire needed resources (Latham & Locke, 2002). In this case if local governments are given working resources from the central government and locally collected revenue, if they are used to achieve the stated goals then they are effective.

The internal *congruence model* by Stoh (1995), argues that institutions are effective when their internal functioning is consistent, efficiently organized, and without strain. According this model local governments can be effective if they have cohesion among employees, have not significant conflicts that may negatively affect policy

implementation and service delivery. On the other hand the strategic *constituency's model* says that institutions are effective when they satisfy their dominant stakeholders or strategic constituencies (Clampitt, 2009). The stake holders for local governments in Kampala are the residents, central government and KCCA. The *human relations model* argues that institutional effectiveness should be seen as the extent to which the institution engages members and provides a collaborative climate (Quirke, 2008). The views postulated by these models were used to define and conceptualize institutional effectiveness in this study.

2.4 Horizontal Communication and Institutional Effectiveness

Horizontal communication is an aspect of internal communication that refers to information flow that flows within and between employees working in different sections of the institution (Kreitner and Kinicki, 2007). Horizontal communication helps in coordination of institutional activities. If this communication is available, employees share best practices, work activities and schedules, solve problems, offer advice and coaching to each other and resolve conflicts within the institution (Kreitner and Kinicki, 2007). However, mechanisms for enhancing horizontal communication may not ordinarily exist. Its enforcement thus becomes the responsibility of individual managers (Ivancevich, Konopaske & Matteson, 2008). Horizontal communication may happen at three levels: the micro which is primarily interpersonal, the meso which is majorly at group level and macro which takes place at both institution and inter-institutional levels. Each of these communication levels is important to attaining effectiveness in an institution (Kathryn Baker, 2002).

Internal communication in an institution takes the forms of newsletters, presentations, strategic communications, work directions, performance reviews, intranet displays, the grapevine and extra. These happen in an informal or formal level, through down-ward or upward, horizontal or diagonal channels (Kathryn 2002).

Fielding (2006) gives the functions of effective horizontal communication in an institution. He notes that it can ensure that products and services are of the best possible quality and standard, it helps the staff to generate new ideas and it ensures that staff work well together. This increasing the understanding of the institution's objectives and work procedures which makes achievement easier (Fielding, 2006).

In addition Hall (2002) indicates that horizontal communication improves the effectiveness of the institution because it facilitates information dissemination within the institution. The more information people have, the more quickly they get it, and the better connections they have with others in the institution, the better the work of the institution gets done, and the better jobs individuals do. The better jobs they do, the better they feel about their jobs and about the institution. The ultimate beneficiaries of all this are the target population, the community, and the institution, which finds itself with committed and efficient staff members, satisfied participants, and community respect. Quirke (2008) adds that horizontal communication allows the institution to respond quickly and efficiently to change, emergencies.

2.5 Vertical Communication and Institutional Effectiveness

Vertical communication is an aspect of internal communication that involves the flow of information up and down the organization (Clampitt, 2009). Upward communication involves sending a message to someone at a higher level in the institution. Employees

Figure 1: Diagrammatic Representation of the Conceptual Framework

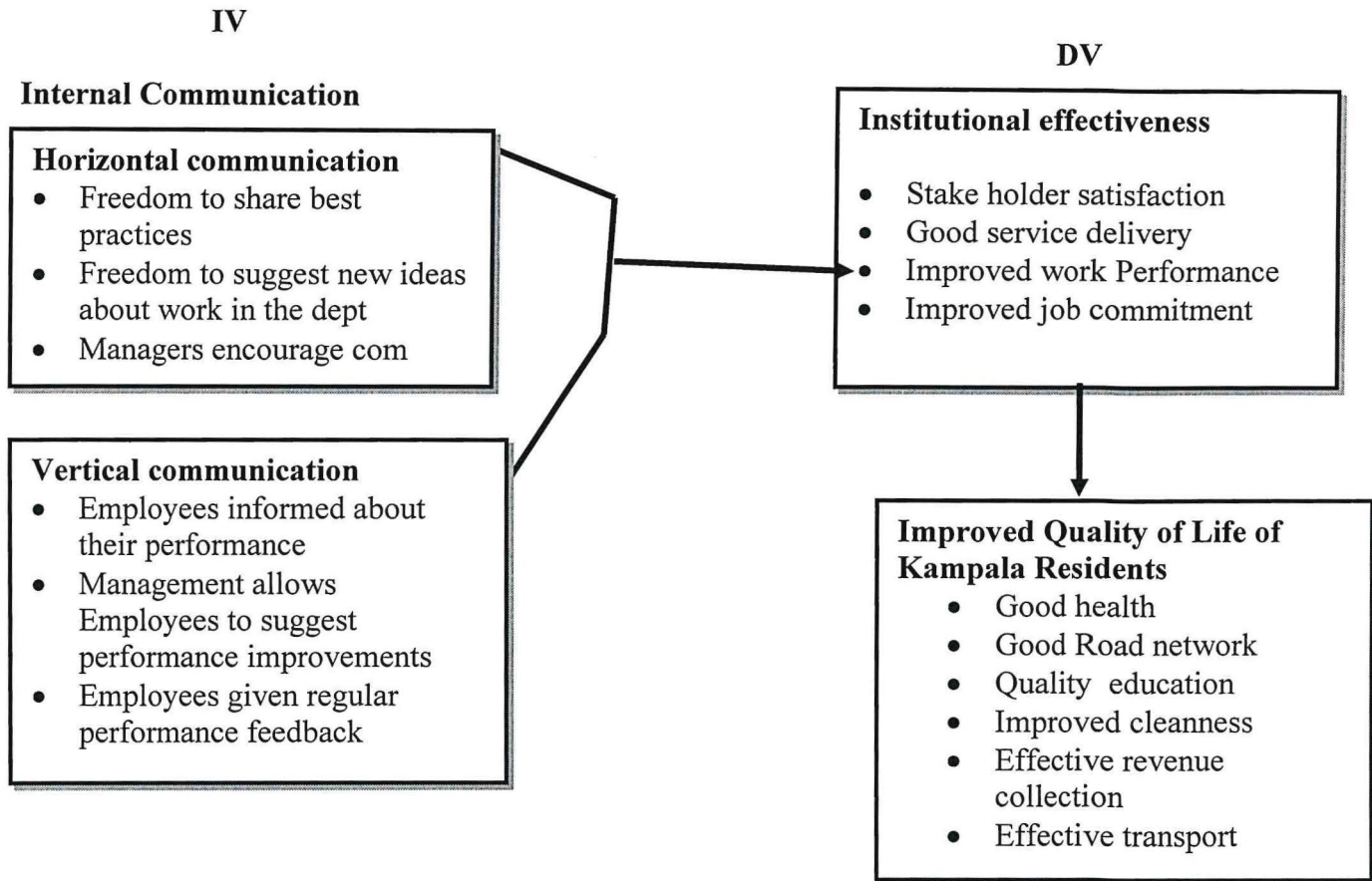


Figure 1: The Conceptual Frame Work: Adapted From Scott (2001) and Berger and Luckmann's (1966)

The Institutional Performance theory of Scott (2001) argues that institutions have a responsibility to set and pursue their guiding visions and missions. Scott (2001) adds that as social structures, institutions should have strongly held internal structures supported by more entrenched resources, especially human resources. In order to act as effective social structures, institutions have to use explicit regulatory guidelines, procedures, rules or laws enforced by leaders and managers as their pillars. Scott (2001) advises that for institutions to be effective they have to have structures and practices that will take them to the future by enabling them explore and successfully exploit opportunities that come

up. A good internal communication strategy is one of those practices. In this same vein, Berger and Luckmann's (1966) advice that effective institutions need to have vision and provide useful change in the institution using the available human and non-human resources. This calls for availability of efficient internal employee and management interaction structures such as an internal communication strategy.

From the conceptual framework above, the independent variable internal communication, consists of vertical and horizontal communication. If well structured in an institution, can lead to institutional effectiveness exhibited as achievements of the institutional objectives and performance goals. In the case of Nakawa and Kawempe divisions they will be able to provide good road networks, quality education, good health services and effective public transport in their areas. In addition, they will improve the cleanness and serenity of the divisions they administer. This will result into improved quality of life for Kampala City residents.

CHAPTER THREE

METHODOLOGY

3.1 Introduction

This chapter focuses on the techniques that were used to collect and analyze data. It describes the study design, sampling design, instruments and procedures that were used in collecting and analyzing data.

3.2 Research design

The study was a correlation – survey. This approach was used because of its strength in relation to the research problem. The researcher sought to establish the magnitude and direction of the relationship between the independent and dependent variables. The researcher also measured the influence of the independent variable on the dependent variable. The study employed both quantitative and qualitative methods. Quantitative research methods were used because they enabled a structured statistical measurement of variables (Trochim, 2006). Qualitative methods were used so as to collect in-depth information on the research variables and this enabled triangulation of the data collected so as to increase its validity (Ary, and Razavieh, 2002). Data was collected using a questionnaire and a key informant interview guide. Quantitative data was analyzed using statistical methods. A case study method was employed because of its strength in allowing the researcher to concentrate on a specific situation and to identify, the various interactive issues affecting the research problem (Bell, 2004). The study was also cross-sectional since it collected data from a variety of categories of respondents. This was done to triangulate the findings so as to increase their validity

3.4 Target Population

The study population included personnel at the division local government. Personnel were divided into top management and employees. Top management included mayors and their assistants, town clerks and their assistants and heads of departments. The departments in each division local government were administration, engineering and works, health, education, enforcement, planning. Therefore, the study used primary data from top managers and other employees. Personnel records at Nakawa division indicated a total of 35 employees while those at Kawempe division were 40. Therefore the study population included 75 people.

3.5 Sampling Technique

The sample size was determined using Krejcie and Morgan (1970) guide. According to Krejcie and Morgan (1970) for a population of 75 the appropriate sample is 63 respondents. Simple random sampling was used to select employees. From 63 respondents, 20 % (13) were key informants and 80 % (50) were the main respondents. Therefore 12 key informants were targeted and 50 main respondents to bring the figure to a round total of 62 respondents. The main respondents, employees were selected randomly. This method was used in order to give more respondents in the population a chance of being part of the sample. This technique also increases representation that enables collection of a cross section of data. Purposive sampling was used to select the key informants. This sampling method was preferred for this sub sample because the researcher wanted to collect in-depth responses from respondents who are well informed about the research problem. A total of 12 key informants were contacted, but 5 were

In this research, content valid of the instruments was measured. Opdenakker (2006) affirms that respondents are more likely to honestly complete and return questionnaires they perceive as having relevant content. Therefore, the researcher ensured that all items in the questionnaire had face validity. The words that were used in both instruments were simple clear and related to the research problem. Besides, the instruments were made easy to complete and the total time needed to complete both instruments was limited to about 15 minutes.

With regard to content validity, the supervisor and a doctor in institutional communication evaluated the questionnaire for its content validity. As recommended by Amin (2005), items that were found to be ambiguous and those judged inappropriate were either eliminated or adjusted. In the content validity test, the validity of each item were evaluated on a scale for which 1 = relevant, 2 = quite relevant 3 = somehow relevant and 4 = not relevant. The validity of the instrument was tested using the Content Validity Index (CVI). The CVI was measured using the formula:

$$\text{Content Validity Index (CVI)} = \frac{\text{Number of items declared valid}}{\text{Total number of items}}$$

The findings are shown in the table 3.2.

Table 3.2: Content validity index (CVI)

Expert	Content validity index	
	Questionnaire	Interview guide
Doctor	0.84	0.79
Supervisor	0.87	0.82
Average	0.86	0.81

Source: Pilot data

As indicated in Table 3.2, all CVIs for the two instruments were above 0.80, indicating that the items in the instruments actually measured the study variables. On average, the content validity index for the questionnaire was 0.86, while that of the interview guide was 0.81. These values were in agreement with Sekarani (2003) and Mugenda (2003), who recommended that for an instrument to be valid for research purposes, its content validity index has to be 0.8 and above.

3.9 Reliability of Instruments

When an instrument is reliable, it yields consistent responses because it is interpreted well. If the desired variable is not measured reliably, the information obtained would not be correct and therefore not be valid. Pilot data was collected and used to measure and enhance the reliability of the questionnaire. Data from ten employees of Nakawa division was collected and entered in the Statistical Package for Social Sciences (SPSS) version 17. A Cronbach alpha coefficient test of reliability was calculated using the formula below;

$$\alpha = \frac{K}{K - 1} \left(1 - \frac{\sum_{i=1}^K \sigma_{Y_i}^2}{\sigma_X^2} \right)$$

Where σ_X^2 is the variance of the observed total item scores, and $\sigma_{Y_i}^2$ is the variance of component i for the pilot sample. The variables with an alpha correlation coefficient of at least 0.7 were taken to be reliable (Ahuja, 2005).

Table 3.3: Reliability of the Instrument

Variable	Alpha coefficient
Horizontal communication	0.724
Vertical communication	0.816
Institutional effectiveness	0.789
Average	0.779

Source: Pilot data

Findings in table 3.3 above revealed that the alpha coefficients of the sub variables making the independent variable of internal communication were; horizontal = 0.724, vertical = 0.816. The alpha coefficient for the dependent variable Institutional effectiveness was 0.789. All Cronbach alpha coefficients were above 0.70 which indicated that the questionnaire was reliable enough to be used as a research instrument (Sekarani 2003).

Furthermore, the questionnaire used simple to understand questions in order to avoid ambiguity and misinterpretation of items by respondents. Additionally, the statements were kept simple in order to avoid any response biases by leading the respondents to agree or disagree with the statement. Social desirability effect, the tendency for respondents to guess what might be socially acceptable and respond according to this was avoided by confirming that that the respondents' answers are kept strictly confidential. Respondents were also encouraged to express their true feelings against the statements. For this reason no names were asked to be noted down. Therefore, the attempt of the

respondents to make a good impression was further minimized (Saughnessy & Zechmeister, 1997).

3.8 Procedure of data collection

The researcher first constructed the instruments and gave them to the supervisor for approval. The supervisor ascertained the face validity and clarity of the instrument. Changes were made as recommended by the supervisor. The changes recommended by the supervisor were mainly on the wording of items. The wording of 5 items was changed to make it simpler and relevant to the research question. After approval, the researcher went out in the field. Using the authority letter from the School (SOME), the researcher introduced herself to the town clerks of the two divisions. She explained the purpose of the research and its benefits. The researcher assured the respondents of confidentiality in relation to the information they provided. She then distributed questionnaires to the selected respondents and collected them on the same day. Key informants were also interviewed during lunch hours on the same day questionnaires were distributed.

3.9 Data Analysis

3.9.1 Quantitative Data Analysis

After data was collected, it was edited, cleaned and coded. Descriptive statistics, means, standard deviation, frequency tables were used to present and analyze descriptive and qualitative data. Inferential analysis, correlation and liner regression was also done. Since variables were measured on a continuous scale, the Pearson's correlation coefficient was the most suitable measure of magnitude and nature of relationship between internal communication and institutional effectiveness. The correlation coefficient was calculated using the formula;

$$r = \frac{\sum_i (x_i - \bar{x})(y_i - \bar{y})}{\sqrt{\sum_i (x_i - \bar{x})^2} \sqrt{\sum_i (y_i - \bar{y})^2}}$$

In the above formula, r , was the correlation coefficient, X (independent variable) represented scores on internal communication and Y (dependent variable) was institutional effectiveness. Correlation analysis was done on objectives one and two. In order to examine the influence or contribution of the independent variables on the dependent variable, bivariate dependence analysis technique for predicting the dependent Variable on the basis of one or more independent variables was done using linear regression. The resultant equation indicated the specific contribution (deterministic relationship) of the independent variable to the dependent variable. This was done in case of objective three.

Following the approach recommended by Zikmund (2000) the responses given by each respondents in section B up to D were summed up to convert ordinal measurement into a continuous scale to enable multivariate analysis possible. Higher scores on each of the variables indicated higher level of internal communication and good institutional effectiveness.

3.9.2 Qualitative Data Analysis

Qualitative responses were analyzed using interpretational and structural analysis. Using the procedure recommended by Trochim (2006), interview data was examined and classified in terms of themes derived from the objectives. Then the relationships among data structures were explored. Data was broken down into component parts and examined, compared and categorized.

CHAPTER FOUR

PRESENTATION, ANALYSIS AND INTERPRETATION OF DATA

4.1 Introduction

This chapter presents the findings of the study that examined internal communication in Nakawa and Kawempe division local governments and its relationship on the effectiveness of these institutions. Data is presented objective by objective using quantitative and qualitative methods. The response rate and demographic data of respondents are presented first.

4.2 Response rate

A total of 50 questionnaires were distributed and 12 key informants targeted. Three (3) questionnaires were however eliminated due to errors and missing data leaving 47 questionnaires, reflecting a 75% valid response rate among employees. With regard to key informants, 12 were targeted but 5 participated in the study giving a response rate of 8 %. The overall response rate was 83%.

Table 4.1: Showing Response Rate

Category of respondents	Distributed Instruments /Targeted respondents	Valid Instruments/respondents	Response rate(out of 52)
Employees	50	47	75%
Key informants	12	5	8%
Total	62	52	83%

Source: *Primary data*

As indicated in the table above, the valid sample was 52 respondents. This sample was representative enough and it contributed valid and reliable responses.

4.3 Demographic characteristics of respondents

In the study, the researcher collected demographic information on respondents that were then used to explain the findings. Respondents provided data on current position, education and gender. The Findings are presented in tables and figures below.

4.3.1 Gender of the respondents

Figure 4.1 below shows the respondents by gender. Out of 47 respondents, 30 (63.82%) were male and only 17 (36.2%) were female. This distribution reveals that there is a bigger ratio of male workers to the female implying that the nature of the work could have favored the employment of more men than women. Although there was a difference in the percentage of male versus female, it can be safely concluded that the opinions given were reflective of what is pertaining in local governments since both genders were reasonably represented.

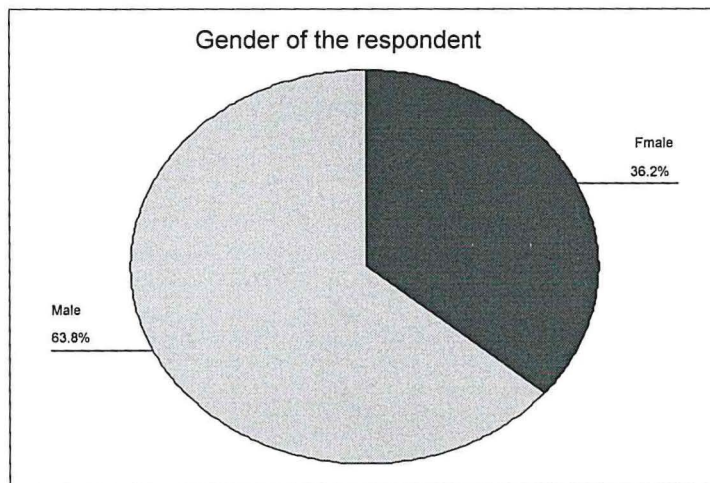


Figure 4.2: Gender of the Respondents (N=47)

Source: *Primary data*

4.3.2 Age of the respondents

The findings in Table 4.2 below show that a big number (44.7%) of workers who participated in the study were aged between 20 to 30 years. Those aged 31-40 years constituted 29.8%; the 41-50 years group constituted 17.0% and the 51 years and beyond group was 8.5%. Respondents were mature enough to understand the research question so as to give reliable responses.

Table 4.2: Age of the respondents (N=47)

Options	Employees	
	Frequency (%)	Percentage (%)
20- 30 years	21	44.7%
31- 40 years	14	29.8%
41- 50 years	08	17.0%
50 years and above	04	8.5%
Total	47	100

Source: Primary data

4.3.3 Educational level of the respondents

Respondents were also requested to indicate their highest education attainment and figure 4.2 below shows the findings. Out of 47 respondent who participated in the study, the biggest number 17(36.2%) were graduates, 16(34.0%) had completed Diploma courses and only 11(23.4%) had completed certificate as summarised below;

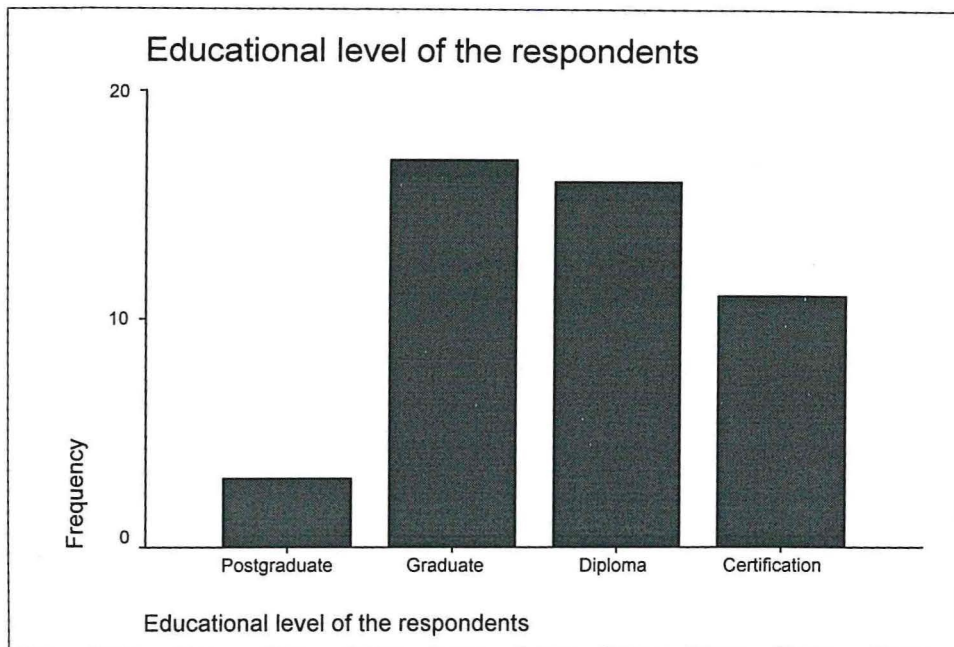


Figure 4.2: Educational level of the respondents (N=47)

Source: *Primary data*

These findings show that respondents were educated enough to be able to appreciate the value of internal communication so as to give reliable information. Also as respondents with varying education levels, that is, from lowest qualifications to those with the higher qualifications were represented in the study, expressed views were a true reflection of the employees' opinions.

Dominant modes of communication used in Nakawa and Kawempe Divisions

The first objective of the study was to establish the dominant mode of communication used in the two divisions. This objective was investigated using descriptive statistics. Scores on both horizontal and vertical communication were calculated using the method recommended by Zikmund (2000). The numbers representing the responses on each of the items measuring the two modes of communication were summed up (see appendix3).

implies that internal communication in the two divisions is insufficient. Communication was also compared across the two divisions. Nakawa division had higher mean values in both vertical and horizontal communication than Kawempe. Kawempe had higher vertical communication values though compared to horizontal. The mean communication values for Nakawa were slightly better than those of Kawempe indicating that Nakawa may be having better internal communication than Kawempe. Nakawa having higher mean scores on horizontal communication may indicate that the division is using mainly horizontal communication while Kawempe uses vertical communication. The effectiveness mean value (IE= 17.2) for Nakawa was also higher than that of Kawempe. This also indicates that Nakawa has been more successful in achieving the KCCA goals and objectives of providing health, education, transport and other utility services to her residents than Kawempe. This could be as a result of better internal communication.

Interviews with key informants revealed that Nakawa division employees have more opportunity to converse with peers at work place on aspects of work performance; Managers in the division also encourage communication among employees in order to resolve work related issues and use a clear intra department communication strategy. In contrast, key informant from Kawempe revealed that they mainly had negative vertical communication. They said that they were not given opportunity by management to suggest performance improvements or given regular feedback on their performance. They complained that they rarely knew anything that concerns their performance. They intimated that the only time they meet management was to discuss cases of indiscipline.

do not have departmental meetings and communication is normally from top management to subordinates. This communication was only about giving instructions on what to do.

4.6 Vertical communication and institutional effectiveness in Nakawa and Kawempe divisions

The third objective of the study was to find out the relationship between vertical communication and institution effectiveness in the two divisions. Vertical communication scores were correlated with effectiveness scores (see appendix 3). The findings are presented in the table 4.6.

Table 4.6: Correlation Coefficients of Vertical Communication Vs Institutional Effectiveness

Dependent Variable	Independent Variable	R	P-Value
Institutional effectiveness	Vertical communication	.65	.01*

***Correlation is significant at the 0.05 level (2-tailed).**

(Source: Primary Data)

The findings in the table above show that there was a high and positive relationship of $r=0.65$ between vertical communication and effectiveness of local governments in the two divisions. This relationship was also significant at 0.05 level of significance. This finding points to a strong and positive linkage and between vertical communication and effectiveness of local governments. Increasing vertical communication, subsequently leads to an increase in institutional performance.

The aspects of vertical communication that contributed to this relationship were explored using frequency analysis. The findings are shown in Table 4.7

Table 4.7: Aspects of Vertical Communication Influencing effectiveness in Nakawa and Kawempe divisions

Aspects of vertical communication that influence effectiveness of local governments	Agree		Disagree	
	F	%	f	%
As employees we have adequate opportunity to know about anything that concerns our performance	19	40	28	60
Top management has communicated to all employees on work standards and expectations	31	66	16	34
Top management gives regular and clear feedback on the performance of each employee	12	25	35	75
Top management allows employees to take the pulse of the institution and understand its overall situation	21	47	26	53
Top management helps employees maintain a shared vision and a sense of ownership in the institution by allowing them to suggest performance improvements	8	17	39	83

(Source: Primary Data)

As indicated in the table above, respondents disagreed that top management allows employees to suggest performance improvements (83%), or gives regular and clear feedback on the performance of each employee (75%) or gives employees adequate opportunity to know about anything that concerns their performance (60%). Respondents only agreed that top management has communicated to all employees on work standards and expectations (66%).

With regard to vertical communication, the majority of key informants indicated that mostly top management communicated to employees when there was a serious problem or to give them instructions on new work procedures. Key informants from Kawempe complained that their work schedules were too tight and they rarely got an opportunity to

discuss their work with top management or supervisors. They further intimated that top management did not have any meetings to discuss work related issues.

4.7 The contribution of internal communication on effectiveness of in Nakawa and Kawempe divisions

Given the fact that the findings had indicated a positive relationship between horizontal and vertical communication and effectiveness of local governments of in Nakawa and Kawempe divisions, the researcher then explored the contribution of internal communication on effectiveness of local governments. Linear regression was done (see appendix 3). Scores on internal communication were derived by summing scores on horizontal and vertical communication and these were regressed on institutional effectiveness.

Table 4.8: Showing Regression Results of Internal communication and institutional effectiveness

R	R square	Adjusted R square	B	Beta	Sig.
0.674*	.083	.087	1.020	.726	.002

Values significant at 0.05 level (2-tailed).

Predictor: internal communication, Dependent variable: institutional effectiveness

(Source: Primary Data)

From the regression model summary in Table 4.8, the correlation (linear relationship) between internal communication (dependent variable) and institutional effectiveness is indicated by R= 0.674. This implies that, generally, internal communication is highly and positively related to institutional effectiveness. The relationship was significant at p-value

< 0.05. This means that if local governments increase opportunities for internal communication among their employees, this can significantly increase institutional effectiveness. The results of the regression model indicated an adjusted R-square of 8.7 percent. This implies that on average, increasing internal communication by 8.7 percent causes 8.7 percent increase in institutional effectiveness. This low (*compared to correlation*), but positive contribution is likely due to limited opportunities in vertical communication.

The aspects of institutional effectiveness that had been highly influenced by internal communication were explored using descriptive statistics. The findings are shown in Table 4.9 below.

Table 4.9: Aspects Institutional Effectiveness Influenced By Internal Communication

Aspects of institutional effectiveness influenced by internal communication	% response			
	Agree		Disagree	
	f	%	f	%
Employees having information they need to do their jobs effectively has enabled my institution to achieve its goals	19	40	28	60
Employees knowing about anything that concerns them has increased their work performance	26	55	21	45
Employees having clear standards and expectations for their work has enabled us do better	14	30	33	70
Having regular feedback on our own performance has enabled us provide	22		25	

subsequently lowered their effectiveness. This conclusion is supported by low (mean= 24.4) effectiveness scores in the two divisions. This meant that division local governments were not able to achieve their objectives and more importantly could not meaningfully contribute to effective service delivery and public policy implementation in their areas of jurisdiction.

5.3 Discussion

5.3.1 Dominant modes of communication used in Nakawa and Kawempe Divisions

The first objective of the study was to establish the dominant mode of communication used in the two divisions. The findings have revealed that Nakawa division had higher mean values in horizontal communication which indicated that information flows within and between employees working in different sections of the institution (Kreitner and Kinicki 2007) while Kawempe had a higher mean value on vertical communication which showed that information in Kawempe flows up and down (Clampitt,2009). Generally communication values for Nakawa were slightly better than those of Kawempe indicating that Nakawa was having better internal communication than Kawempe. Nakawa having higher mean scores on internal communication meant that the division is using mainly horizontal communication while Kawempe uses vertical communication. The effectiveness for Nakawa was also higher than that of Kawempe. This difference in favor of Nakawa meant that it was more successful in achieving the KCCA goals and objectives of providing health, education, transport and other utility services to her residents than Kawempe. Better horizontal communication could have contributed to this performance. This conclusion was supported by key informants who said that employees in Nakawa had more and better opportunities to provide peer-to –peer evaluation and

not given opportunity by management to suggest performance improvements or given regular feedback on their performance. They complained that they rarely knew anything that concerns their performance, apart from cases of indiscipline. As indicated by Clampitt (2009), this scenario gives employees no opportunity to clearly understand their work roles and schedules. They are also not able to make needed improvements in their performance. They in most cases likely make rush decisions that could lead to poor service delivery. Information by key informants especially from Kawempe also indicated that mostly top management communicated to employees when there was a serious problem or when they were giving instructions on new work procedures. Key informants revealed that tight work schedules prevent and lack of initiative by top management prevented regular and meaningful vertical communication with employees

The researcher also measured the contribution of internal communication on effectiveness of division Local government in Kampala district. The findings indicated that internal communication ($\text{adj } R^2=8.7$) contributed to a positive increase in institutional effectiveness across the two divisions. However, respondents indicated that in-effective internal communication had affected the level of effectiveness of their divisions. Employees indicated that since they did not have clear standards and expectations for their work, it had affected their motivation to do better work. They further said that since top management had allowed them few opportunities to take the pulse of the institution and understand its overall situation, it had lowered their goals achievement. Employees further intimated that they were not free to suggest new ideas about both their work and this had lowered their Job commitment. This finding agrees with Quirke (2008) who said

that when employees have no information they needed to do their jobs, it lowers their work morale and subsequently institutional performance.

The key informants mentioned significant challenges in internal communication of their institutions. They complained that there was poor institutional climate and culture. So, employees did not trust top management and were therefore not free to communicate with them. This find concurs with Stoh (1995), who said that effective internal communication builds trust of employees in institutional management and they decide to give their life to the institution. Key informants also indicated that divisions do not offer open communication is accepted and encouraged. There were also no clear definitions of what needs to be communicated. However they gave practical suggestions how to improve internal communication. They suggested a need for guidelines about what and how information gets passed. KCCA also needed to create a conducive work environment that enables internal communication. There was need for structure to encourage communication in all directions and channel it in particular ways.

5.4 Conclusion

Effective Horizontal communication is so crucial in the effectiveness of local governments in Uganda. It provides employees with adequate opportunity to suggest new ideas about both their work or to share best practices and resolve pertinent issues in their lives. This increases their work morale and job commitment and subsequently the performance of the institution. However, horizontal communication in Nakawa and Kawempe division local governments was low and this negatively affected their effectiveness.

5.5 Limitations of the Study

The study was done in an urban district, Kampala where access to resources and supervision is very high. Therefore, the findings may only be applicable to other urban based districts in Uganda. A different, even worse picture may exist in rural districts. Another study targeting both urban and rural districts may be needed in the near future. The sample of 52 respondents may have been smaller for more valid recommendations. Another study that targets a larger sample may be needed in future.

5.6 Contributions of the Study

The study has revealed that horizontal communication can improve the effectiveness of public institutions by allowing them to respond quickly and efficiently to change and emergencies and make problem-solving easier. This is because it gives employees opportunity to provide peer-to –peer evaluation and guidance and enables quick response to problems by employees. This leads to better effectiveness in the institution. The study has indicated that internal communication is not yet a priority of local governments. Yet given their public roles, effective internal communication may increase their internal cohesion that may subsequently improve policy implementation and service delivery.

It is evident that public institutions do not have an internal communication strategy or if they do, they do not implement.

There is need for internal communication experts in all public institutions in Uganda. This opens opportunity for higher institutions of learning to start short term and extend training programs in this field.

5.7 Recommendations for Further Research

- a. The researcher recommends that further research should be carried out on the level of awareness on the role of internal communication in institutional performance by public institutions managers.
- b. Research should also be carried out on modern internal communication strategies that could be relevant to Ugandan public institutions.

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Appendices

Appendix 1: Questionnaire for Employees

Dear Respondent,

This questionnaire is designed to collect data on “The relationship between internal communication and institutional effectiveness in division local government in Kampala district”. The study is undertaken as a partial fulfillment of the requirement for the award of a Master of Science in Institution and Public Policy Management of Kyambogo University. The information you provide will be treated with utmost confidentiality and will be used for academic purposes only.

Thank you for your time and cooperation.

NAMPENJA RAMLAH

Msc.OPPM Researcher

SECTION A: BACKGROUND INFORMATION

Please tick the most appropriate answer.

1. Gender

Female

Male

2. Age

20-30 yrs.

31-40 yrs.

45-50 yrs.

50 yrs. and above.

3. Level of education

Post graduate

Graduate



Diploma



Certificate

Read each of the statement below tick the appropriate number on the scale that truly represents your feelings on the level of internal communication in your institution.

Key: 1 – strongly disagree, 2- Disagree, 3- agree, 4- strongly Agree

B. Horizontal communication in Your Institution	1	2	3	4
We have adequate fora to share best practices, offer advice and solve problems,				
Employees are free to suggest new ideas about both their work and their lives in their department				
Conversations with peers at work place have help me to improve my work performance				
Managers encourage communication among employees so to resolve pertinent issues				
We have a clear intra department communication strategy				

C Vertical communication in Your Institution	1	2	3	4
As employees we have adequate opportunity to know about anything that concerns our performance				
Top management has communicated to all employees on work standards and expectations				
Top management gives regular and clear feedback on the performance of each employee				
Top management allows employees to take the pulse of the institution and understand its overall situation				
Top management helps employees maintain a shared vision and a sense of ownership in the institution by allowing them to suggest performance improvements				

D: Institutional effectiveness of your Institution	1	2	3	4
Employees having information they need to do their jobs effectively has enabled my institution to achieve its goals				
Employees knowing about anything that concerns them has increased their work performance				
Employees having clear standards and expectations for their work has enabled us do better				
Having regular feedback on our own performance has enabled us provide good services to the public				
Having emotional support for difficult work from colleagues has enable our institution to achieve its mission				
Employees being free to suggest new ideas about both their work and their lives has increased their Job commitment				
Top management allowing employees to take the pulse of the institution and understand its overall situation has enabled achieve our goals				
Top management helping employees maintain a shared vision and a sense of ownership in the institution has increased work morale				

Appendix Two: Interview Guide for Key Informants

1. What strategy of internal communication do you have in your institution?
2. What opportunities are available for horizontal communication in your institution?
3. What opportunities are available for vertical communication in your institution?
4. How has internal communication affected the effectiveness of your institution?
5. What challenges have you met in maintaining effective internal communication in your institution?
6. What suggestions do you give to improve internal communication in your institution?

Appendix 3: Raw data

1. Descriptive

Descriptive Statistics (Nakawa)

Statistics	HC	VC	IC	IE
Mean Scores	11.9	11.2	23.1	17.2
Mean response	2.17	2.7	2.86	2.9
Group Median	12.0	17.3	26.6	18.9
Std. Deviation	3.9	5.7	9.5	7.0

Descriptive Statistics (Kawempe)

Statistics	HC	VC	IC	IE
Mean Scores	9.5	10.9	20.4	15.2
Mean response	2.12	2.5	2.21	2.4
Group Median	11.0	16.3	25.2	16.9
Std. Deviation	4.2	6.7	10.5	9.0

2. Correlations

Correlations

		HC	IE
HC	Pearson Correlation	1	.611*
	Sig. (2-tailed)		.031
	N	47	47
IE	Pearson Correlation	.611*	1
	Sig. (2-tailed)	.031	
	N	47	47

** . Correlation is significant at the 0.05 level (2-tailed).

Correlations

		VC	IE
VC	Pearson Correlation	1	.652*
	Sig. (2-tailed)		.001
	N	47	47
IE	Pearson Correlation	.652*	1
	Sig. (2-tailed)	.001	
	N	47	47

*. Correlation is significant at the 0.05 level (2-tailed).

3. Regression

Variables Entered/Removed^b

Model	Variables Entered	Variables Removed	Method
1	IC ^a		Enter

a. All requested variables entered.

b. Dependent Variable: IE

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.674 ^a	.083	.087	5.81179

a. Predictors: (Constant), IC

ANOVA^b

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	334.578	1	334.578	9.906	.002 ^a
	Residual	4593.661	136	33.777		
	Total	4928.239	137			

a. Predictors: (Constant), IC

b. Dependent Variable: IE

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	47.026	4.944		9.512	.000
	IC	1.020	.054	.726	3.147	.002

a. Dependent Variable: IE