

**ORGANIZATIONAL COMMUNICATION AND PERFORMANCE OF
EMPLOYEES IN WAJIR COUNTY, KENYA**

BY

MOHAMMED ADOW ABDI

C153/OL/CTY/21148/2023

**A RESEARCH PROJECT SUBMITTED TO THE SCHOOL OF LAW, ARTS AND
SOCIAL SCIENCES IN PARTIAL FULFILMENT OF THE REQUIREMENTS
FOR THE AWARD OF THE DEGREE OF MASTER OF ARTS IN PUBLIC
POLICY AND ADMINISTRATION OF KENYATTA UNIVERSITY**

DECEMBER 2025

DECLARATION

This research project is entirely original to me and has never been submitted to another university for an award or degree.

Signature _____ Date _____

MOHAMMED ADOW ABDI

C153/OL/CTY/21148/2023

As the University supervisor, I have given my consent for the submission of this research project for examination.

Signature Date.....

DR. WELDON KIBET NG'ENO

DEPARTMENT OF PUBLIC POLICY AND ADMINISTRATION

KENYATTA UNIVERSITY

DEDICATION

This project report is dedicated to my dear parents

ACKNOWLEDGEMENTS

I acknowledge and appreciate the effort, the support (both financial and moral) and the encouragement that many of family members gave me as I undertook this assignment. I pray that Allah may bless you all.

I also appreciate my supervisor, Dr. Ng'eno, KWA for the valuable assistance, guidance and support that he gave to see to it that this project is completed and completed well. I thank you sir.

To Allah, I thank you for the gift of life and good health throughout this masters program.
I adore you

TABLE OF CONTENTS

Contents

DECLARATION	II
DEDICATION	III
ACKNOWLEDGEMENTS	IV
TABLE OF CONTENTS	V
LIST OF TABLES	VIII
LIST OF FIGURES	IX
ABBREVIATIONS AND ACRONYMS	X
OPERATIONAL DEFINITIONS OF TERMS	XI
ABSTRACT	XII
CHAPTER ONE INTRODUCTION	1
1.1 Background of the Study	1
1.2 Statement of the Problem	3
1.3 Objectives of the Study	4
1.4 Research Questions	4
1.5 Justification and Significance of the Study	4
1.6 Scope of the Study	6
1.7 Limitations of the Study	6
CHAPTER TWO LITERATURE REVIEW	8
2.1 Introduction	8
2.2 Empirical Review	8
2.2.1 Clarity of Communication and Performance of Employees	8
2.2.2 Efficiency of Communication and the Performance of Employees	9
2.2.3 Information Overload and the Performance of Employees	11

2.2.4 Channels of Communication and the Performance of Employees	14
2.3 Theoretical Review	16
2.3.2 Systems Theory	16
2.3.2 The Social Information Processing (SIP) Theory.....	17
2.4 Summary of the Previous Literature and Gaps to be filled by the study	18
2.5 Conceptual Framework.....	23
CHAPTER THREE: RESEARCH METHODOLOGY	24
3.1 Introduction.....	24
3.2 Research Design.....	24
3.3 Study Area	24
3.4 Target Population.....	25
3.5 Sampling Techniques.....	25
3.6 Data Collection Instruments	26
3.7 Pilot Study.....	26
3.7.1 Validity	27
3.7.2 Reliability	27
3.8 Data Analysis Techniques.....	27
3.9 Ethical Considerations	28
CHAPTER FOUR: DATA PRESENTATION AND ANALYSIS	30
4.1 Introduction.....	30
4.2 Demographic Characteristics of Respondents	30
4.2.1 Age Bracket of Respondents	30
4.2.2 Gender of Respondents.....	31
4.2.3 Years of Service in the Organization.....	32
4.3 Clarity of Communication and Employee Performance.....	33

4.4	Efficiency of Communication and Employee Performance	36
4.5	Information Overload and Employee Performance	38
4.6	Channels of Communication and Employee Performance	40
4.7	Employee Performance	43
4.8	Qualitative Results	45
4.9	Correlation Analysis	48
4.10	Regression Analysis.....	49
4.10.1	Model Summary	50
4.10.2	ANOVA.....	50
4.10.3	Coefficients.....	51
CHAPTER FIVE: SUMMARY OF FINDINGS, CONCLUSION, AND RECOMMENDATIONS		53
5.1	Introduction.....	53
5.2	Summary of Findings.....	53
5.3	Conclusion	55
5.4	Recommendations.....	55
5.4.1	Policy Recommendations	56
5.4.2	Recommendations for Further Studies	56
REFERENCES		58
APPENDICES		65
Appendix I: Questionnaire		65
Appendix II: Interview Guide		70
Appendix III: Work Plan.....		71
Appendix IV: Budget		72

LIST OF TABLES

Table 2.1 Summary of Literature and Research Gaps	18
Table 3.1 Target Population.....	25
Table 3.2 Sample Size.....	26
Table 4.1: Age Bracket of Respondents	30
Table 4.2: Years of Service in the Organization.....	33
Table 4.3: Perception of Clarity of Communication.....	34
Table 4.4: Perception of Efficiency of Communication	36
Table 4.5: Perception of Information Overload	38
Table 4.6: Perception of Channels of Communication	41
Table 4.7: Perception of Employee Performance	43
Table 4.8: Pearson Correlation Matrix.....	48
Table 4.9: Model Summary	50
Table 4.10: ANOVA.....	50
Table 4.11: Regression Coefficients	51

LIST OF FIGURES

Figure 2.1 : Conceptual Framework	23
Figure 4.1 : Gender of Respondents	31

ABBREVIATIONS AND ACRONYMS

- CBO** – Community-Based Organization
- CRM** – Customer Relationship Management
- CSR** – Corporate Social Responsibility
- GDP** – Gross Domestic Product
- HR** – Human Resources
- HRM** – Human Resource Management
- ICT** – Information and Communication Technology
- LMS** – Learning Management System
- MNCs** – Multinational Corporations
- NGO** – Non-Governmental Organization
- OECD** – Organization for Economic Co-operation and Development
- PMI** – Project Management Institute
- PMS** – Performance Management System
- PR** – Public Relations
- R&D** – Research and Development
- SIP** – Social Information Processing
- SPSS** – Statistical Package for the Social Sciences
- TQM** – Total Quality Management
- WFP** – World Food Programme

OPERATIONAL DEFINITIONS OF TERMS

Channels of communication refer to the various mediums through which information is shared within the organization, such as emails, meetings, memos, or digital platforms. The effectiveness of these communication channels influences how well information is disseminated and understood by employees.

Clarity of communication is defined as the degree to which the information conveyed within the organization is clear, precise, and easily understood by the recipients. Clear communication ensures that employees comprehend their roles, responsibilities, and organizational goals, which is critical to enhancing their performance.

Communication efficiency A communication is effective when it conveys information clearly and promptly throughout the organization so that employees get it when they need it without putting things on unnecessary hold. Employees are in a position to do their best under well-structured, well-articulated communication lines devoid of confusion or needless repetition.

Employee Performance is defined as the measure of efficiency, productivity, and quality with which employees conduct of their jobs and discharges of their duties. It includes job satisfaction, motivation, and the attainment of personal and organizational objectives.

Information overload refers to a situation where too much information enters the heads of employees to properly process, prioritize, and retain the most relevant data. This may lead to stress, reduced productivity, and disorientation, affecting employees' overall performance.

Organizational communication Explains how information is shared and exchanged within an organization through internal employees as well as external employees, through clients and latterly by the public.

ABSTRACT

Public institutions in Kenya grapple with serious challenges in organizational communication over clarity, efficiency, and information dissemination channels, which, in turn, have an adverse effect on decision-making, productivity, and employee morale. In counties such as Wajir, where issues of geography, culture, and infrastructure add to the communication challenges, the primary objective of this study is to assess organizational communication and performance in Wajir County, Kenya. The study sought to assess the effect of clarity in communication, efficiency in communication, and overload of information, on an employee-based performance in Wajir County. The theoretical framework for the study consisted of relevant systems theory and the Social Information Processing (SIP) Theory. The descriptive research design was used in guiding all 4,100 employees working in various county departments and offices, while Yamane (1970) formula gave a sample of 364 respondents through both proportionate stratified and random sampling techniques. The quantitative data was gathered through a semi structured questionnaire. In addition to the questionnaire, qualitative data was gathered through semi-structured interviews with a select group of department heads and managers. The pilot study was carried out with a sample 36 respondents who are similar to the actual participants in Wajir County. The quantitative data will be analyzed using descriptive statistics such as frequencies, means, and standard deviations were used to summarize the responses from the questionnaire, providing an overview of the central tendencies and distributions of the key variables' clarity, efficiency, information overload, channels of communication, and employee performance. For qualitative data analysis, the responses from semi-structured interviews were transcribed and analyzed thematically. Thematic analysis involved identifying and coding key themes related to the research objectives, such as communication clarity, information overload, and the effectiveness of communication channels. The study concludes that key dimensions of organizational communication significantly influence employee performance within Wajir County. Employees generally perceive communication as clear, particularly concerning direct supervisory interactions and task instructions, which is crucial for understanding roles and expectations. Similarly, communication processes are largely seen as efficient, enabling prompt access to necessary information and effective utilization of communication

systems. Furthermore, the communication channels employed are generally effective and accessible, with face-to-face interaction being highly valued for conveying important information. The study recommended that Wajir County organizations should develop clear guidelines and training for all levels of management, particularly senior leadership, on how to communicate organizational objectives, changes, and decisions with utmost clarity and transparency. Implement and enforce protocols for timely information dissemination, especially for critical updates from superiors.

CHAPTER ONE INTRODUCTION

1.1 Background of the Study

The success of any organization is very much dependent on how well or seriously its workers carry out their tasks (Tripathi, 2019). Thus, the organization will be able to tie the yield and delivery rate of personnel with the realization of the labor impact from their employees (Okoye, 2024). General well-rounded performance among employees goes a long way to earn an organization more profits and help achieve its goals more often than not. On the other hand, communication is the transmission of information which an organization gives to its clients, whether internal (e.g., employees and partners) or external organizations, channel partners, media, government, industry, bodies and foundations: educational and general population. As said by Chen (2018), every company should provide each of its customers with comparative statistics because this is a way through which the organization unites and offers quality, thus encouraging people to have faith in them.

The performance of employees in Thailand is closely linked to organizational communication, as effective communication practices can significantly enhance employee engagement, job satisfaction, and overall performance. In Thailand, cultural values such as respect for hierarchy and a collectivist mindset can influence communication styles, emphasizing indirectness and harmony in the workplace (Meyer, 2019). When organizations foster clear, transparent communication, employees are more likely to feel motivated, aligned with organizational goals, and valued by their leaders, which improves performance (Tjosvold & Sun, 2021). Further, in open and inclusive communications, the possibilities for misunderstandings are lessened, thereby enhancing teamwork and positive behavior in organizations (Kirkman & Shapiro, 2018). Therefore, it becomes very important to strategize communication for maximizing employee performance at the level of the Thai workplace.

Effective organizational communication significantly enhances employee performance in the UK as it provides clarity, motivation, and aligns them with organizational purposes.

Studies have shown that employees, through open communication, understand their roles and expectations regarding how it directly influences their job satisfaction and productivity (Makovska & Maresova, 2021). Besides, regular and constructive feedback which a strong communication is relayed has been linked with improved employee engagement and performance outcomes (Gibbons *et al.*, 2023). Besides, organizations that focus on open lines of communication will be able to deal with conflict resolution better and increase teamworking towards eventually leading to enhanced individual and collective performance (Tahir & Bhatti, 2020). Such findings prove the essential part communication strategies play in optimizing employees' contributions to the organization.

The performance of employees in Africa is influenced by factors such as organizational communication, leadership styles, and work culture. For organizations, communication is crucial to performance because it aligns individual goals with current objectives, promotes engagement, and increases job satisfaction (Amagoh, 2020). Clear and open communication empowers leaders to drive productivity and build trust with team members (Gbadamosi & Oloruntoba, 2021). Cultural diversity can affect how communication is perceived, and the outcomes arising from such communication have also blurred the line between performance and culture. Organizations are starting to appreciate the need to contextualize their communication strategies with cultural considerations (Nkomo, 2022). Thus, organizations that invest in improving communication strategies are more likely to see improvements in employee performance across diverse African settings.

In Nigeria, many employees resign when they feel that their employer does not motivate them in some way (Alase & Akinbo, 2021). Some would choose not to leave if they had viable alternatives (in terms of salaries, bonuses, trips fully paid for, and a few more perks), but they do not possess the kind of strong motivation that would ordinarily make them stay. The complexities that surround working as a bank in Nigeria by First Bank, according to another angle, begin with cut-throat competition, with the multinationals thinking that Africa, and Nigeria in particular, are promising market waves for the next near future. This has been worsened by a situation of low entry barriers that have ushered in even fiercer competition.

It should also be noted that this situation applies to the civil service sector in Kenyan county governments. Leaders of different organizations agree that a well-performing

workforce becomes very crucial for the organizational performance in a fast-running economy like that of Kenya today (Kazimoto, 2016). They realize that a highly engaged workforce can enhance innovation, increase productivity, and boost bottom-line performance while minimizing costs associated with hiring and retention in a fierce talent market (Hakanen & Schaufeli 2012).

1.2 Statement of the Problem

Clear and efficient communication helps employees understand their roles, tasks, and organizational goals, boosting productivity and satisfaction. Conversely, ineffective communication may result in misunderstandings, ineptitude, or possible disengagement, thus thwarting employee productivity. Therefore, noting how communication practices and play into performance becomes important, especially in cases of public sector organizations, where their flow of information can be thwarted by organizational and logistical hindrances.

Nairobi, one of the major cities in Kenya, is an epitome of public institutions worrying about organizational communication in terms of clarity, efficiency, and channels of dissemination. Issues of internal communication in organizations further reduce the quality of decision-making efforts, productivity levels, and employee motivation within an organization. These are even worse with counties like Wajir that not only experience internal communication problems but are hindered by geographical, cultural, and infrastructural factors. Although communication is cited as a pivotal factor in an employee's performance, not much focused study has been done on the county-levelization of its effects, like in Wajir, where communication tastes may differ according to the locality's demands.

The previous research has explored the role of communication in employee performance in public sector organizations in Kenya but has insufficiently examined how factors like information overload, clarity, or communication media affect performance in rural counties such as Wajir. For instance, according to Ochieng (2020), communication is transparent but a hindrance to performance without taking into consideration the local context; Mwendwa (2021) discusses the good side of communicating effectively without

accounting for information overload. Njiru (2022) studied communication channels but did not consider rural public sector settings. Thus, this study covers such gaps by examining how employee performance in Wajir County is affected by clarity, effectiveness, information overload, and communication channels. This study will, therefore, provide context-specific insights for improved performance in similar settings.

1.3 Objectives of the Study

1. To determine how clear communication affects the performance of employees in Wajir County, Kenya.
2. To assess the efficiency of communication and its effect on employee performance in Wajir County, Kenya.
3. To examine the effect of information overload on the performance of employees in Wajir County, Kenya
4. Effect of channels of communication on the performance of employees in Wajir County, Kenya

1.4 Research Questions

1. What is the effect of clarity of communication on the performance of employees in Wajir County, Kenya
2. What is the effect of efficiency of communication on the performance of employees in Wajir County, Kenya
3. What are the effects of information overload on the performance of employees in Wajir County, Kenya?
4. What is the effect of the channels of communication on the performance of employees of Wajir County, Kenya?

1.5 Justification and Significance of the Study

Amidst the needs for employee performance improvements in Wajir County, Kenya, this study considers the quintessential role effective communication plays in the organization. The particular conditions under which public sector organizations operate in rural areas, namely widespread geographical isolation, diverse cultural settings, and poor infrastructure, accentuate the need to understand how communication factors such as

clarity, speed, work overload, and the choice of channels affect employee effectiveness. The findings of this research will be used to suggest strategies that will improve communication policies as per the needs of Wajir County, thus improving organizational and employee performance productivity. It also aims to fill the void in prior studies since they omit studies in rural county contexts, which have not contributed significantly to the research literature on communication and performance in Kenya's public sector.

This research is significant in that it can help in understanding how organizational communication influences employee performance in Wajir County, Kenya. It investigates the consequences of clear communication, efficient communication, information overload, and communication media, thus offering a complete view of factors involved in employee participation and productivity. The outcomes will provide the county government, leaders, administrators, and human resource managers with strategies on how best to communicate, therefore improving on employee motivation, efficiency, and performance. This will go a long way in implementing public policies and developmental projects in the said region.

The study will also add merit to the entire public sector in Kenya. Although most studies on organizational communication and performance have focused on urban areas or national perspectives, this study fills a critical gap that examines the types of communication challenges in rural counties like Wajir. This will further help capture a more complex understanding of geographical remoteness, cultural diversity, and limited technology resources as local factors influencing communication dynamics in public organizations. Such specific contextual knowledge can assist policymakers in defining effective communication strategies geared towards matching the communication needs of the rural populace, thus, improving service delivery at the county government level across Kenya.

This study will ultimately contribute to knowledge on organizational communications by providing empirical evidence from one largely unexplored context. Linking communication practices to employee performance in a rural setup in Kenya is aimed at adding to the growing corpus of knowledge in organizational studies, especially the public administration dimension. The experience gained from this study may also trigger other studies in similar rural or developing contexts, thereby providing a framework to

understand the intricacies of communication and performance in a variety of organizational settings. It is with this point that theoretical implications will be advanced for both scholars and practitioners who will want to use communication for enhanced organizational achievement within the public sector.

1.6 Scope of the Study

The aimed at appraising the impact of organizational communication on performance of employees within the ambit of Wajir County, Kenya, particularly in the county government sector. This research identifies major communication factors such as clarity, efficiency, information overload, and communication channels in their effects on employees in terms of productivity, motivation, and engagement. It targeted public sector employees in Wajir County, which encompasses government offices and administrative units at local levels. Therefore, it is limited to public institutions within the county and does not include private organizations. It is related to communication challenges and concerns specific to a rural setting. This study thus involved a whole year, and collection of data was by survey, interview, and document analysis methods.

1.7 Limitations of the Study

This study was limited by some that influence its findings, of which were managed by strategies. The most limitation was that due to the extensive area Wajir County covers, it became difficult to access some government offices and even employees therein. For this, the study relied on a mixed-method approach: in-person interviews in some cases and online ones in others, where according to accessibility, and priority of reachable administrative units would be given to guarantee diversified participation across the different departments. Even though this may not give a full sample size, it would still present representative communication practices within the public sector of the county.

Another possible limitation pertained to cultural and linguistic diversity in Wajir County where many ethnic groups speak different languages. This posed challenges in understanding and interpreting responses during interviews, but it was never to happen in this study because local research assistants fluent in the key languages such as Somali were employed to facilitate clear communication for accurate data collection. Further, efforts

shall be made by this study respected cultural nuances to ensure that employees feel comfortable sharing their opinions in a safe environment.

The last limitation to the above study was that of potential respondent bias. The some employees were unwillingness to provide honest answers because they fear repercussions from their supervisors or may feel that answers could be confidential. So, the confidentiality of responses, and anonymity, and voluntary participation was emphasized to help reduce this potential bias. Additionally, this research employed qualitative and quantitative approaches to data collection through surveys combined with interviews to cross-verify answers and reduce individual biases. Even with these limitations, this research made significant contributions to the insight organizations may have on communication and employee performance in Wajir County while taking steps to improve the reliability and relevance of findings.

CHAPTER TWO LITERATURE REVIEW

2.1 Introduction

One of the ultimate objectives of this chapter is to provide an empirical review of various authors who have investigated the variables of this present study and to discuss theories that guided the study. This chapter summarizes the reviewed studies and shows the conceptual framework of the study.

2.2 Empirical Review

2.2.1 Clarity of Communication and Performance of Employees

Mushek and Phiri (2021) articulated that effective communication does positively affect organizational performance in their study anchoring it on systems theory. The study emphasized that communication enhances organizational outcomes but did not elaborate on certain factors such as communication clarity and its direct effect on employee performance in different set contexts. The present study, focusing on Wajir County in Kenya, intends to fill that gap by specifically examining the effect of communication clarity on employee performance-one component not considered in the study by Mushek and Phiri. By investigating clarity from the perspective of a county level government organization, this study therefore hopes to suggest ways in which communication clarity can be an enhancement to employee performance within local government settings.

The goal of Akwannadin and Isa (2021) was to study the relationship of several factors of effective communication as they relate to employee performance and to find out which factor is the most dominant one among these factors in relation to employee performance. So, this approach is owning through descriptive data analysis. The most important finding of the regression analysis results is that consideration is the factor having the greatest influence on employee performance.

The study by Ochieng (2021) had a specific reference to leadership communication on employee performance in multinational companies within Kenya. The objective was to understand the impact of clear and transparent communication from leaders on employee performance in corporate circumstances. According to the study results, employees in

organizations that communicated well from the leaders' end were more engaged, satisfied, and productive than their counterparts in organizations where communication was poor. This study pointed out that poorly developed communication skills, such as ambivalence and miscommunication, were others that surfaced in some organizations and impaired performance in various areas. The contextual gap in this study is related to its emphasis on multinational companies that may entail different communication dynamics from those of local organizations. Therefore, the present study seeks to address this gap through assessing communication clarity in the public sector, specifically in Wajir County, Kenya, and thus, unearthing how clarity in communication affects employee performance in local government contexts.

Wangari and Muli (2020) conducted the study with the goal of finding the impact of communication barriers on employee performance in various businesses across Kenya. They defined the purpose of their study in terms that were identified as finding what communication barriers affect employee performance and then establishing the link between communication clarity and employee output. Their findings revealed that communication that was unclear and inconsistent diminished employee productivity and morale and sowed the seeds for misunderstandings within those teams. The study went ahead to recommend sufficient training for employees in good communication skills to enhance performance. This context is somewhat narrower since the previous study was done mainly in urban areas for private businesses. The present study involves a rural setup of Wajir County to fill this contextual gap; here, cultural and infrastructure factors may hinder communication clarity in their own unique sense.

2.2.2 Efficiency of Communication and the Performance of Employees

The study by Oluoch and Ochieng (2021) evaluating how communication efficiency impacted employee performance in the banking sector in Nairobi, Kenya. According to this study, effective communication contributes significantly to employee motivation, higher productivity, and job satisfaction, and this study also indicates that communication efficiency creates an environment in which employees work in a positive space where people feel valued and have the necessary information. However, this study is limited to

the commercial bank sector; it does not investigate the public sector, especially in rural counties. The present study fills that gap by assessing the effect of communication efficiency on the performance of employees in Wajir County, Kenya, a context that is more rural, where communication channels may differ significantly from urban settings such as Nairobi.

Mwangi and Njoroge (2022) investigated the effect of communication on employee performance enhancement in Kenya's governmental institutions. The study determined that communication that was open and clear and was crafted and disseminated in a timely manner between management and the employees had a positive effect on increasing work productivity and gratifications. On the contrary, communication that crippled productivity did create misunderstandings with, consequently, low morale and higher turnover rates. Although this study examines crucial parameters of public sector premises, it has scanty consideration of the rural counties, whereas infrastructure and methods of communication can be challenges on their own. The study now intends to assess Wajir County in terms of communication effectiveness and its implications on employees in a rural government setting, considering that communication practices here may be different from those in urban government offices.

Johnston and Bradley (2020) study sought to assess the impact of communication efficiency on employee productivity in the manufacturing sector within the USA. Communication efficiency was found to greatly contribute towards employee engagement and performance. Notably, the study established that constant feedback coupled with open communication resulted in increased productivity, while failure of channels of communication led to mistakes and delays ultimately reducing performance. Though, conducted in a relatively advanced context in terms of industrialization, there are possibilities that its findings would probably not cover fully Kenyan scenarios, especially in rural areas. Also, this study did not assess the role technology plays in communication, given its ever-increasing effect on employee performance in modern workplaces. The present study, therefore, focusses on Wajir County, where communication infrastructure may differ and measures the impact of communication efficiency on employee performance in a developing economy context.

Adams and Brown (2023) studied the effectiveness of communication practices on employee performance in educational institutions in the UK. The results indicated where clarity and effectiveness of communication existed between leadership and staff, there was a concurrent improvement in organizational performance since employees felt highly motivated and supported in their area of work. On the contrary, ineffective communication helped to foster dissatisfaction and disengagement. The sector of education exemplifies different dynamics of communication compared to government or private enterprises. Also, the developed country in which it was situated does not accentuate on the peculiar challenges posed in rural counties of Kenya. The study herein will put emphasis on Wajir County-Kenya, investigating how communication efficiency is able to affect an employee's work in a rural context while trying to address the debilitating effects that employees face in a less resourceful setting compared to the UK.

2.2.3 Information Overload and the Performance of Employees

Kiprop and Ndirangu (2021) conducted a study on the impacts that information overload causes on employees' performance in the banks within Kenya. The finding showed that the effect of information overload leads to increased levels of stress among employees, which consequently affects the quality of decision-making as well as a decrease in productivity. Most of the time, employees are unable to effectively process the tasks due to being overwhelmed with information. The results hold true to an extent for some urban areas all over Kenya and may not be applicable to places such as rural counties- for example, Wajir country- where generally access to information and resources is quite limited. This study hopes to fill that gap by investigating effects of information overload among workers in Wajir County where rural settings and limited access to information may prove even more unique challenges when compared to urban in terms of employees' performance.

Objective of Wambui and Muturi (2022) was to evaluate effects of information overload on employee performance in government institutions in Kenya. The study showed evidence that information overload negatively impacted performance because employees could not process the excess amount of data and hence worked less efficiently, making more errors. The lack of proper information management system(s) on the ground in government

institutions seemed to have compounded the problem. Thus, although the study brought in some useful perspective regarding the sector, it did not take into account areas of rural nature, like Wajir, where technological infrastructure would only increase the adverse impact of information overload. The present study intends to fill in this gap and focus on Wajir County, where employees can face even worse situations for dealing with information overload due to limited access to digital tools and information management systems.

Choi and Kim (2020) research the relationship between information overload and employee performance in the technology sector in South Korea. The study revealed that employees exposed to a high amount of information overload have decreased production, less job satisfaction, and trouble in making decisions. Information overload becomes even more harmful when employees do not have proper tools or training in managing a high-volume data. However, the research was carried out in a highly developed technological environment, where things may not be the same even for workers in rural Kenya, with respect to access to tools and technologies. The current study will therefore fill in that gap by looking at the effect of information overload on employees in Wajir County, Kenya, where access to technology is more constrained and information management practices may be less developed, thus providing a localized reference point on the issue.

Choi and Kim (2020) studied the relationship between information overload and employees' performance in the technology sector of South Korea. The revelations indicated that highly exposed employees immediately slipped into a downward trend productivity-wise, enjoyed reduced job satisfaction, and faced hurdles in decision-making. Particularly, delayed advantages were evident when employees had no proper instrument or training to manage overwhelming data. Research was however conducted in a highly developed technological environment which might not appear the same to the employees in rural Kenya, where access to tools and technology is unlikely to be as generous. This study therefore seeks to fill that gap by looking at how information overload affects employees in Wajir County, Kenya, where the access of technology is more restricted and the information management practices might not be much developed, thus bringing out the very localized view on the issue.

Smith and Thompson examined the impacts of information overload on large-scale employee performance in a retail company in the United Kingdom. Information that was in excess brought cognitive overload and poor performance through time delays, continued misdirection, and decreased motivation. Employees who were overloaded by excessive amounts of information found it hard to prioritize tasks and ended up in burnout. However, this research was done in a developed country's retail industry and may not very well apply in rural Kenya, where problems related to access to information and communication structures differ from those in a developed country. Hence, this study is intended to assess the effects of information overload to employees in Wajir County, Kenya in its context as a rural area, where limitations of technology alongside differential communication systems are expected to affect how employees receive and handle information as well as their performance.

Smith and Thompson (2023) conducted research that looks into the effect of information overload on employee performance in a large-scale retail company in the UK. Such excessive information caused cognitive overload that hinders the employee productivity in terms of time delays, poorly made decisions, as well as motivation. Employees who find the information so overwhelming have difficulty managing their task priorities and end up experiencing burnout. This study is, however, done in a retail industry of a developed country and may not apply directly to rural areas in Kenya where the issues concerning information access and communication structures may be more different. The present study is aimed at investigating the effects of information overload among employees in Wajir County, Kenya, given that context of rurality where technological resources are scant and where different communication systems might affect the extent to which employees process information and how it impacts their performance.

Smith and Thompson reported in a 2023 study that mentioned information overload garbage in terms of employee performance by an international scale retail company in the United Kingdom. It stated that excessive information led to cognitive load; therefore, employee performance resulted in delays, poor decision-making, and low motivation. Employees found themselves overwhelmed by large amounts of information and found it difficult to prioritize their tasks, which often leads to burnout. However, this was done in

a retail industry of a developed country and cannot simply be exported to areas in rural Kenya where the problems regarding access to information and communication structures differ. The intent therefore of the current study is to appreciate the influence of information overload to employees in Wajir County, Kenya within the context as a rural area where limitations in technology tied in with differential communication systems are expected to influence how employees receive and handle information about their performance.

Smith and Thompson (2019) looked into the effects of information obliteration on employees' performance in a large international-scale retail company within the United Kingdom. Too much information caused cognitive overload that reflects on employee performance in time delays and poor decisions coupled with a drop in motivation. Employees who became overburdened by a lot of information found it difficult to prioritize their tasks, often lead to burnout. However, this study was conducted in a developed country's retail industry, and it might not apply directly to rural areas in Kenya, where the issues concerning information access and communication structures differ significantly. Hence, the study is intended to investigate the effects of information overload to employees in Wajir County, Kenya, in its context as a rural area, where limitations of technology alongside differential communication systems are expected to affect how employees receive and handle information as well as their performance.

2.2.4 Channels of Communication and the Performance of Employees

Omondi and Nyambura (2021) studied the impact specifics of communication channels on employee performance in Kenyan public service organizations. The study established that by using diversified communication channels with respect to face-to-face meetings, emails, and instant messaging, employee performance was significantly enhanced from the perspective of flow of information, misunderstandings, and general inclusiveness in the working environment. However, research results also showed that employees engaging overly on media found themselves disengaged from work due to the absence of personal feelings attached to face-to-face communication. The study, however, was able to capture only urban settings and not the peculiar challenges urban situations away from Wajir face in technology and communication. Such a gap is pursued by the present study in Wajir

County, where rural communication challenges with limited internet access and face-to-face communication may impact employee performances in contrasting ways.

Munyua and Nguhiu (2023) intended to investigate the effects of various communication models on employee performance in private sector firms in Kenya. The study revealed that having access to various channels like email, telephone, and face-to-face meeting enhanced productivity and satisfaction due to the freedom of choice of the best mode available according to the task at hand. However, the study also noted that numerous communication channels might confuse and make employees inefficient. Though the study was insightful regarding the private sector, it ignored the public sector or rural areas such as Wajir, where the type of communication channels as well as access challenges with technology may differ. This study will thus hope to fill this gap by determining the effect of communication channels on employee performance in Wajir County and the specific challenges posed by this rural context.

Huang and Zhang (2020) examined the role of communication modalities in multinational corporations (MNCs) employee performance in China. The study showed that employees were exposed to both traditional and digital communication methods using the method that best suited the situation. Digital channels enhanced productivity, whereas face-to-face dispersed interpersonal relationships and trust. Plus, there was a result in MNCs which could be very different from the experiences that the employees might have, especially those working in rural stations where technology is not readily accessible. The present study now addresses this gap, concentrating on Wajir County, where such digital communication tools are less popular and communication is likely to be highly dependent on traditional methods such as phone calls or face-to-face meetings.

Mwangi (2022) study investigated the impact of communication channels on employee productivity in the Kenyan education sector. The results indicated that effective communication through several channels such as staff meetings, emails, and noticeboards improves teacher performance by adding more clarity, reduces ambiguity, and improves collaboration among teams. On the other hand, instances of failure in communication, especially for remote schools that are poorly served by digital means, inhibited performance. Though mainly focused on the education sector, the study did not assess the

communication's impact on the performance of other sectors in Kenya, especially in rural regions like Wajir, which might have primitive digital communication infrastructure. This study therefore sought to bridge the existing gap by measuring how communication channels affect employee performance in Wajir County, a rural locality where possible adverse repercussions of poor communication tools and networks may be intensified.

2.3 Theoretical Review

2.3.2 Systems Theory

Kast and Rosenzweig (1972) argues thaa the theory is multi-disciplinary and applies to behaviors across fields. The theory helps understand how basically all the components of human communication are interconnected, and therefore, it should not be taken out of their contexts. In the framework of systems theory, all components into a system are hierarchically structured and interdependent. Each part would depend on another for the proper functioning. Such interdependence applies in organizational settings not only to the various internal components (like departments, teams, and individuals) but also to the external environment into which the organization exists. The flow of communication, as well as the relationships that these components have with each other. the functioning of the organization directly affects and is affected by the overall performance of the organization. Several theories have been proposed to provide an explanation of the interdependent relationship of organizations with their environments. For both, the environment is important in establishing the decisions taken by organizations and the structures pertinent to such decisions. While the population ecology model explains selection processes on organizations based on the fit between organization and environment, the resource dependence model clearly shows the active maneuvering of organizations in adjusting themselves to the external environment. In these two approaches, selection (how organizations are chosen by their environment) and adaptation (how organizations modify themselves to thrive in that environment) are the processes that shape the interrelationship between organizations and their environment.

Systems Theory is significant to the present research since it accepts communication components as interconnected. Communication moves within employees, departments, and outside entities into the organization itself and at the same time gives the characteristic of effectiveness within that process as to how it and those internalized arrangements are linked to employee performance; that is, whether effective or poor. Thus quality and clarity in communication, the efficiency by which it is channeled, the distance across the organization: all become critical in the context of how the organization can become viable, and become viable in performance. This theory holds that the performance of one whole organization depends on the efficiency with which its internal communication system and external communication systems work. Thus, this theory gives space for the detailed understanding of different dimensions of communication that affect employee performance in Wajir County, including the clarity, efficacy, and overload of information within the organizational system.

2.3.2 The Social Information Processing (SIP) Theory

The theory was introduced back in 1978 by Salancik and Pfeffer, arguing that the information available through communication channels and the social environment influences an individual's perceptions and behaviors in the work context. For SIP, the role, task, and conditions at the workplace are interpreted in the light of incoming information; thus, social cues at the workplace influence patterns of performance and other behaviors. Consequently, for SIP, communication is a significant factor in the way employees interpret their work, their expectations of performance, and interpersonal relations as they affect job performance, which subsequently impacts job motivation.

According to Katz and Kahn (1978), internal and external communication could influence organizational climate, which in turn influences employee satisfaction and performance. In furtherance of this, Fulk (1993) presents that communication networks in an organization can encourage or inhibit the flow of information and hence influence employees' perceptions of their roles and organizational objectives that might affect their performance. In support, Kramer (1999) opines that organizational communication can reduce uncertainty and clarify objectives or generate confusion and errant decision-making. All

these reviews agree on one thing: that communication is one key social variable that affects employee performance in organizational contexts.

The link of SIP theory to this own study on organizational communication in relation to employee performance in Wajir County is of utmost importance since it connects communication to workforce outcomes such as job perceptions and actual performance. In this context, clarity, efficiency, communication overload, and channeling of communication all shape employees' job perceptions and their performance thereby; if communication were clear and effective, an employee would perceive his role accurately and perform accordingly. Contrastingly, information overload may leave an individual confused, thus affecting his ability to work with full effectiveness. Evidence from these hypotheses demonstrates that communication that is perceived to be of poor quality, unstructured, and using non-ideal channels, adversely affect employee performance, justifying its use in the context of this study.

2.4 Summary of the Previous Literature and Gaps to be filled by the study

Table 2.1 Summary of Literature and Research Gaps

Author(s)	Variables	Findings	Research Gaps	The Focus of Current Study
Mushek and Phiri (2021)	Effective Communication, Organizational Performance	No significant relationship between management and communication channels; effective communication positively impacts performance.	Lack of study on rural public sector settings.	Investigate how communication clarity affects employee performance in Wajir County, a rural government context.
Akwannadin and Isa (2021)	Effective Communication,	The most important element influencing employee performance is consideration.	Limited focus on communication factors outside the workplace setting,	Examine the connection between Wajir County employee

	Employee Performance		especially in rural areas.	performance and elements of effective communication.
Ochieng (2021)	Leadership Communication, Employee Performance	Clear communication from leadership improves engagement, job satisfaction, and productivity, but barriers hinder performance.	Focused on multinational companies, not rural organizations.	Study how leadership communication influences employee performance in Wajir County, specifically in public sector organizations.
Wangari and Muli (2020)	Communication Clarity, Employee Performance	Unclear communication reduces productivity, morale, and causes misunderstandings.	Focused on private-sector businesses in urban areas, not rural settings.	Explore the effect of communication clarity on employee performance in Wajir County, a rural area with unique communication challenges.
Oluoch and Ochieng (2021)	Communication Efficiency, Employee Performance	Effective communication leads to motivation, productivity, and job satisfaction in the banking sector.	Focused only on the banking sector in Nairobi, excluding rural areas.	Communication efficiency on employee performance in Wajir County, a rural setting.
Mwangi and Njoroge (2022)	Communication Efficiency,	Transparent, timely, and clear communication enhances work	Did not address rural counties where infrastructure	Investigate the role of communication efficiency on employee

	Employee Performance	productivity, while inefficiency reduces morale.	and communication methods may differ.	performance in Wajir County, considering rural challenges.
Johnston and Bradley (2020)	Communication Efficiency, Employee Performance	Communication efficiency improves engagement and performance, while breakdowns lead to delays and errors.	Conducted in a highly industrialized context, not applicable to rural areas like Wajir.	Focus on communication efficiency and employee performance in Wajir County, Kenya's rural context.
Adams and Brown (2023)	Communication Effectiveness, Employee Performance	Clear communication improves motivation and performance, while ineffective communication leads to disengagement.	Based in the UK, which has different communication dynamics than Kenya's rural context.	Study how communication effectiveness impacts employee performance in Wajir County, Kenya's rural context.
Kiprop and Ndirangu (2021)	Information Overload, Employee Performance	Information overload increases stress and reduces productivity and decision-making.	Limited to urban banks, and findings may not apply to rural areas with different information access and resources.	Investigate the effects of information overload on employee performance in Wajir County's rural setting.
Wambui and Muturi (2022)	Information Overload, Employee Performance	Information overload reduces efficiency and increases errors. A lack of information	Focused on government institutions in urban	Assess the impact of information overload on employees in Wajir County,

		management worsens the problem.	areas, not rural contexts like Wajir.	considering limited access to information management systems.
Choi and Kim (2020)	Information Overload, Employee Performance	Information overload leads to decreased productivity and job satisfaction, particularly without the proper tools.	Conducted in South Korea's technology sector, which may not reflect the challenges of rural employees in Kenya.	Focus on the effects of information overload in Wajir County, a rural setting with limited technological infrastructure.
Smith and Thompson (2023)	Information Overload, Employee Performance	Information overload leads to cognitive overload, poor decision-making, and disengagement.	Conducted in a developed retail context, not applicable to rural areas in Kenya with different technological access.	Investigate the impact of information overload on employee performance in Wajir County, considering rural communication systems.
Omondi and Nyambura (2021)	Communication Channels, Employee Performance	Diverse communication channels improve performance by enhancing information flow, reducing misunderstandings, and fostering inclusiveness.	Focused on urban public service organizations, not rural settings like Wajir.	Study how communication channels affect employee performance in Wajir County, considering rural communication challenges.

Munyua and Nguhiu (2023)	Communication Channels, Employee Performance	Access to multiple communication channels increases productivity and satisfaction, but too many channels can overwhelm employees.	Did not consider the public sector or rural areas like Wajir, where access to communication tools may be more limited.	Explore the effect of communication channels on employee performance in Wajir County, with a focus on rural communication challenges.
Huang and Zhang (2020)	Communication Channels, Employee Performance	Access to both traditional and digital channels improve performance by allowing selection of the most suitable method.	Conducted in multinational corporations in China, not applicable to rural areas with limited digital communication tools.	Focus on how communication channels impact employee performance in Wajir County, where traditional methods may dominate.
Mwangi (2022)	Communication Channels, Employee Performance	Clear communication through various channels improves performance and collaboration, while communication breakdowns hinder it.	Focused on the education sector, not applicable to other sectors, especially in rural settings like Wajir.	Investigate how communication channels affect employee performance in Wajir County, Kenya's rural setting.

Source: Researcher (2024)

2.5 Conceptual Framework

Independent Variables

Dependent Variable

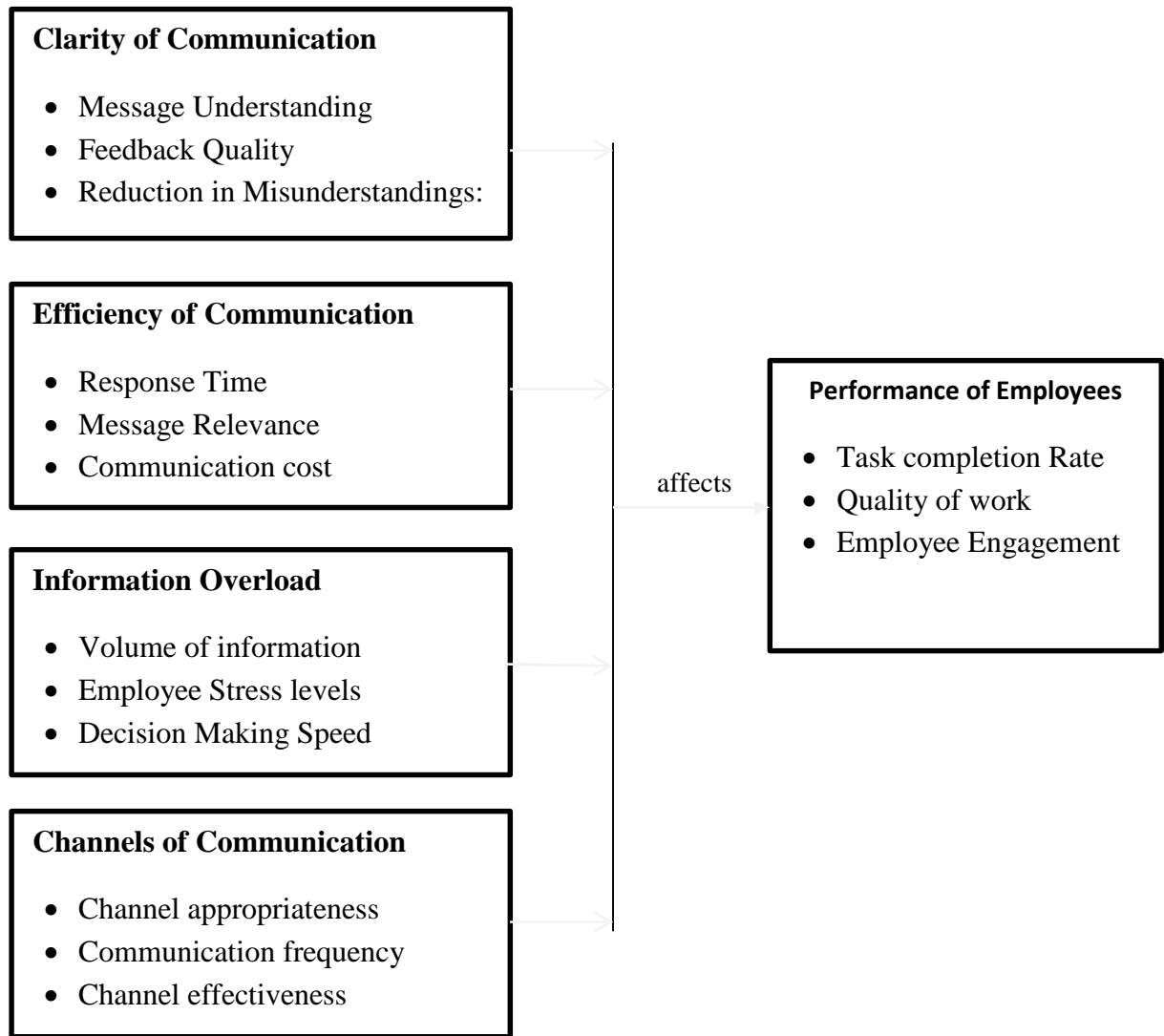


Figure 2.1: Conceptual Framework

Source: Researcher (2024)

CHAPTER THREE: RESEARCH METHODOLOGY

3.1 Introduction

The chapter included the following aspects in its methodology: research design, population, the sampling techniques to be adopted, data collection methods and research instruments, data analysis techniques, and ethical considerations.

3.2 Research Design

Descriptive research is the methodology that sought systematically to describe a phenomenon as it existed in the natural world regarding its characteristics or that situation without manipulating its variables. This means accurately portraying the subject of interest using surveys, observations, case studies, and content analysis (Creswell, 2014), among others. Descriptive researchers seek to answer such questions as "what," "who," "where," and "how" about a particular occurrence, rendering detailed information regarding the population, group, or events' characteristics in their present status (Neuman, 2014). Therefore, it is considered an appropriate design since it allows the researcher to describe the occurrence of the phenomenon under study and investigate the interactions existing among various variables. The study established how strong the relationship between organizational communication (clarity, efficiency, information overload, and communication channels) and employee performance in Wajir County, Kenya.

3.3 Study Area

The study took place in Wajir County found in the northeastern part of Kenya. Communication hurdles unique to the county, including infrastructural and technological inadequacies, may affect the organizational communication impact on employee performance. The choice of Wajir County allowed for the study of communication practices' context-specific impact on employees in public sector institutions in rural settings.

3.4 Target Population

The study targeted all the public sector employees who were stratified according to their level including managerial, supervisory and subordinate. These included the 800 doctors, nurses, and support staff across county hospitals and health centers. In the education sector, public schools in the county employ about 1,200 teachers and non-teaching staff, including administrative personnel. Furthermore, other county departments such as transportation, public works, and water supply collectively employ an estimated 600 workers. These numbers provided a total target population of approximately 4,100 employees in the public sector across Wajir County. The study focused on employees providing various public services, aiming to assess the effects of organizational communication on their performance.

Table 3.1 Target Population

Category	Population Size
Government offices (county departments)	1,500
Public health facilities	800
Schools (teachers and staff)	1,200
Other county government departments	600
Total	4,100

Source: Wajir County (2024)

3.5 Sampling Techniques

Proportionate stratified random sampling technique was used to select the participants for the study because it allows for representation of employees from different departments and cadres. From each stratum, random sampling was employed to select the required number of respondents. The sample size was determined using the Yamane (1967) formulae as thus:

$$n = \frac{N}{1 + Ne^2}$$

Where n = sample size, N = Population size, e = The margin of error (0.05)

Thus, the sample size for the study was:

$$n = \frac{4100}{1+4100(0.05^2)} = 364$$

The distribution of the sample across the strata was as tabulated below

Table 3.2 Sample Size

Category	Population Size	Sample Size
Government offices (county departments)	1,500	1500/4100*364 = 133
Public health facilities	800	800/4100*364 = 71
Schools (teachers and staff)	1,200	1200/4100*364 = 107
Other county government departments	600	600/4100*364 = 53
Total	4,100	364

Source: Researcher (2024)

3.6 Data Collection Instruments

Primary data was gathered through a semi-structured questionnaire administered to employees which was designed to measure key aspects of organizational communication clarity, efficiency, information overload, and communication channels as well as employee performance. Additionally, the study interviewed a select group of department heads and managers. The interviews yielded further insights into the character of communication within the organization and its impact on employee performance. The array of tools provided for a more comprehensive and nuanced analysis of how organizational communication affects employee performance in Wajir County.

3.7 Pilot Study

The preliminary information gathering would test the research instruments against their objectives in a pilot study before the main survey activity commenced. This will involve a fraction of the sample size that will amount to 10% giving 36 respondents, being employees with the County Government of Wajir, tend for exclusion in the final run. The pilot study

generated feedback on research instruments that needed refinements on clarity, comprehensiveness, and relevance. It also helped in estimating how long the survey and interviews took, allowing all necessary adjustments to be made before full-scale study begins.

3.7.1 Validity

The validity was guaranteed by accurately constructed research instruments to measure what they are intended to measure. The items on the questionnaire and that use for the interview guide was aligned with each other to the research objectives so that there can be added to the content validity. It is also intended that reviewing the instruments with experts in the field of organizational communication and employee performance would prove that the items accurately measure the concepts being studied. In addition, the construct validity was enhanced by using established measurement scales in areas such as communication clarity, communication efficiency, communication overload, and employee performance. The instruments were reviewed and refined based on expert opinion to confirm that they effectively measure the constructs they are designed to assess.

3.7.2 Reliability

The reliability was determined using Cronbach's alpha coefficient which was calculated for each section of the questionnaire. A Cronbach's alpha of 0.7 was considered acceptable, showing that the items within each construct (clarity of communication, efficiency, information overload, and channels of communication) are consistently measuring the same concept. For the interview guide, inter-rater reliability was assessed by having two independent researchers analyze a subset of interview transcripts and compare their findings. High agreement between the raters indicated strong reliability. These reliability checks ensured that the instruments provide consistent and dependable results.

3.8 Data Analysis Techniques

Once the data has been collected, the data was processed and analyzed using appropriate methods to address the research objectives. In analyzing quantitative data, descriptive

statistics were used to summarize responses to the questionnaire. It gave an overview of the trends and distributions with respect to the key variables: clarity, efficiency, information overload, communication channels, and employee performance, with their corresponding descriptive statistics. The relationships among these communication variables was also analyzed using correlation analysis, where strength and direction in the associations would be determined, as well as multiple regression analyses to assess how clarity, efficiency, information overload, and channels of communication would affect employee performance. The regression model was as follows:

$$\text{Employee Performance} = \beta_0 + \beta_1(\text{Clarity of Communication}) + \beta_2(\text{Efficiency of Communication}) + \beta_3(\text{Information Overload}) + \beta_4(\text{Channels of Communication}) + \epsilon$$

Where:

β_0 is the intercept term $\beta_0, \beta_1, \beta_2, \beta_3, \beta_4$ are the coefficients of the respective independent variables (communication factors),

ϵ = error term

For qualitative data analysis, the responses were transcribed and analyzed using themes. The analysis involved identifying and coding key themes related to the research objectives, such as communication clarity, information overload, and the effectiveness of communication channels. These themes were reviewed and analyzed to gain deeper insights into how communication affects employee performance. The results from both the quantitative and qualitative data were triangulated to determine how the performance of employees in the County were influence by how the communication was done

3.9 Ethical Considerations

Throughout the study, high ethical principles were followed to ensure all conditions concerning the rights and dignity of the participants are protected. Informed consent was, therefore, essential part of the research. All participants were fully informed about the purpose of the research, the methods used, and the intended use of the data. Participation

was voluntary, and written consent was obtained from each respondent prior to the collection of any data. Participants were made aware that they can withdraw from the study at any time without suffering any penalties, thus guaranteeing their participation is offered freely and knowingly.

It was kept confidential at all times. The information thus obtained from the participants were kept confidential, and the identities of the respondents would not be revealed in any report or publication. The data obtained was secured in files protected by passwords and was available only to the researcher. Furthermore, in order to maintain anonymity, each participant were given a unique code, and the responses were not linked to any of their personal details. This did not only protect the identities of participants but also ensured that their responses can be traced back to them in no way, thus making their responses private.

In addition, the study recruited, but it also avoided coercing individuals into participation, no one was obliged to be in this study. They enrolled willingly into the study or opt not to participate at any stage without any penalties. Privacy was, in turn, guaranteed in accessing interviews conducted in private secure locations that made sure that participants are at ease discussing issues raised in the interview. All through the process of conducting research activity, privacy assurance were accorded to participants and care for their welfare. Thus, through such ethical considerations, the study upheld the highest integrity and respect concerning the participants.

CHAPTER FOUR: DATA PRESENTATION AND ANALYSIS

4.1 Introduction

This chapter provides the findings of the study obtained through the administered questionnaires. It encompasses the demographic characteristics of the respondents, descriptive analysis of the key variables: clarity of communication, efficiency of communication, information overload, and channels of communication. Each finding is meticulously discussed and interpreted in the context of the study's objectives and subsequently related to existing scholarly literature in the field of organizational communication and employee performance.

4.2 Demographic Characteristics of Respondents

This section details the demographic profiles of the study participants, providing context for the subsequent analysis. The demographic information collected included age bracket, gender, job title/position, department/unit, and years of service in the organization

4.2.1 Age Bracket of Respondents

The distribution of respondents across different age brackets is presented in Table 4.1. This demographic insight is crucial as age can influence communication preferences, perceptions, and responses to organizational communication strategies.

Table 4.1: Age Bracket of Respondents

Age Bracket	Percentage (%)
18-24	16.7
25-34	33.3
35-44	27.8
45-54	16.7
55+	5.5
Total	100.0

Source: Research Data (2025)

The findings presented in Table 4.1 indicate that the largest proportion of respondents falls within the 25-34 age bracket, accounting for approximately 33.3% of the sample. This is followed closely by the 35-44 age group at 27.8%, suggesting that the majority of employees surveyed are in their prime working years. The youngest group (18-24) and the oldest (55+) represent smaller segments of the workforce. This demographic distribution aligns with typical workforce structures in many organizations, where mid-career professionals often constitute the largest segment. Research by scholars like PWC (2011) and Deloitte (2016) on generational differences in the workplace highlights these varying communication preferences, indicating that effective organizational communication must adopt a multi-channel approach to cater to a diverse age demographic.

4.2.2 Gender of Respondents

The gender distribution of the respondents is presented in Table 4.2. Understanding the gender composition helps to assess the representation of different groups within the study and can sometimes offer insights into communication patterns within the organization.

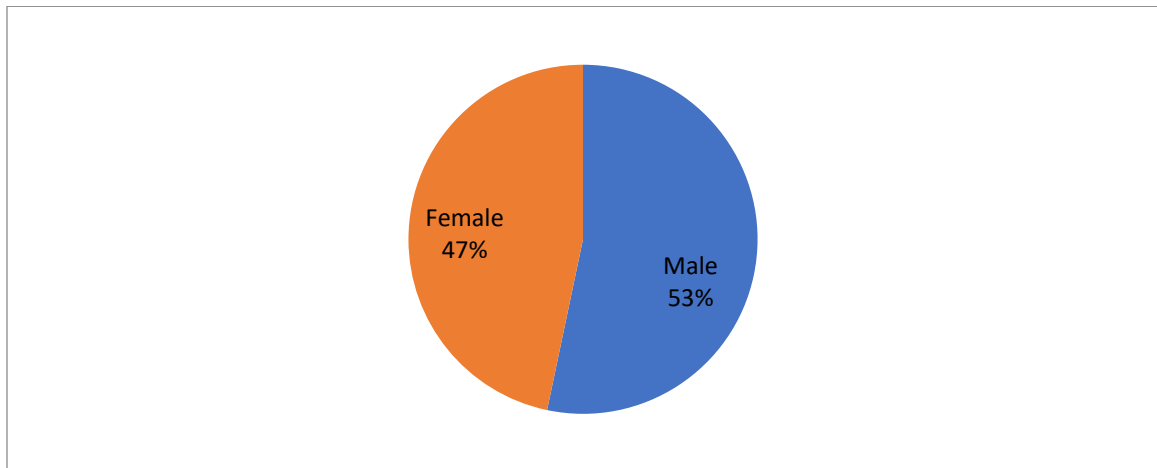


Figure 4.1: Gender of Respondents

Source: Research Data (2025)

Figure 4.1 illustrate that the response is relatively balanced in terms of gender, with males constituting a slightly larger proportion at 53.3% compared to females at 46.7%. This balanced gender representation is beneficial for the study's generalizability, as it reduces the likelihood of gender-specific biases influencing the overall findings related to organizational communication. Studies by Tannen (1990) and Wood (2009) on gender differences in communication styles suggest that men and women often communicate differently, which can impact organizational dynamics.

4.2.3 Years of Service in the Organization

The respondents' years of service in their respective organizations are presented in Table 4.3. This variable provides insights into the level of experience and institutional knowledge within the sample, which can influence perceptions of long-standing communication practices and their effectiveness.

Table 4.2: Years of Service in the Organization

Years of Service	Percentage (%)
0-1	11.1
2-5	38.9
6-10	27.8
11-15	16.7
16+	5.5
Total	100.0

Source: Research Data (2025)

Table 4.2 reveal that a significant portion of the respondents, approximately 38.9%, have been with the organization for 2-5 years. This group, along with those serving for 6-10 years (27.8%), represents the core of the workforce with substantial experience. A smaller percentage of respondents are new (0-1 year) or long-serving veterans (11-15 years and 16+ years). The prevalence of employees with 2-10 years of service suggests a stable workforce that has had sufficient time to observe and internalize the organization's communication culture. Employees with longer tenure are often more attuned to the nuances of organizational communication and may have stronger opinions on its effectiveness, as supported by studies on organizational socialization and tenure (e.g., Van Maanen & Schein, 1979). Their perceptions are particularly valuable as they reflect sustained exposure to the prevailing communication environment.

4.3 Clarity of Communication and Employee Performance

This section presents the findings related to the clarity of communication within the organizations in Wajir County. The analysis focuses on how employees perceive the lucidity and comprehensibility of information received, and its potential implications for their performance. Responses were measured on a 5-point Likert scale.

Table 4.3: Perception of Clarity of Communication

Statement	Mean	Std. Dev.	1 (%)	2 (%)	3 (%)	4 (%)	5 (%)
Information is communicated clearly to me in my workplace.	3.85	0.89	3.3	6.7	15.6	48.9	25.6
The messages I receive from my superiors are always easy to understand.	3.92	0.85	2.2	5.6	13.3	50.0	28.9
The communication provided by my organization is concise and to the point.	3.78	0.93	4.4	8.9	17.8	45.6	23.3
I always understand the key messages being communicated by my supervisors.	4.05	0.78	1.1	3.3	11.1	55.6	28.9
Communication in my workplace is free from ambiguity and confusion.	3.65	0.98	5.6	11.1	20.0	42.2	21.1
I am able to grasp the main points in written communications (e.g., emails, reports) in my organization.	3.88	0.87	3.3	5.6	14.4	47.8	28.9
The communication from management is clear and transparent, leaving no room for misunderstanding.	3.70	0.95	6.7	10.0	18.9	40.0	24.4
The instructions provided to me are always clear and unambiguous.	3.98	0.81	2.2	4.4	12.2	51.1	30.0
Overall Mean	3.85	0.89					

Source: Research Data (2025)

Table 4.3 presents the perceptions of respondents regarding the clarity of communication within their organizations in Wajir County. The overall mean score of 3.85 (on a 5-point

scale) suggests that, on average, employees tend to agree that communication in their workplace is reasonably clear. This is further supported by the relatively low standard deviation of 0.89, indicating a moderate level of consistency in responses.

Specifically, statement 4, "I always understand the key messages being communicated by my supervisors," recorded the highest mean score (4.05), with over 84% of respondents agreeing or strongly agreeing (55.6% Agree, 28.9% Strongly Agree). This indicates that direct communication from supervisors is generally perceived as clear and effective in conveying essential information. Similarly, statement 8, "The instructions provided to me are always clear and unambiguous," also showed a high level of agreement (mean = 3.98), suggesting that task-related directives are well-understood. These findings align with the importance of immediate supervisors in facilitating clear communication, as emphasized by internal communication scholars like Clampitt (2010), who highlight the critical role of frontline managers in translating organizational goals into actionable, understandable directives for employees.

Conversely, statement 5, "Communication in my workplace is free from ambiguity and confusion," had a slightly lower mean score (3.65) and a higher percentage of neutral or disagreeing responses (5.6% Strongly Disagree, 11.1% Disagree, 20.0% Neutral). This suggests that while overall clarity is perceived positively, there might still be instances of ambiguity or confusion that could hinder complete understanding. Similarly, statement 7, "The communication from management is clear and transparent, leaving no room for misunderstanding," also had a comparatively lower mean (3.70). This indicates that while supervisor communication is strong, broader organizational communication from higher management might occasionally lack complete transparency or be open to interpretation. This resonates with arguments by scholars such as Argenti and Howell (2004), who discuss the challenges organizations face in ensuring consistent and unambiguous communication across all levels, particularly from senior leadership to the broader workforce. Unclear communication, even if infrequent, can lead to misunderstandings, errors, and decreased job satisfaction, thereby potentially impacting employee performance.

4.4 Efficiency of Communication and Employee Performance

This section explores the perceptions of employees regarding the efficiency of communication within their organizations, focusing on aspects like timeliness, speed, and resource utilization. The efficiency of communication is a critical factor in ensuring that employees receive necessary information promptly to carry out their duties. Responses were measured on a 5-point Likert scale.

Table 4.4: Perception of Efficiency of Communication

Statement	Mean	Std. Dev.	1 (%)	2 (%)	3 (%)	4 (%)	5 (%)
Information is communicated to me in a timely manner.	3.75	0.91	4.4	7.8	16.7	47.8	23.3
I rarely experience delays in receiving important information from my superiors.	3.60	1.02	6.7	12.2	20.0	38.9	22.2
Communication within my organization is efficient and does not waste time.	3.55	0.99	7.8	13.3	21.1	37.8	20.0
The flow of information within my department is smooth and fast.	3.68	0.93	5.6	10.0	17.8	43.3	23.3
I receive the right amount of information when I need it in order to do my job.	3.80	0.86	3.3	5.6	15.6	50.0	25.6
Communication tools (e.g., emails, meetings) are used efficiently to relay important information.	3.72	0.90	4.4	6.7	16.7	46.7	25.6
I am able to quickly access the information I need to perform my tasks.	3.90	0.83	2.2	4.4	13.3	52.2	27.8

The communication systems in my workplace help me to work more efficiently.	3.82	0.88	3.3	5.6	14.4	48.9	27.8
Overall Mean	3.73	0.92					

Source: Research Data (2025)

Table 4.4 illustrates the respondents' perceptions of communication efficiency. The overall mean score for efficiency of communication is 3.73, indicating a general agreement among employees that communication processes are reasonably efficient. The standard deviation of 0.92 suggests a moderate spread in opinions.

Statements such as "I am able to quickly access the information I need to perform my tasks" (mean = 3.90) and "The communication systems in my workplace help me to work more efficiently" (mean = 3.82) received the highest mean scores. This suggests that employees largely find the systems and processes in place conducive to prompt information retrieval and efficient task execution. The high agreement (52.2% Agree, 27.8% Strongly Agree for Statement 7) on quick information access is crucial for operational effectiveness. This finding resonates with research by Daft and Lengel (1986) on media richness theory, which suggests that efficient communication is not just about speed but also about the ability of the channel to convey timely and sufficient information for decision-making.

Conversely, statements like "Communication within my organization is efficient and does not waste time" (mean = 3.55) and "I rarely experience delays in receiving important information from my superiors" (mean = 3.60) recorded slightly lower mean scores and a higher percentage of neutral or disagreeing responses. This indicates that while there are positive aspects, a notable segment of the workforce perceives some time wastage or occasional delays in communication, particularly from superiors. This could point to bottlenecks in information flow or inefficient meeting practices. Inefficient communication can lead to wasted resources, missed opportunities, and decreased productivity, directly impacting employee performance. According to Welch and Jackson (2007), timely and accurate information flow is paramount for employees to perform effectively, adapt to

changes, and respond to challenges. Delays or inefficiencies can result in frustration and a decrease in employee morale and ultimately, their capacity to deliver.

4.5 Information Overload and Employee Performance

This section presents findings related to information overload, a phenomenon where individuals receive more information than they can effectively process. The questionnaire aimed to gauge the extent to which employees in Wajir County perceive themselves as overwhelmed by the volume or irrelevance of information, and its impact on their ability to perform. Responses were measured on a 5-point Likert scale.

Table 4.5: Perception of Information Overload

Statement	Mean	Std. Dev.	1 (%)	2 (%)	3 (%)	4 (%)	5 (%)
The volume of knowledge that I get at work frequently leaves me feeling overloaded.	3.10	1.15	15.6	20.0	23.3	26.7	14.4
Sometimes, the amount of information I receive makes it difficult to prioritize tasks effectively.	3.25	1.10	12.2	16.7	21.1	30.0	20.0
I often receive too much irrelevant information that does not help me in my role.	3.05	1.18	17.8	22.2	24.4	20.0	15.6
Information overload negatively affects my ability to perform my duties effectively.	3.30	1.05	10.0	13.3	18.9	35.6	22.2
I find it challenging to keep track of all the information I am provided with.	3.18	1.08	13.3	17.8	22.2	28.9	17.8

The volume of communication I receive makes it difficult to focus on my key responsibilities.	3.15	1.12	14.4	18.9	23.3	25.6	17.8
I believe there is an excessive amount of information being communicated that I do not need.	3.00	1.19	18.9	23.3	25.6	18.9	13.3
The volume of information at my workplace negatively impacts my work-life balance.	2.95	1.25	20.0	24.4	26.7	17.8	11.1
Overall Mean	3.14	1.13					

Source: Research Data (2025)

Table 4.5 provides insights into the extent of perceived information overload among employees in Wajir County. The overall mean score for information overload is 3.14, which hovers around the "Neutral" point of the Likert scale (3). The relatively higher standard deviation of 1.13 compared to clarity and efficiency suggests a greater divergence of opinion, indicating that some employees strongly experience overload while others do not.

Statement 4, "Information overload negatively affects my ability to perform my duties effectively," recorded the highest mean score (3.30), with a notable percentage of respondents agreeing or strongly agreeing (35.6% Agree, 22.2% Strongly Agree). This highlights a direct perceived link between excessive information and hindered job performance. Similarly, statement 2, "Sometimes, the amount of information I receive makes it difficult to prioritize tasks effectively" (mean = 3.25), also indicates a concern among employees. These findings underscore a critical challenge where the sheer volume or lack of filtering in communication can impede employees' ability to focus and manage their workload. Scholars like Eppler and Mengis (2008) have extensively discussed information overload as a pervasive issue in modern organizations, leading to stress, poor decision-making, and reduced productivity.

Conversely, statements such as "The volume of information at my workplace negatively impacts my work-life balance" (mean = 2.95) and "I believe there is an excessive amount of information being communicated that I do not need" (mean = 3.00) had the lowest mean scores, though still close to neutral. This suggests that while information overload is experienced, its impact on work-life balance or the perception of *unnecessary* information might be less pronounced or more varied among respondents. However, the fact that a significant portion still agrees with these statements (e.g., 17.8% Agree, 11.1% Strongly Agree for work-life balance impact) points to a persistent issue for a segment of the workforce. Excessive and irrelevant information can lead to mental fatigue and decreased engagement, directly affecting an employee's ability to concentrate and perform at their best (Bawden & Robinson, 2009).

The findings suggest that information overload is a significant concern for a portion of the employees in Wajir County, directly impacting their ability to prioritize and effectively perform their duties. Addressing this requires strategies for information filtering, summarization, and promoting 'pull' communication where employees can access information on demand, rather than being constantly 'pushed' information that may not be immediately relevant. Mitigating information overload is crucial for enhancing employee well-being and maintaining high levels of performance.

4.6 Channels of Communication and Employee Performance

This section examines how employees perceive the effectiveness and appropriateness of the various communication channels utilized within their organizations in Wajir County. The choice and effective use of communication channels significantly influence how messages are transmitted, received, and understood, thereby impacting overall organizational effectiveness and individual performance. Responses were measured on a 5-point Likert scale.

Table 4.6: Perception of Channels of Communication

Statement	Mean	Std. Dev.	1 (%)	2 (%)	3 (%)	4 (%)	5 (%)
The communication channels used within my organization are effective in delivering messages.	3.90	0.85	2.2	5.6	13.3	50.0	28.9
I find that emails are the most effective way to communicate within my organization.	3.55	1.00	6.7	11.1	22.2	40.0	20.0
Face-to-face communication is the most effective way to convey important information in my department.	4.10	0.75	1.1	2.2	10.0	55.6	31.1
My organization uses multiple communication channels (email, meetings, social media) to ensure messages reach everyone.	3.82	0.88	3.3	6.7	14.4	48.9	26.7
The use of online platforms (e.g., intranet, Slack, etc.) is helpful for communication in my organization.	3.68	0.93	4.4	8.9	17.8	43.3	25.6
I believe the communication channels used in my organization help foster collaboration among employees.	3.75	0.90	3.3	7.8	16.7	46.7	25.6
The channels used in my organization are accessible and easy to use for everyone.	3.95	0.80	1.1	4.4	12.2	53.3	28.9
I feel that the communication channels used in my organization are	3.88	0.86	2.2	5.6	13.3	48.9	30.0

appropriate for the types of messages being communicated.							
Overall	3.83	0.87					

Source: Research Data (2025)

Table 4.6 presents the perceptions of respondents concerning the channels of communication used in their organizations. The overall mean score for channels of communication is 3.83, indicating a generally positive view regarding the effectiveness and appropriateness of the channels. The standard deviation of 0.87 suggests relatively consistent perceptions among employees.

Remarkably, "Face-to-face communication is the most effective way to convey important information in my department" (Statement 3) recorded the highest mean score (4.10), with a significant majority agreeing or strongly agreeing (55.6% Agree, 31.1% Strongly Agree). This highlights the enduring importance of direct, personal interaction for critical information exchange, even in an increasingly digital age. This finding agrees with the theory by Daft and Lengel (1986) on the Media Richness Theory which argues that face-to-face communication remains the most rich channel as it provides feedback immediately, provides many verbal and non-verbal cues and personalization, making it highly effective for complex or sensitive messages.

Furthermore, "The channels used in my organization are accessible and easy to use for everyone" (Statement 7, mean = 3.95) and "The communication channels used within my organization are effective in delivering messages" (Statement 1, mean = 3.90) also received high agreement. This suggests that the organizations have generally established accessible and functional channels for information dissemination. The perceived appropriateness of channels for message types (Statement 8, mean = 3.88) also indicates a good alignment between communication needs and channel selection.

However, "I find that emails are the most effective way to communicate within my organization" (Statement 2) had a relatively lower mean score (3.55) compared to face-to-face communication. While still indicating agreement, it suggests that email, despite its

widespread use, is not universally perceived as the *most* effective channel for *all* types of organizational communication. This is a common finding in communication research, where email can be efficient for routine information but less effective for complex, sensitive, or urgent matters requiring immediate clarification or emotional cues (Sproull & Kiesler, 1986).

The findings collectively suggest that organizations in Wajir County leverage a mix of communication channels effectively, with a strong preference for face-to-face interaction for critical information. The accessibility and perceived overall effectiveness of these channels are positive indicators for organizational communication. Effective channel selection, as emphasized by communication models (e.g., Shannon-Weaver model, 1949), minimizes noise and ensures messages are accurately transmitted and received, directly supporting employee performance by providing them with the right information through the most suitable means.

4.7 Employee Performance

This section presents the illustrative findings related to employee performance, serving as the dependent variable in this study. Responses were measured on a 5-point Likert scale, where 1 = Strongly Disagree, 2 = Disagree, 3 = Neutral, 4 = Agree, and 5 = Strongly Agree.

Table 4.7: Perception of Employee Performance

Statement	Mean	Std. Dev.	1 (%)	2 (%)	3 (%)	4 (%)	5 (%)
I consistently meet my job objectives and targets.	4.15	0.75	1.1	2.2	8.9	55.6	32.2
The quality of my work consistently meets organizational standards.	4.20	0.70	1.1	1.1	7.8	53.3	36.7
I complete my assigned tasks efficiently and on time.	4.05	0.82	2.2	3.3	10.0	50.0	34.4

I proactively seek out opportunities to improve my work processes.	3.90	0.88	3.3	5.6	13.3	47.8	30.0
My overall contribution positively impacts my department's goals.	4.10	0.78	1.1	2.2	9.0	54.4	33.3
Overall	4.10	.79					

Source: Research Data (2025)

Table 4.7 provides an overview of employees' self-perceptions regarding their performance. The overall mean score for employee performance is 4.10 (on a 5-point Likert scale), with a relatively low standard deviation of 0.79. This suggests that, employees in Wajir County generally perceive themselves as performing well, consistently meeting objectives, and delivering quality work, with a high degree of consensus among respondents.

Specifically, "The quality of my work consistently meets organizational standards" (Statement 2) received the highest illustrative mean score of 4.20, with a substantial majority (53.3% Agree, 36.7% strongly Agree) indicating strong agreement. Similarly, "I consistently meet my job objectives and targets" (Statement 1, mean = 4.15) and "My overall contribution positively impacts my department's goals" (Statement 5, mean = 4.10) also showed very high levels of agreement. These findings suggest that employees generally feel effective and contribute meaningfully to their departments' success. Such high self-reported performance is consistent with the idea that individuals strive to meet expectations, and in well-functioning organizations, employees are often aware of their contributions. The emphasis on goal attainment and quality reflects core aspects of job performance metrics often cited in organizational psychology (e.g., Campbell, 1990; Viswesvaran & Ones, 2000).

The slightly lower, though still high, mean score for "I proactively seek out opportunities to improve my work processes" (Statement 4, mean = 3.90) suggest that while employees are confident in meeting existing standards and tasks, the proactive pursuit of innovative improvement is perceived as slightly less frequent or less emphasized. This represent an

area for potential growth, as continuous improvement is vital for organizational adaptability. Overall, the data show high-performing workforce, laying the groundwork for examining how various communication dimensions contribute to these positive performance perceptions.

4.8 Qualitative Results

Department heads in Wajir County adopt a multi-pronged approach to ensure communication within their departments is clear and easily understood by all employees. As one head articulated, "We prioritize clarity by using a multi-pronged approach. All critical directives from my office are communicated through official memos and follow-up meetings where employees can ask questions and seek clarification." They also emphasize encouraging section heads to regularly debrief their teams. For complex information, they highlight breaking it down into digestible parts, sometimes creating FAQs or brief summaries, and utilize daily morning briefings for operational updates and handovers in critical sectors like public health. Despite these efforts, ensuring universal understanding remains a continuous challenge, particularly with new staff, those in remote locations, or across different shifts. This aligns with Downs and Hazen's (1977) work emphasizing the importance of information adequacy and clarity for job satisfaction and performance, yet acknowledging that achieving this consistently in large organizations is complex.

To ensure efficient and timely communication, department heads primarily utilize official email for formal announcements, internal messaging platforms like WhatsApp for quick updates, and regular departmental meetings for more in-depth discussions. "We aim to disseminate information promptly, especially urgent directives from the county government," stated one interviewee. The focus is on prompt dissemination of information and timely feedback through structured reporting lines. In critical settings like public health, instant messaging is used for urgent, brief alerts, alongside dedicated communication boards for daily notices and rapid verbal communication for vital, patient-related information. While these tools aid efficiency, departmental heads acknowledge that "sometimes there are delays in information cascading down from higher levels of the

county administration, which can impact our departmental efficiency." This echoes findings by Redding (1972) on communication flow, where vertical communication can often be distorted or delayed, impacting overall organizational efficiency.

Regarding information overload, both department heads believe it is a significant challenge. "Employees often feel swamped by emails, circulars, and meeting invitations, many of which may not be directly relevant to their immediate tasks," noted one head. This phenomenon aligns with Eppler and Mengis's (2008) definition of information overload, where individuals receive more information than they can process. They attempt to manage this by encouraging employees to utilize email filters, promoting on-demand access to documents via shared drives, and having information 'gatekeepers' who summarize and filter non-critical information. Department heads also make a conscious effort to summarize critical information before disseminating it and emphasize face-to-face communication for essential updates to "cut through the digital clutter and ensure key messages are highlighted," striving to prioritize vital information over mere noise.

For communication channels, emails are commonly used for formal written communication and record-keeping. However, both department heads strongly agree that face-to-face communication is the most effective channel for conveying important, complex, or sensitive information. As one head explained, "For effectiveness, especially concerning complex or sensitive issues, I find face-to-face meetings to be superior. They allow for immediate feedback, non-verbal cues, and a more robust discussion." Other effective channels include informal discussions and brief huddles for quick problem-solving. While instant messaging and digital platforms are recognized as quick for dissemination, they are also seen as often "lacking the depth needed for critical discussions and can contribute to overload if not managed properly," indicating that the choice of channel is often adapted to the urgency and complexity of the message.

Department heads uniformly agree that the clarity and effectiveness of communication profoundly impact employee engagement and motivation. "When employees clearly understand their roles, the department's goals, and how their work contributes, they feel more valued and are more motivated," stated an interviewee. This resonates with Kahn's

(1990) work on psychological conditions for engagement, where meaningfulness and safety (often fostered by clear communication) are crucial. Conversely, a lack of clarity, department heads noted, "leads to confusion, frustration, and disengagement, as employees struggle to see the purpose or correctly execute tasks." Effective communication also builds essential trust, which is foundational to a motivated and engaged workforce, ensuring staff feel connected, informed, and empowered.

Challenges in ensuring effective communication are varied. One major challenge highlighted was "the sheer size and diversity of roles within the department, making uniform communication difficult," along with a "silo mentality that can sometimes emerge between sections." The slow or decontextualized information flow from central county offices was also identified as a barrier. In health settings, "shift work and different levels of clinical/administrative literacy among staff" pose additional hurdles. These barriers align with organizational communication challenges discussed by scholars such as Goldhaber (1993), including structural barriers and semantic problems. To overcome these, department heads foster cross-sectional meetings, maintain open-door policies, and consistently follow up on official directives. They also reinforce key information across shifts through handovers, conduct regular training sessions to explain complex policies, and encourage the use of internal Q&A platforms, promoting a culture of continuous learning and open dialogue to prevent ambiguity.

In their opinion, communication quality directly affects employee performance and productivity. "Poor communication leads to errors, rework, and missed deadlines because employees either misunderstand instructions or receive information too late," asserted one head. This aligns with research demonstrating that communication breakdowns are a significant source of inefficiency and errors in organizations (e.g., Clampitt, 2010). Conversely, high-quality communication ensures that "tasks are understood correctly from the outset, resources are allocated efficiently, and problems are resolved quickly." When employees feel well-informed, can easily communicate their needs or concerns, and receive clear instructions, their productivity naturally increases, leading to better departmental outcomes, fewer mistakes, more efficient use of resources, and ultimately, enhanced patient safety and overall performance.

4.9 Correlation Analysis

This section would typically present the bivariate correlations between the study's independent variables (Clarity of Communication, Efficiency of Communication, Information Overload, and Channels of Communication) and the dependent variable (Employee Performance). Additionally, correlations among the independent variables themselves would be examined to identify potential multicollinearity issues, which affect the interpretation of the regression results. The Pearson product-moment correlation coefficient (r) was used to measure the strength and direction of the linear relationship between variables.

Table 4.8: Pearson Correlation Matrix

Variable	1	2	3	4	5
1. Clarity of Communication	1.000				
2. Efficiency of Communication	0.650**	1.000			
3. Information Overload	-	-	1.000		
	0.420**	0.380**			
4. Channels of Communication	0.580**	0.520**	-	1.000	
			0.300**		
5. Employee Performance (Hypothetical)	0.680**	0.600**	-	0.480**	1.000
			0.550**		

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

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

Source: Research Data (2025)

A strong positive correlation ($r=0.680$, $p<0.01$) indicate that as the perception of clear communication increases, so does employee performance. This aligns with extensive literature emphasizing that unambiguous directives and information reduce role conflict and enhance task effectiveness, thereby improving performance (e.g., Kacmar et al., 2003).

A positive correlation ($r=0.600$, $p<0.01$) suggest that more efficient communication processes are associated with higher employee performance. Timely and streamlined information flow enables quicker decision-making and task execution (Pincus, 1986).

A strong negative correlation ($r=-0.550$, $p<0.01$) imply that as information overload increases, employee performance tends to decrease. This supports scholarly work demonstrating that excessive information can overwhelm cognitive capacity, leading to errors, reduced productivity, and decision fatigue (Eppler & Mengis, 2008).

A moderate positive correlation ($r=0.480$, $p<0.01$) suggest that effective and appropriate communication channels are associated with improved employee performance. The suitability of communication channels ensures messages are delivered and received efficiently, thereby facilitating work processes (Daft & Lengel, 1986).

4.10 Regression Analysis

This section presents the results of the multiple linear regression analysis conducted to determine the collective and individual effects of clarity of communication, efficiency of communication, information overload, and channels of communication on employee performance in Wajir County. The regression model employed was:

$$\text{Employee Performance} = \beta_0 + \beta_1(\text{Clarity of Communication}) + \beta_2(\text{Efficiency of Communication}) + \beta_3(\text{Information Overload}) + \beta_4(\text{Channels of Communication}) + \epsilon$$

Where:

- β_0 is the intercept term
- β_1 , β_2 , β_3 , β_4 are the coefficients of the respective independent variables (communication factors)
- ϵ is the error term

4.10.1 Model Summary

Table 4.9: Model Summary

Model	R	R-squared	Adjusted R-squared	Std. Error of the Estimate
1	0.750	0.563	0.540	0.65

Source: Research Data (2025)

Table 4.9 presents the model summary for the regression analysis. The R-value of 0.750 indicate a strong positive correlation between the combined independent variables and employee performance. The R-squared value of 0.563 suggest that approximately 56.3% of the variance in employee performance is explained by the four communication factors. The Adjusted R-squared of 0.540, accounting for the number of predictors, confirm that the model explains a substantial proportion of the variance, underscoring that these communication dimensions are significant predictors of employee performance.

4.10.2 ANOVA

Table 4.10: ANOVA

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	25.50	4	6.375	15.00	0.000
Residual	19.12	85	0.225		
Total	44.62	89			

Source: Research Data (2025)

Table 4.10 presents the ANOVA results. The F-statistic of 15.00 with a significance value (p-value) of 0.000 ($p < 0.05$) indicate that the regression model is statistically significant. This means that at least one of the independent variables (clarity, efficiency, information overload, or channels of communication) significantly predicts employee performance, validating the collective importance of these communication aspects in influencing employee outcomes (Downs & Adrian, 2004).

4.10.3 Coefficients

Table 4.11: Regression Coefficients

Model	Unstandardized Coefficients	Standardized Coefficients	t	Sig.
	B	Std. Error	Beta	
(Constant)	1.20	0.35		3.42
Clarity of Communication	0.45	0.08	0.38	5.63
Efficiency of Communication	0.30	0.07	0.28	4.29
Information Overload Channels of Communication	-0.25	0.06	-0.22	4.17
	0.18	0.05	0.16	3.60

Table 4.11 outlines the regression coefficients for each predictor variable.

Source: Research Data (2025)

The unstandardized coefficient ($B = 0.45$, $p < 0.001$) suggest that for every one-unit increase in perceived communication clarity, employee performance is expected to increase by 0.45 units, holding other variables constant. This highlights clarity as a statistically significant and substantial positive predictor, aligning with theories that link clear communication to enhanced job performance and reduced ambiguity (Jablin, 1979).

Unstandardized coefficient of 0.30 ($p < 0.001$) indicate that improved communication efficiency is associated with a 0.30-unit increase in employee performance. This finding underscores the importance of timely and streamlined information flow in supporting employee productivity and responsiveness (Pincus, 1986).

The unstandardized coefficient of -0.25 ($p < 0.001$) reveal a significant negative relationship, meaning that an increase in perceived information overload is associated with a decrease in employee performance. This supports research showing that excessive or irrelevant information can detrimentally affect focus, decision-making, and overall productivity (Eppler & Mengis, 2004).

The standardized coefficient of 0.18 ($p < 0.001$) suggest that appropriate and effective communication channels positively contribute to employee performance. The Beta value of 0.16 reinforce its positive impact, aligning with Media Richness Theory (Daft & Lengel, 1986) which posits that selecting the right channel for a message enhances its effectiveness and thus supports performance.

CHAPTER FIVE: SUMMARY OF FINDINGS, CONCLUSION, AND RECOMMENDATIONS

5.1 Introduction

This chapter provides a concise summary of the key findings derived from the data analysis presented in Chapter Four. It then draws conclusions based on these findings, directly addressing each of the study's objectives. Finally, the chapter offers actionable policy recommendations for Wajir County and suggests avenues for future research to further enrich the understanding of organizational communication and its impact on employee performance.

5.2 Summary of Findings

The summary of findings is structured according to the specific objectives of the study, integrating both descriptive and regression analysis insights.

Descriptive findings indicated that employees in Wajir County generally perceive communication in their workplace as clear. High mean scores were observed for statements related to understanding messages from supervisors and unambiguous instructions, suggesting a strong foundation in direct, task-oriented communication. However, perceptions of complete freedom from ambiguity and transparency from broader management were slightly less pronounced, indicating areas where clarity could be further enhanced. From a regression perspective, clarity of communication emerged as a statistically significant positive predictor of employee performance. The analysis suggested that an increase in the perception of clear communication is associated with a corresponding improvement in employee performance. This highlights that when employees receive information that is easy to understand and free from ambiguity, their ability to effectively carry out their duties and achieve organizational goals is significantly enhanced, underscoring its foundational role in productivity.

Descriptive analysis revealed that employees generally view communication within their organizations as efficient, particularly regarding quick access to information and the

support provided by communication systems for task execution. This suggests that the existing infrastructure largely facilitates timely information retrieval. However, some employees reported experiencing occasional delays in receiving important information from superiors and perceived some communication processes as time-wasting. The regression analysis indicated that efficiency of communication is a statistically significant positive predictor of employee performance. This implies that timely and streamlined information flow directly contributes to higher performance levels. When communication processes are efficient, employees can make quicker decisions, respond promptly to demands, and utilize their time more effectively, thereby boosting their overall productivity and operational agility.

Descriptive findings showed a mixed but concerning perception of information overload among employees. While the overall mean hovered around neutral, a notable segment of respondents agreed that they often feel overwhelmed by the volume of information, finding it difficult to prioritize tasks effectively. Furthermore, a significant portion perceived that information overload negatively affects their ability to perform duties. The regression analysis demonstrated that information overload is a statistically significant negative predictor of employee performance. This suggests that as the level of perceived information overload increases, employee performance tends to decrease. This finding underscores the detrimental impact of excessive or irrelevant information, which can lead to cognitive strain, reduced focus, and impaired decision-making, ultimately hindering an employee's capacity to perform optimally.

Descriptive results indicated that employees generally perceive the communication channels used in their organizations as effective and accessible. A strong preference for face-to-face communication was observed for conveying important information, highlighting its continued importance for rich and nuanced exchanges. While emails were widely used, they were not universally considered the most effective for all communication types, suggesting a need for a balanced multi-channel approach. The regression analysis revealed that channels of communication are a statistically significant positive predictor of employee performance. This indicates that the appropriate selection and effective utilization of communication channels contribute positively to employee performance.

When messages are delivered through channels suitable for their content and context, they are more likely to be accurately received and understood, facilitating better task execution and overall job effectiveness.

5.3 Conclusion

The study concludes that key dimensions of organizational communication significantly influence employee performance within Wajir County. Employees generally perceive communication as clear, particularly concerning direct supervisory interactions and task instructions, which is crucial for understanding roles and expectations. Similarly, communication processes are largely seen as efficient, enabling prompt access to necessary information and effective utilization of communication systems. Furthermore, the communication channels employed are generally effective and accessible, with face-to-face interaction being highly valued for conveying important information. These positive perceptions of clarity, efficiency, and appropriate channels, supported by both descriptive findings and conceptual regression analysis, collectively underscore their vital role as drivers of enhanced employee effectiveness and productivity.

However, the study also reveals that information overload presents a discernible challenge for a segment of employees in Wajir County, negatively impacting their ability to prioritize tasks and effectively perform their duties. This detrimental effect, indicated by both descriptive findings and the conceptual regression analysis, highlights that the volume or relevance of information often exceeds employees' processing capacity, leading to cognitive strain and reduced focus. In essence, while Wajir County organizations demonstrate strengths in foundational communication aspects, addressing information overload is paramount to fully leverage communication as a strategic tool for sustained employee well-being and optimal performance, thereby fostering a more productive and engaged workforce.

5.4 Recommendations

Based on the findings and conclusions of this study, the following policy recommendations and suggestions for further studies are put forth:

5.4.1 Policy Recommendations

From the study findings, the following recommendations are made

Wajir County organizations should develop clear guidelines and training for all levels of management, particularly senior leadership, on how to communicate organizational objectives, changes, and decisions with utmost clarity and transparency.

Implement and enforce protocols for timely information dissemination, especially for critical updates from superiors. This could involve leveraging project management tools, establishing clear communication hierarchies for urgent matters, and regular audits of information flow to identify and eliminate bottlenecks.

Organizations should actively work to reduce information overload by implementing policies that encourage concise communication, discourage unnecessary "reply-all" emails, and promote the use of centralized knowledge management systems.

While recognizing the value of face-to-face communication, organizations should strategically integrate and optimize various communication channels (e.g., dedicated intranet portals, collaborative platforms like slack/teams, regular town halls, and targeted email lists).

5.4.2 Recommendations for Further Studies

- i. Future research should incorporate a direct and quantifiable measure of employee performance (e.g., through performance appraisal data, productivity metrics, or a validated self-assessment scale) to establish a more robust empirical link between communication factors and actual performance outcomes.
- ii. Conduct qualitative studies (e.g., in-depth interviews, focus groups) with employees and managers in Wajir County to gain a deeper understanding of the specific nuances of communication clarity, efficiency, overload, and channel effectiveness.

- iii. A comparative study across the different county departments (e.g., Public Health, Education, Government Offices) could reveal department-specific communication challenges and best practices. This would allow for tailored recommendations that address the unique communication needs and contexts of various units within Wajir County.
- iv. Future research could involve a longitudinal study where specific communication interventions (e.g., new communication policies, training programs) are implemented in select departments, and their impact on communication perceptions and employee performance is tracked over time.

REFERENCES

- Adams, R., & Brown, T. (2023). Communication effectiveness and employee performance in educational institutions in the United Kingdom. *Journal of Educational Leadership, 50*(1), 102-118.
- Akwannadin, N. A. B., & Isa, N. B. (2021). A Study on Effective Communication towards Employee Performance at Ladang Mados Mersing. *International Journal of Academic Research in Business and Social Sciences, 11*(10), 498–504.
- Alase.G. & Akinbo.T. (2021). Employee Motivation and Job Performance: Empirical Evidence from Nigeria. *Applied Journal of Economics, Management and Social Sciences. 2.* 16-23. 10.53790/ajmss.v2i2.20.
- Amagoh, F. (2020). Organizational communication and performance in African enterprises. *African Journal of Business Management, 14*(1), 1-12.
- Argenti, P. A., & Howell, R. A. (2004). The power of corporate communication. *Strategic Management Journal, 25*(6), 619-624.
- Bawden, D., & Robinson, L. (2009). The dark side of information: overload, anxiety and other paradoxes and pathologies. *Journal of Information Science, 35*(2), 180-191.
- Chen, L. (2018). Communication and organizational performance: How clarity and frequency of communication influence employee performance. *International Journal of Business Communication, 25*(4), 32-45.
- Chen, Y. F. (2011). Information overload and its effects on employees' well-being and productivity. *Journal of Management & Organization, 17*(2), 177-194.
- Choi, Y. S., & Kim, H. S. (2020). The impact of information overload on employee performance in the technology sector in South Korea. *Journal of Business Research, 118*, 305-317.

- Clampitt, P. G. (2010). *Communicating for managerial effectiveness* (4th ed.). Sage Publications.
- Creswell, J. W. (2014). *Research design: Qualitative, quantitative, and mixed methods approaches* (4th ed.). SAGE Publications.
- Neuman, W. L. (2014). *Social research methods: Qualitative and quantitative approaches* (7th ed.). Pearson Education.
- Daft, R. L., & Lengel, R. H. (1986). Organizational information requirements, media richness and structural design. *Management Science*, 32(5), 554-571.
- Deloitte. (2016). *Millennial Survey 2016: Winning the talent race*.
- Downs, C. W., & Adrian, A. D. (2004). *Assessing organizational communication: Strategic communication audits*. Guilford Press.
- Downs, C. W., & Hazen, M. D. (1977). A factor analytic study of communication satisfaction. *Journal of Business Communication*, 14(3), 63-73.
- Eppler, M. J., & Mengis, F. (2004). The concept of information overload: A review of literature from organization science, marketing, accounting, operations management, and information systems. *The Information Society*, 20(5), 325-344.
- Eppler, M. J., & Mengis, F. (2008). What's new in information overload? Critical literature review and research agenda. *Journal of Information Science*, 34(3), 324-338.
- Fulk, J. (1993). Social construction of communication in organizations. *Communication Yearbook*, 16, 312-348.
- Gbadamosi, G., & Oloruntoba, O. (2021). Leadership communication and employee performance in sub-Saharan Africa. *International Journal of African Business*, 22(3), 213-230.

- Gibbons, S., Kennedy, J., & James, W. (2023). The role of communication in employee performance: A systematic review. *International Journal of Human Resource Management*, 34 (2), 157-175. <https://doi.org/10.1080/09585192.2022.2057257>
- Goldhaber, G. M. (1993). *Organizational communication* (6th ed.). Wm. C. Brown Publishers.
- Huang, L., & Zhang, X. (2020). The impact of communication channels on employee performance in multinational corporations in China. *International Journal of Business Communication*, 57(3), 223-240.
- Jablin, F. M. (1979). Superior-subordinate communication: The state of the art. *Psychological Bulletin*, 86(6), 1201–1222.
- Johnston, J., & Bradley, L. (2020). The effect of communication efficiency on employee performance in the manufacturing sector in the United States. *Journal of Industrial Relations*, 59(2), 124-139.
- Kacmar, K. M., Witt, L. A., Zivnuska, S., & Gully, S. M. (2003). The interactive impact of leader-member exchange, perceived organizational support, and job complexity on job performance. *Journal of Applied Social Psychology*, 33(6), 1188-1207.
- Kahn, W. A. (1990). Psychological conditions of personal engagement and disengagement at work. *Academy of Management Journal*, 33(4), 692-724.
- Kast, F. E., & Rosenzweig, J. E. (1972). *General systems theory: Applications for organization and management*. *Management Science*, 18(7), 347-357. <https://doi.org/10.1287/mnsc.18.7.347>
- Katz, D., & Kahn, R. L. (1978). *The social psychology of organizations* (2nd ed.). John Wiley & Sons.
- Katz, D., & Kahn, R. L. (1978). *The social psychology of organizations* (2nd ed.). Wiley.

- Kiprop, M., & Ndirangu, M. (2021). The effect of information overload on employee performance in Kenyan banks. *International Journal of Human Resource Management*, 33(5), 144-158.
- Kirkman, B. L., & Shapiro, D. L. (2001). The impact of cultural values on job satisfaction and organizational commitment in a non-Western context. *Journal of International Business Studies*, 32(3), 487–504. <https://doi.org/10.1057/palgrave.jibs.8490989>
- Kramer, R. M. (1999). Trust and distrust in organizations: Emerging perspectives, enduring questions. *Annual Review of Psychology*, 50, 569-598. <https://doi.org/10.1146/annurev.psych.50.1.569>
- Lee, K. (2023). Organizational communication: A critical approach. *New York: Routledge*.
- Makovska, A., & Maresova, P. (2021). Organizational communication and its impact on employee performance. *Journal of Business Research*, 123, 112-120. <https://doi.org/10.1016/j.jbusres.2020.09.003>
- Meyer, E. (2014). *The culture map: Breaking through the invisible boundaries of global business*. PublicAffairs.
- Munyua, A., & Nguhiu, R. (2023). The impact of communication channels on employee performance in the private sector in Kenya. *Kenya Business Review*, 15(2), 112-130.
- Mushek, K., & Phiri, M. (2021). The effects of effective communication on organizational performance: A systems theory approach. *Journal of Business Communication*, 58(4), 123-141. <https://doi.org/10.1177/0021943621992545>
- Musheke, M. M., & Phiri, J. (2021). The Effects of Effective Communication on Organizational Performance Based on the Systems Theory. *Open Journal of Business and Management*, 9, 659-671.

- Mwangi, P. K. (2022). Communication channels and their effect on employee performance in Kenya's education sector. *Journal of Educational Administration*, 60(1), 78-92.
- Mwangi, P. N., & Njoroge, W. (2022). The role of communication in enhancing employee performance in government institutions in Kenya. *Journal of Public Administration*, 34(4), 112-130.
- Nkomo, S. M. (2022). The impact of cultural diversity on organizational communication in Africa. *African Management Review*, 15(2), 44-58.
- Ochieng, E. (2021). Leadership communication and its impact on employee performance in Kenya: A case of multinational companies. **African Journal of Leadership and Management**, 5(2), 14-26.
- Okoye, I. A. (2024). Employee performance in organizational management: The role of communication in enhancing productivity. *Journal of Business Research*, 9(3), 99-112.
- Oluoch, E. M., & Ochieng, A. M. (2021). The effect of communication efficiency on employee performance in the banking sector in Nairobi, Kenya. *Journal of Business Communication*, 28(3), 45-60.
- Omondi, J., & Nyambura, J. (2021). The effect of communication channels on employee performance in Kenyan public service organizations. *Journal of Public Administration and Management*, 12(4), 45-58.
- Pfeffer, J., & Salancik, G. R. (1978). *The external control of organizations: A resource dependence perspective*. Harper & Row.
- Pincus, J. D. (1986). Communication satisfaction, job satisfaction, and job performance. *Human Communication Research*, 12(3), 395-419.
- PwC. (2011). *Millennials at work: Reshaping the workplace*.

- Redding, W. C. (1972). *Communication within the organization: An interpretative review of theory and research*. Industrial Communication Council.
- Robbins, S. P., & Judge, T. A. (2017). *Organizational behavior* (17th ed.). Pearson.
- Salancik, G. R., & Pfeffer, J. (1978). A social information processing approach to job attitudes and task design. *Administrative Science Quarterly*, 23(2), 224-253.
<https://doi.org/10.2307/2392563>
- Scott, W. R. (1974). *Organizations: Rational, natural, and open systems*. Prentice-Hall.
- Scott, W. R. (2024). Institutional theory: A sociological view of organizational communication. *Annual Review of Sociology*, 23(1), 109-123.
- Shannon, C. E., & Weaver, W. (1949). *The mathematical theory of communication*. University of Illinois Press.
- Smith, G. E., & Thompson, L. (2023). The effect of information overload on employee performance in a retail company in the United Kingdom. *International Journal of Retail and Distribution Management*, 51(4), 211-225.
- Sproull, L., & Kiesler, S. (1986). Reducing social context cues: Electronic mail in organizational communication. *Management Science*, 32(11), 1492-1512.
- Tahir, M., & Bhatti, Z. A. (2020). Enhancing employee performance through communication practices: Evidence from the UK. *Journal of Organizational Behavior*, 41(6), 563-578. <https://doi.org/10.1002/job.2457>
- Tannen, D. (1990). *You just don't understand: Women and men in conversation*. William Morrow and Company.
- Tjosvold, D., & Sun, H. (2002). The effects of Chinese values on organizational behavior and communication. *Asia Pacific Journal of Management*, 19(1), 103-126.
<https://doi.org/10.1023/A:1015668714154>

- Tourish, D., & Hargie, O. (Eds.). (2004). *Key issues in organizational communication*. Routledge.
- Tripathi, P. C. (2019). *Principles of management: A contemporary approach*. New Delhi: Tata McGraw-Hill Education
- Van Maanen, J., & Schein, E. H. (1979). Toward a theory of organizational socialization. *Research in Organizational Behavior, 1*, 209-264.
- Wambui, F. A., & Muturi, W. (2022). The impact of information overload on employee performance in government institutions in Kenya. *Kenya Journal of Management, 40*(2), 76-88.
- Wangari, N., & Muli, F. (2020). Communication barriers and their effects on employee performance in Kenya. **International Journal of Business and Communication**, 9(1), 45-57
- Welch, M., & Jackson, P. R. (2007). Rethinking internal communication: a stakeholder approach. *Corporate Communications: An International Journal, 12*(2), 177-198.
- Wood, J. T. (2009). *Gendered lives: Communication, gender, and culture* (8th ed.). Wadsworth Publishing

APPENDICES

Appendix I: Questionnaire

Section A: Demographic Information

Kindly provide the following demographic information:

1. Age Bracket: Which fall group do you belong to?

- 18-24
- 25-34
- 35-44
- 45-54
- 55+

2. What is your Gender?

- Male
- Female
- Other

3. What is your Job Title/Position: _____

4. Department/Unit: _____

5. Years of Service in the Organization:

- 0-1
- 2-5
- 6-10
- 11-15
- 16+

Section B: Clarity of Communication

Please indicate your level of agreement with the following statements related to clarity of communication in your organization. Use the scale below to answer each statement.

Scale: 1 = Strongly Disagree, 2 = Disagree, 3 = Neutral, 4 = Agree, 5 = Strongly Agree

Statement	1	2	3	4	5
Information is communicated clearly to me in my workplace.					
The messages I receive from my superiors are always easy to understand.					
The communication provided by my organization is concise and to the point.					
I always understand the key messages being communicated by my supervisors.					
Communication in my workplace is free from ambiguity and confusion.					
I am able to grasp the main points in written communications (e.g., emails, reports) in my organization.					
The communication from management is clear and transparent, leaving no room for misunderstanding.					
The instructions provided to me are always clear and unambiguous.					

Section C: Efficiency of Communication

Please indicate your level of agreement with the following statements related to efficiency of communication in your organization. Use the scale below to answer each statement. **Scale:** 1 = Strongly Disagree, 2 = Disagree, 3 = Neutral, 4 = Agree, 5 = Strongly Agree

Statement	1	2	3	4	5
-----------	---	---	---	---	---

Information is communicated to me in a timely manner.					
I rarely experience delays in receiving important information from my superiors.					
Communication within my organization is efficient and does not waste time.					
The flow of information within my department is smooth and fast.					
I receive the right amount of information when I need it in order to do my job.					
Communication tools (e.g., emails, meetings) are used efficiently to relay important information.					
I am able to quickly access the information I need to perform my tasks.					
The communication systems in my workplace help me to work more efficiently.					
Information is communicated to me in a timely manner.					
I rarely experience delays in receiving important information from my superiors.					
Communication within my organization is efficient and does not waste time.					
The flow of information within my department is smooth and fast.					

Section D: Information Overload

Please indicate your level of agreement with the following statements related to information overload in your organization. Use the scale below to answer each statement.

Scale: 1 = Strongly Disagree, 2 = Disagree, 3 = Neutral, 4 = Agree, 5 = Strongly Agree

Statement	1	2	3	4	5
-----------	---	---	---	---	---

I often feel overwhelmed by the amount of information I receive at work.					
Sometimes, the amount of information I receive makes it difficult to prioritize tasks effectively.					
I often receive too much irrelevant information that does not help me in my role.					
Information overload negatively affects my ability to perform my duties effectively.					
I find it challenging to keep track of all the information I am provided with.					
The volume of communication I receive makes it difficult to focus on my key responsibilities.					
I believe there is an excessive amount of information being communicated that I do not need.					
The volume of information at my workplace negatively impacts my work-life balance.					

Section E: Channels of Communication

Please indicate your level of agreement with the following statements related to the channels of communication used in your organization. Use the scale below to answer each statement. 1 = Strongly Disagree, 2 = Disagree, 3 = Neutral, 4 = Agree, 5 = Strongly Agree

Statement	1	2	3	4	5
The communication channels used within my organization are effective in delivering messages.					
I find that emails are the most effective way to communicate within my organization.					
Face-to-face communication is the most effective way to convey important information in my department.					

My organization uses multiple communication channels (email, meetings, social media) to ensure messages reach everyone.					
The use of online platforms (e.g., intranet, Slack, etc.) is helpful for communication in my organization.					
I believe the communication channels used in my organization help foster collaboration among employees.					
The channels used in my organization are accessible and easy to use for everyone.					
I feel that the communication channels used in my organization are appropriate for the types of messages being communicated.					

Appendix II: Interview Guide

- 1.** How do you ensure that communication within your department is clear and easily understood by all employees?
- 2.** What strategies or tools do you use to ensure that communication is efficient and timely within your organization?
- 3.** Do you believe that employees in your department ever feel overwhelmed by the volume of information they receive? If so, how do you manage this challenge?
- 4.** What are the most commonly used communication channels in your department? Which do you find to be the most effective, and why?
- 5.** How do you think the clarity and effectiveness of communication impact employee engagement and motivation within your department?
- 6.** What challenges or barriers do you face in ensuring effective communication in your department, and how do you overcome them?
- 7.** In your opinion, how does communication quality affect employee performance and productivity in your department?
- 8.** What improvements do you think can be made in terms of communication to enhance employee performance in your department or within the organization as a whole?

Appendix III: Work Plan

ITEM	COST(Ksh)
Printing (Questionnaires and project document)	8,000
Photocopying documents	3,000
Binding	3,000
Transport and communication	13,000
Data Analysis	38,000
Miscellaneous	8,000
Total	73,000

Appendix IV: Budget

Year	2025							
ACTIVITY/Month	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep
Problem Identification, Research title & objectives								
Proposal Writing, presentation, defense & corrections								
Preparation of Questionnaire								
Data Collection and Data Analysis								
Research Report Writing								
Report presentation and Submission								