Communication Channels as Implementation Determinants of Performance Management Framework in Kenya

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Abstract

The purpose of this study to assess communication channels as implementation determinants of performance management framework In Kenya at Moi Teaching and Referral Hospital (MTRH). The communication theory was used to inform the study. This study adopted an explanatory design. The target sampled 510 respondents through simple random and stratified sampling Data collected was analyzed using descriptive and inferential statistical tools. Specifically Manova analysis, Correlation analysis, Factor analysis and SEMPATH model, with the help of SPSS /Amos model programme, were used to validate and test the hypotheses. Results of hypothesis testing indicate that communication have a significant relationship with implementation of performance management. This was supported by a strong correlation between communication and implementation of performance management. The study established that communication determine employee relationship with the implementation of performance management framework. It was therefore recommended that, to effectively manage the implementation of performance framework, an organization should put in place: the right communication strategies

Keywords: communication channels, employees, performance management

1.1 Introduction

Performance management is a ubiquitous term in today's business environment, being embedded in the body of knowledge of various disciplines and being used it at all organizational levels (Brudan, 2010). Performance management is a factor of organizational results through individual performance in forms of assigned targets as measured in BSC where key responsibilities and Key Results Areas with their indicative performance are clearly stated or agreed on (Kaplan and Norton, 1996). The assumption that there is a cause and effect relationship is essential because it allows the measurement in non-financial areas to be used to predict future financial performance. The claim is that financial measures say something about past performance while non-financial measures are the drivers of future performance. A Performance Management System is a strategic and integrated approach to delivering sustained success to organizations by improving the performance of people who work in them and by developing the capabilities of teams and individual contributions (McGilloway, 2005). As Performance management is a means of getting better results from the organization, teams and individuals by understanding and managing Performance within agreed framework of planned goals, standards and competence requirements (Armstrong, 2000). The introduction of communication channels is a strategic driver and plays an integrated approach to the management and development of employees. The communication was considered by many researchers as a one of the main factors affecting the effectiveness of management systems based on the quality, regardless of the type of implemented system (Hawrysz, , 2012; Wahid, and Corner,2009).

The study of internal communication is arguably one of the fastest growing areas within the field of communication, with a 25-30 per cent growth rate in the late 1990's (Donaldson & Eyre, 2000). According to Kalla (2005) internal communication is defined as the "formal and informal communication taking place between employees at all levels of an organization". Effective internal communication is one of the organizational key aspects since employees play a huge role in organizational success and can influence numerous factors, which concern organizational overall operation and competence; one of those factors is performance management (Gray& Laidlaw, 2004).

Effective communication is the consequence of the features of particular elements of the communication process and their cross-compliance. Welch (2006) carried out a study on Rethinking internal communication: a stakeholder approach. The purpose of the study carried out was to help organisations improve internal communication by proposing theory with the potential to improve practice. In the study carried out, Welch (2006) states that poorinternal communication is a major concern for organisations since it results in workplace inefficiency. To offer strategic communication managers a fresh perspective from which to consider internal communication management

Employees are key assets in any organization as they are the ones executing strategies. MTRH was rated 'Good' in its Performance and was rank number 91, with a score of 2.6919, in the ratings for the financial year 2008/2009. A rating of 'Good' means "Achievement below target but above previous year's Performance" (Trivedi, 2002). The question therefore is, "Is Performance Management really working for MTRH?" Scanty information is available. The performance management framework is a management strategy and, like all strategies, it was important and necessary to establish the outcome, especially in line with ommunication

channels, which go a long way in enhancing service provision.

HO₁: *Communication channels have no significant relationship with effective implementation of a Performance Management Framework.*

2.1 Theoretical framework

Communication theory is the discipline that studies the principles of transmitting information and the methods by which it is delivered (Katherine 2005). The theory emphasizes on the technology of the transmission of information as in the printed word or a computer mediated, radio or television (Salwen and Stacks, 1996).The theory defines how humans use technology as enablers to share, encode, and decode what they know, what they need, and what they expect from each other(Mortensen, 2009).

Banks have enhanced many of their customer-facing, front-end operations and internal communication strategies with digital solutions. Online banking, for example, offers consumers enormous convenience, and the rise of mobile payments is slowly eliminating the need for cashier services. However too many processes at banks still rely on people and paper. Often, back offices have a lot of people processing customer requests and they require remote assistance since customers rely on different bank branches for different services and thus the need for an effective communication strategy for such a unique situation.

Some banks are already taking steps toward harnessing the considerable potential of utilizing technology based communication strategies such as video mediated conferences, advanced computer mediated text transfers and even an integrated telephone exchange system that offers more than just voice messages (Groover, 2007). Despite the benefits brought by automation of the internal communication strategies, a major problem exists in justifying the initial investment towards adopting a strategy that will eventually result to a competitive advantage.

2.2 Approaches to Performance Management

In order to effectively manage performance, it is advocated that the organization should, initially, explore and identify the behaviours critical to the role. Most of the recruiting processes ignore the behaviours, skills, attitudes and values of an individual. In order to further understand the approach to performance management, a summary is presented in Figure 1 below:
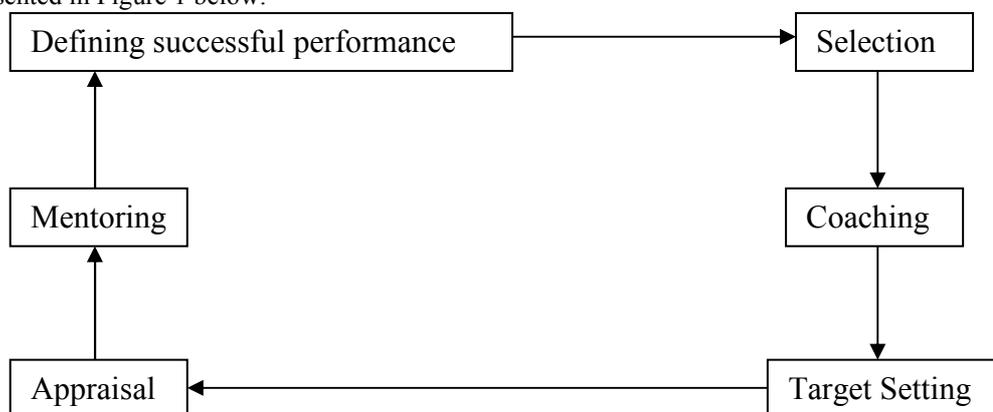
Figure 1 A Model of Performance Management
Source: Armstrong and Baron (2009)

2.3 Performance Measurement

Measurement is an important concept in Performance Management. It is the basis for providing and generating feedback. It is therefore important and relevant to define what measures should be used. Strategic plans may give a lead or indication of what is to be measured which, in turn, will reflect the business' objectives, plans and policies. According to HOP (p65, as cited in Armstrong & Baron, 2009), "Business should be value driven, not cost driven." In other words, performance measurement can be defined as the process of qualifying the efficiency and effectiveness of action. Effectiveness refers to the extent to which customer requirements are met while efficiency is a measure of how economically the firm's resources are utilized when providing a given level of customer satisfaction.

Dissatisfaction with using financial measures to evaluate business Performance is nothing new. As far Back as 1951, Ralph Cordiner, the CEO of General Electric, commissioned a high-level task force to identify key corporate Performance Measures. In addition to profitability, the task force included market share, productivity, employee attitudes, public responsibility and the balance between short and long term goals. Performance measures, then, should be related to strategic goals, relevant to objectives, focus on outputs, be

verifiable, precise and covering all key aspects of performance. Some of the types of measurements are finance, output, impact, reaction and time.

According to Jack Welch, CEO of the General Electric Company, the three most important things you need to measure in a business are customer satisfaction, employee satisfaction and cash flow. More specifically the different approaches measuring organizational performance are: Balanced Scorecard, the Europe Foundation for Quality Management (EFQM) Model, Economic Value Added, 360 Degree Feedback, Dash Board and Performance Contracting.

2.4   Communication Channels

In the new millennium, organizations are going through rapid changes and the role of strategic management is challenged. When the organization is threatened by environmental changes such as crises or competition as a result of information technology development or increased customer demands, the need for communication increases (Ston & Jactioneen, 2001).   Clarity is generally espoused as a central characteristic of effective organizational communication whether communication is defined using the process model that emphases the creation of shared weanings, clarity is an accepted measure of successful communication (Leitch & Davenport, 2002).

An organization may consist of management, employees, premises, equipment and material but will not come to life unless communication effectively link all these parts together and coordinate their activities. Communication is defined as the transfer and understanding of meaning (Robbins & Judge, 2008). Communication acts to control member behaviour in an organization by following hierarchical steps. Communication can also fosters motivation by clarifying to employees what is to be done, how well they are doing and what can be done to improve performance. The formation of specific goals, feedback on progress toward the goals, and reinforcement of desired behaviour all stimulate motivation and require communication. Communication is also seen to provide a release for the emotional expression of feelings and for fulfilment of social needs. Lastly, communication performs the role of facilitation of decision making by providing the information that an individual or groups need (Robbins & Judge, 2008).

Communication can be transmitted vertically or laterally in an organization. Vertical dimension can be downward or upward direction. When engaging in downward communication, managers must explain the reasons why a decision was made. Upward communication flows to a higher level in the group or organization and is used to provide feedback. Upward communication keeps managers aware of how employees feel about their jobs, coworkers and the organization in general. When communication take place among members of the same work group/level, it is described as lateral communication (Robbins & Judge, 2008).

There are however many barriers to communication such as filtering, selective perception, information overload, emotions, language, communication apprehension, gender difference and "politically correct" communication. This study highlight selective perception whereby the receiver in the communication process selectively see and hear based on their needs, motivation, experience, background and other personal characteristics (Robbins & Judge, 2008).   Receivers also protect their interests and expectation into communications as they decode them (Robbins & Judge, 2008).

The literature reviewed, especially on the Balanced Scorecard and the theory of planned behaviour, indicated the need to include non-financial attributes to organizational performance. The study conceived communication processes as stimulants of implementation of performance management. Performance management, therefore, is a dependent construct. Performance management is about learning at the organizational, team and individual levels. Authors such as Glendinning (2002), Furnham (2004), Graham (2004) and Helm at al. (2007) note that performance management is crucial to organizational performance, especially in the facilitation of the organization's achievement of its vision, a prerequisite to developing a performance culture, aligning the employees' performance goals with the organization's strategic goals and improvement of employees performance through development and talent management.   The independent variable is communication channels. The communication process involves five pillars: communication with employees on their individual goals; external stakeholders; provision of feedback; information on managerial decisions and encouragement of improvement and learning. Communication is also seen as a very important tool to facilitate buying in from the people in the organization (Kaplan and Norton, 2001).

3.1 Research Methodologies

An explanatory design was used wherein an in depth investigation of MTRH in form of case study was undertaken (Oso & Onen, 2008). A descriptive analysis was also applied so that views from different departments and subjects could be compared. The descriptive research highlighted the characteristics of a particular individual or group. The employment of multi-designs in the same study enables triangulation to take place and thus increases the validity of the findings (Saunders, Lewis & Thornhill, 2003). This study was about the relationship between communication and the implementation of a performance management framework.

3.2 Target Population

The research targeted the 2,040 the staff involved in managing MTRH, staff in the middle cadre and those in the lower cadre. In order to get a representative sample size, stratified sampling was used into the sub-groups were the managers. In this study, the population was divided into the different departments, specifically administration and clinical services. The procedure was necessitated by the fact that the hospital is made up of different units and private wings. In addition, simple random sampling was applied to give subjects an equal opportunity to participate in the study. The study, therefore, had a sample of: 25% of 468 of lower cadre giving 117, 25% of 1368 of middle level cadre giving 342, and 25% of 204 of top management giving 51. This gives a total of 510**.** Data was collected using a structured self-administered questionnaire. The size of the sample dictates the level of sampling error that could lead to wrong conclusions about the population thus a crucial decision in research is the determination of the sample size. A sample of 570 subjects was good and this made use of factor analysis easier. Statistically determined sample size is 25% of the target population size. This is within the guidelines advocated by Cooper & Schindler (2001) in that, if the calculated sample size exceeds 5% of the population, the sample size may be reduced without sacrificing precision. The size is considered sufficient for the application of multivariate techniques such as structural equation model and path analysis, which were used in this study, as pointed out by Hair *et al*. (2006).

3.3. Validity and Reliability

Content validity was attained by thoroughly checking the questionnaire to ensure its adequacy. The first questionnaire did not cover all the objectives and another questionnaire was rewritten in which all the objectives and hypotheses were incorporated in a structured form. Construct validity was tested by reviewing existing literature in order to understand the relevant concepts. Factor analysis was carried out and a composite reliability of alpha above 0.5 with total variance explained in most of the variables being above 70% which confirms the theory of above 50% (Heir *et al*., 2006). Discriminant validity was ensured through a measure of the promax method of rotation in factor analysis. Structural equation modelling, which allows interpretation in the face of multicollinearity, and testing of coefficient across and between multiple subject groups and models with multiple dependents ensured numerological validity test was checked (Brown, 2008). The predictive validity dimension is demonstrated by the results of the hypothesis testing. Finally, reliability was done through exploratory factory analysis, a reliability test was carried out and the Chronbach Alpha coefficient was above the expected threshold of 0.5 (Sekeran, 2003).

3.4 Data Analysis and Presentation

Analytical tools such as frequency distribution, percentage and measure of central tendency were used in the study to summarise the overview and the characteristics of the respondents. The results depicted a clearer picture and general impression of the variable (Saunders *et al*., 2003). Manova analysis was used to determine the relationship between the variables. The results were categorized into F-values and significant values. This was undertaken in all variables in the questionnaire. Product-moment correlation coefficient (Pearson's correlation coefficient) was used to establish the degree of relationships between dependent and independent variables and as a precursor to Structural Equation Modelling. The correlation coefficient could take any value between -1.00 and +1.00. A value of +1.00 represents perfect positive correlation while a value of -1.00 is a perfect negative correlation.

3.5 Structural Equation Modelling and Path Analysis

SEMPATH is a family of multivariate statistical analytic tool that seeks to explain the relationship among multiple variables (Cooper & Schindler, 2001; Heir *et al*., 2006; Kline, 2005). The hypotheses under study were fourfold: communication channels have no significant relationship with effective implementation of performance management. Which was analysed using structural equation modelling (SEM), which was undertaken using the Amos Statistical Program (version 18).

Structural equation modelling was chosen in preference to the traditional regression procedure for the following reasons. SEMPATH analysis: has the ability to incorporate latent and observed variables (indicators) for a single independent or dependent variable; there is improvement of statistical estimation by accounting for a larger number of measurement variables thus more representation of theoretical concepts and ability to specify and improve measurement error; it is versatile in terms of combining dependence and correlation relationships (Heir *et al*., 2006; Kline, 2005) and, finally, though SEMPATH examines the structure of interrelationships expressed in a series of matrix equations similar to those of multiple regression equations in applied work like this study, a graphical path diagram visualizes them (Cooper & Schindler, 2001; Hox & Belhger, 2003; Kline, 2005).

4.1   Analysis and results

In this chapter, the study presents the results from interpreted and analyzed data. The interpretation is done based on the objectives and hypotheses that guide the study.

4.1 Implementation of Performance Management

Table 1 presents the descriptive statistics for the variables measuring implementation of performance management. Findings indicate that most of the respondents agreed that they felt good when they accomplished their targets, followed by the assertions that the organisation operates performance management systems, set goals at beginning of the year and that they understand the aims of performance management. However, fewer respondents agreed that they are paid a bonus when they achieve or exceed their targets and that it took only a short time to implement performance management.

Table 1 Descriptive Statistics for the Variables Measuring Implementation of Performance Management

Variable (n = 505)	Mean	Mode	S.D	Skew	SE of skew	Kurtosis
1. My organization has performance management system	3.83	4	1.17	-1.18	.11	.53
2. I set performance goals	3.83	4	1.21	-1.07	.11	.16
3. I'm consulted when targets are set	3.53	4	1.26	-.66	.11	-.67
4. Superiors coach me	3.55	4	1.23	-.65	.11	-.63
5. Feel good when I accomplish	4.02	4	1.11	-1.26	.11	.89
6. Recognized when I excel	3.43	4	1.34	-.45	.11	-1.07
7. Performance data collected	3.56	4	1.22	-.81	.11	-.37
8. Defined targets for everyone	3.51	4	1.23	-.71	.11	-.55
9. Trained in performance mgmt	3.37	4	1.27	-.51	.11	-.894
10.Commit time for plan	3.49	4	1.06	-2.90	.11	-.97
11. Understand aims	3.73	4	1.17	-1.08	.11	.34
12. Paid bonus when achieve targets	3.15	4	1.42	-.14	.11	-1.34
13. My targets are smart	3.62	4	1.16	-.87	.11	.06
14. Short time to implement system	3.26	4	1.04	.03	.11	-.98
15.Yearly reviews done	3.57	4	1.11	-.83	.11	-.13

4.2   Descriptive Results on Communication

Communication serves four major functions within a group or organization and these are control, motivation, emotional expression and information. Communication can be defined as the transfer and understanding of meaning.

Table 2: Descriptive Statistics for Communication Strategies

Variable (n = 505)	Mean	Mode	S.D	Skew	SE of skew	Kurtosis	SE of kurtosis	Min	Max
1. Two-way communication	3.28	4	1.38	-.41	.11	-1.22	.22	1	5
2. Changes communicated by superior	3.44	4	1.29	-.62	.11	-.85	.22	1	5
3. Read circulars for updates	3.42	4	1.12	-.56	.11	-.26	.22	1	5
4. CEO write circulars to communicate	3.46	4	1.13	-.51	.11	-.29	.22	1	5
5. Jobs advertised internally	3.34	4	1.35	-.49	.11	-1.06	.22	1	5
6. Happy with communication	3.33	4	1.39	-.52	.11	-1.09	.22	1	5

The chief communication methods appear to be the CEO writing circulars and superiors communicating changes. A substantial proportion of respondents disagree that there is two-way communication.

4.3   Factor Analysis on Communication Channels

The responses to six Likert scale questions measuring communication channels gathered from 505 respondents in the study were subjected to a principal component analysis. The responses ranged from 1 (strongly disagree) to 5 (strongly agree). The data was first analysed to determine whether the six items were factorable. The determinant of 0.008 suggested that multicollinearity might not have been a problem among the items. The KMO was 0.893 while the Bartlett's Test of Sphericity was significant ($\chi^2 = 3742.8$, df=28, p<0.001), which indicated that the correlation matrix of the original variables was not an identity matrix. The communalities were

all above 0.6 (Table 4.16) while the diagonals of the anti-image correlation matrix were all above 0.5, which indicated some underlying (latent) structure among the observed variables. Lastly, bivariate correlations among the six variables were all at least 0.3, which indicated some latent construct and none were above 0.9, indicating no singularity in the data.

As the initial tests indicated that the six items were factorable, principal components analysis was used to extract the components because the primary purpose was to identify and compute composite scores for the factors (components) underlying communication channels. The initial solution resulted in the extraction of two components, with the Eigen values showing that the first component explained 68.5% of the variance while the second component explained 16.8% of the variance. The two-factor solution could therefore explain 85% of variance present in the original variables. Both varimax and promax rotations were used in the PCA and the results between the two rotations were compared. It was easier to interpret the results from promax rotation than varimax, because of the cross loading of one variable in the solution produced by varimax. Thus, the former rotation was adopted.

This initial two-factor solution was accepted because of its inherent interpretability, theoretical logic, ability to explain a lot of variance (85%), and an examination of the scree plot showed the 'levelling off' of Eigen values after two factors.

Table 3: Total Variance Explained

Component	Initial Eigen values			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total
1	4.112	68.532	68.532	4.112	68.532	68.532	3.829
2	1.008	16.794	85.326	1.008	16.794	85.326	2.890
3	.351	5.855	91.181				
4	.223	3.710	94.891				
5	.171	2.856	97.747				
6	.135	2.253	100.000				

Extraction Method: Principal Component Analysis.

Table 4: Principal Components Analysis with Promax Rotation for Six Items Measuring Communication Channels (N = 505)

	Loadings		
	Factor 1: Communication cascade	**Factor 2:** Communication tools	**Communality**
Jobs advertised internally	.932		.791
Happy with communication	.915		.857
Two way communication	.909		.815
Changes communicated by superior	.824		.821
Read circulars for updates		.972	.923
CEO write circulars to communicate		.943	.912
Cronbach alpha (Composite .908)	.925	.912	

The variables loading on factor one indicate the flow of communication, and the factor was therefore, labelled as 'communication cascade'. The second factor appears to be concerned with the means used in communication and was consequently called 'communication tools'.

4.4   Reliability Analysis for Variables Measuring Communication Channels

The Cronbach alpha for both communication cascade and communication tools were quite high, which suggested that the variables were reliable, as they appeared to be measure the same construct. The composite alpha was also high, which indicated that the specification of the items in the questionnaire for measuring organizational strategy might have been appropriate. An examination of the final communalities showed that a lot of variation in the original variables was accounted for by the two extracted factors, which suggested that the variables appeared to measure the two constructs.

4.5   Correlations between Variables

This study conceptualized that employee attitude, organizational strategy, leadership and communication could influence the implementation of performance management. A Pearson correlation was conducted to establish the degree of relationships between the constructs representing implementation of performance management (goal setting and timeliness) and those representing the independent variables (employee attitude, leadership, 360 degrees feedback, self-assessment, communication cascade and communication tools). The results are shown in the table 5.

Table 5 Correlation Analysis

n=505		goal settings	timelin ess	organisation results	individual output	communication cascade	communicatio n tool
goal settings	r	1					
timeliness	r	.268*	1				
organisation results	r	.788*	-0.03	1			
individual output	r	.566*	.274*	.603*	1		
communication cascade	r	.792*	.163*	.652*	.421*	1	
communication tool	r	.477*	.366*	.420*	.357*	.563*	1

r = Pearson correlation coefficient; * = correlation significant at .01 level (2-tailed)

Findings indicated strong related with goal setting was attitude (at 82%), followed by communication cascade (at 79%) while the least correlated with the criterion variable was 360 degrees feedback (at 41%). For timeliness, it showed the strongest correlation to communication tools (at 37%) and the least with attitude (at 16%).

4.6   Tests of Research Hypotheses

The hypotheses under study were four-fold: employee attitude has no significant influence on implementation of performance management; strategies used by the management have no relationship with effective implementation of performance management; leadership style has no significant relationship with effective implementation of performance management and communication channels have no significant relationship with effective implementation of performance management. Each of these objectives was analysed using structural equation modelling (SEM), which was undertaken using the AMOS statistical program (Version 18).

H_04: *Communication Channels have no Significant Relationship with Effective Implementation of Performance Management*

The dependent variable (implementation of performance management) was conceptualized as a latent variable and measured by its two indicators, goal setting and timeliness. Factor analysis also established communication channels as consisting of two constructs, communication cascade and communication tools. It was necessary to find out the individual contribution of each of these two constructs on performance management. Thus, each construct was specified as an exogenous, manifest variable. The variables were found not to have departed from normality too radically (highest values of skewness and kurtosis were -1.02 and -1.075 respectively), hence MLE method was used in AMOS. The error variance associated with goal setting was found to be negative, which suggested high correlation between the dependent and independent variables. Thus, this error was constrained by assigning a small positive value of 0.001. The resultant path diagram is shown below.
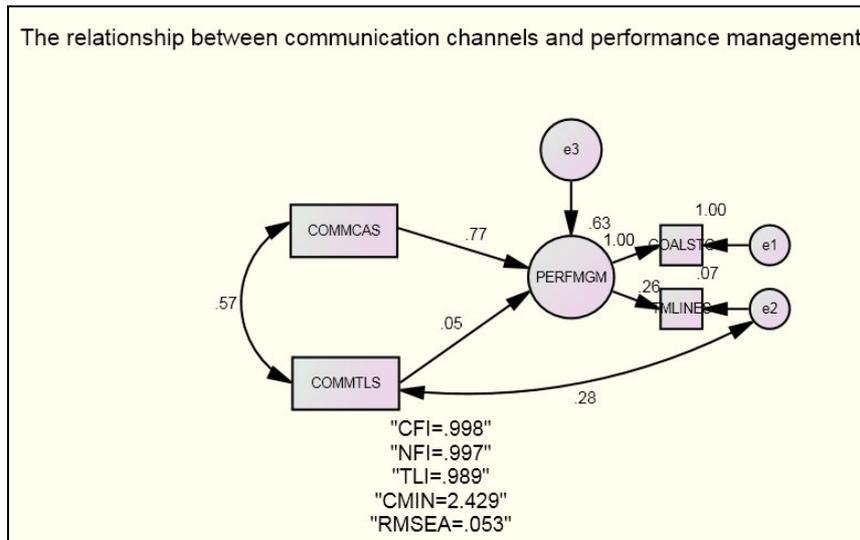
Figure 4.4: Output SEMPATH Model on Impact of Communication Channels on Implementation of Performance Management Framework
Source: Survey Data (2011)

Several fit measures indicated that the overall fit of the model to the data was very good. The model chi-square was not significant, P(CMIN) = 2.43, df =1, p = 0.119. Thus, the model's covariance structure is likely to be similar to the observed covariance matrix. The RMSEA was .053 and its confidence interval was LO90 = 0.000 and HI90 = 0.143. The model fitted the data well as indicated by PCLOSE (Test of Close Fit) of 0.335. PCLOSE is the p value testing the null hypothesis that RMSEA is no greater than 0.05. Since the models p value was not significant (.335 is > .05), the null hypothesis that RMSEA was less than 0.05 was accepted, indicating a good fit. The NFI, TLI and CFI were 0.997, 0.989 and 0.998, respectively, indicating that the model fitted the data well.

The table below shows the unstandardized regression weights, their standard errors (SE), critical ratios (C.R), and their p values.

Table 6: Regression Weights: (Group Number 1 - Default Model)

			Estimate	S.E.	C.R.	P	Label
PERFMGM	<---	COMMCAS	.633	.027	23.182	***	par_2
PERFMGM	<---	COMMTLS	.042	.031	1.371	.170	par_3
GOALSTG	<---	PERFMGM	1.000				
TMLINES	<---	PERFMGM	.229	.037	6.178	***	par_1

The path coefficient from COMMCAS (communication cascade) to PERFMGM (implementation of performance management is significant beyond the 0.01 level and is positive. It is also a sample estimate of the population coefficient. Thus, there is likely to be relationship between communication cascade and implementation of performance management. Since the relationship is positive, it means that when communication cascade improves, implementation of performance management also increases and vice versa. The coefficient for communication cascade is 0.633, which means that when communication cascade increases by one unit on its scale, implementation of performance management increases by about 60%.

On the other hand, the path coefficient from COMMTLS (communication tools) to PERFMGM is not significant (p > .05). Thus, there is likely to be no relationship between communication tools and implementation of performance management. This, therefore, implies that only certain aspects of communication (represented by the variables collectively called communication cascade but not those represented by communication tools) are crucial in affecting implementation of performance management. Thus, the null hypothesis of no relationship between communication channels and implementation of performance management was rejected. However, there is fairly a strong correlation of about 57% between communication cascade and communication tools.

The standardized regression weight for COMMCAS to PERFMGM was 0.77. This showed that the relationship between the variables was strong. R square for performance management in the model was 0.63. Thus, communication cascade and communication tools could explain 63% of the variation in implementation of performance management. The remaining unexplained variation in performance management could partly be attributed to other factors not specified in the model and partly to the error term (labelled e3) in the model.

Performance management is regarded as an ongoing communication process with interlocutor being an employee and his or her supervisor. Proper channel of communication is necessary to allow implementation of

performance management. The views from top, middle and bottom cadres of staff should be collated for inclusion in the process.

The relation of communication channelling with various categories of staff, gender and age resulted in same behaviour as that of attitude, leadership and strategy. Respondents who are older, male and holders of certification education believed that communication cascade and tools were more likely to lead to implementation of performance than female counterparts who were mostly graduates and younger. The relationship with communication tools and performance was negative from female respondents and those of certificate and ages of 35 – 39 years old.

Conclusion and recommendation

Communication does to a large extent influence Employee attitude. Communication cascading and self assessment do influence employee attitude which in retrospect affect goal setting and post results. This study unearthed the need to understand human resource factors such as communication. Different approaches will be necessary to be applied to the different cadres of staff in terms of execution of strategies and communication. The organizations and especially public corporation then have to choose their leaders well and ensure communication of strategies to their employees using the right format as to the type of recipient.

A research opportunity not carried out by this study is on the need to come up with a Performance Measures Model that is working and suitable for African countries and which can also be emulated in the developed world. The reason for this recommendation is that developing countries just rely on developed countries to come up with theories/model and no original work can be traced to African states though we have a huge body of intellectuals. Finally, the model that this study developed can be modernized through further research whereby various organizations can be analyzed and responses compared.

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