

**EFFECTIVE COMMUNICATION AT THE WORKPLACE IN THE POST-COVID-19
PANDEMIC IN ORGANISATIONAL PERFORMANCE: A CRITICAL ANALYSIS OF
THE MAA TRUST**

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DECLARATION

Student's Declaration

This research project is my original work and has not been presented for degree in any other university.

Signed  Date: **09/12/2022**

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Supervisor's Declaration

This research project has been submitted for examination with my approval as university supervisor to the student.

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DEDICATION

I dedicate my research to those who are interested in development communication students, academics, individuals, and organizations. May it enhance and contribute to your success in school and at work.

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The completion of this project was not easy. It was not created by the author alone, but relied on the cooperation and assistance of many. First and foremost, I owe thanks to the Almighty God for taking me through this academic journey. I sincerely acknowledge Dr. Ngigi, Lecturer, University of Nairobi for his unwavering support, guidance and support.

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ABSTRACT

This study sought to understand effective communication at the workplace in the post-covid 19 pandemic in organizational performance. This study's goal was to determine to establish leaders' perspectives of effective communication on organizational performance after COVID-19 and to ascertain how employees perceived and affected communication at the MAA Trust before and after COVID-19. The Maa Trust, a non-governmental organization, was the subject of the investigation. The study was centered around three theories namely; The two-step theory, the social learning theory and the communication theory.

This research utilized both the qualitative and quantitative research which involved doing surveys at the Maa Trust and carrying out Key-informant interviews. From the findings, this study concludes that effective communication post-pandemic was important towards organizational performance and technology was embraced to ensure smooth communication between leaders, employees and other stakeholders. Technologies and the bottom up approach was embraced. Both the leaders and employees agreed that there was a very strong correlation on the general organizational performance.

The significance of the study is to show how organisations can apply the study's communication approach in achieving their desired goals irrespective of the "new normal" that came as changes to combat the spread of the virus through the communication interaction in an organisation.

The study recommends that organisations need to put mechanisms on ways to embrace technologies that could be able to help them improve their performance. Employees also need to be trained on the changing technologies and effective communication as organizational performance and effective communication are inter-twined.

Keywords: *Communication, Pandemic, non-pandemic, effective communication, organisation*

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LIST ABBREVIATIONS

NGO	-	Non- Governmental Organisation
WHO	-	World Health Organisation
TMT	-	The Maa Trust
KI 1	-	Key Informant one
KI 2	-	Key Informant two
KI 3	-	Key Informant three

CHAPTER ONE: INTRODUCTION

1.0 Overview

This chapter comprises of the background on effective communication at the workplace in the post pandemic period. Additionally, it covers the study topic, research objectives, and study questions, as well as the importance, reason, breadth, and limits of the study.

1.1 Background of the Study

It has been said that the COVID-19 epidemic had created a global health and financial disaster. It hit the entire planet in March 2020 and imposed harsh regulations on everyone's lives, thus the unprecedented events had an influence on everyone's personal and professional well-being. In a business setting, it implied that "the new normal" required significant adjustments to the way businesses worked. It caused significant changes in how work is carried out because it has upended many aspects of people's life. Organizations all around the world were forced to stop and change their activities, which resulted in significant job modifications and, worse yet, the loss of many employees' jobs.

Companies were obliged to close their locations and relocate their business online as a result of physical distance and the inability to interact with people as a result of restrictions placed by the government and, globally, by the World Health Organization. Since physical meetings, the ideal communication model that ensures prompt responses, were no longer a possibility and had to be replaced with remote work, this significantly impacted the working circumstances and daily work routine. Organisations had to plan their operations in a way that ensured the best possible information flow and communication in order to preserve their employees' lives and stop or at least control the spread of the virus. The sole means available to the businesses for team meetings, daily activity discussions, company planning, client targeting, product presentations, service offers, and price negotiations were virtual platforms.

Leaders have to develop their ability to effectively communicate their leadership experience and philosophy to their team members in order to accomplish the desired results in terms of internal communication within a firm. Normally, when there is no pandemic, they would have conducted these discussions in person. The majority of the time, internal communication in

a company comprises processes where the content is developed and generated by interpersonal interaction. In their study of Italian companies, Mazzei and Ravazzani found that employees' perspectives of reality and trust were influenced by a "stream of unambiguous messages.

Frandsen and Johansen demonstrate that organizational leaders must be conscious of the value of horizontal communication and allow staff members time to engage and develop meaning. In their discussion of pandemic situations, Qiu et al. showed how collaborations might be facilitated and trust could be built by stakeholders adopting an open mindset and being actively involved in addressing risk information needs. Because pandemics are highly complex, dynamic emergency response events that involve competing agendas and conflicting interests among stakeholders, collaborative planning and shared decision-making are essential. When a new norm—social separation—was established in the coronavirus case, communication had to be based on new pillars because what was really meant was physical distance. Digital technology was applied to enhance emergency management since electronic communication represented the only truly novel reality.

Leaders have to develop their ability to effectively communicate their leadership experience and philosophy to their team members in order to accomplish the desired results in terms of internal communication within a firm. Normally, where there is no pandemic, discussions would be done in the open. In most cases, communication inside an organization involves intricate, creative processes where the content is built and generated by interpersonal contact. Mazzei and Ravazzani studied Italian businesses and discovered that a "stream of unambiguous signals resulted in attitudes of reality and trust among the personnel. Therefore, a large portion of contemporary theory and research has focused on the critical role that leaders play in directing the company because they are guiding the team and orchestrating the entire organizational process. They imply that the most important people are the leaders.

When things are normal, everything works flawlessly or at least decently, but when dependable organizational structures and systems are gone, followers turn to their leader for a sense of security. In these situations, visionary, decisive, and solutions-focused leaders were viewed as being able to point the way forward. Since time is not a leader's friend, quick and timely action is the foundation of effective management. The longer the crisis lasts, the more likely it is that the organization will be linked to problems. As a result, the leader should provide prompt,

straightforward, and transparent communication, which is essential to effective crisis management. Since leaders are the ones who know the virtual team's objectives, resources, and procedures the best, they should step in to manage the virtual team when employees lack clarity regarding their tasks and the methods for doing them.

By examining four assumptions, this study aims to investigate the impact that successful workplace communication post pandemic had on a company's in-house communication. As a result of the crisis, the communication process in the organization changed in the following ways: The preferred method of communication among organization members has changed as a result of the crisis, (i) leaders have a different communication model and frequency before and after the crisis, (ii) meetings' duration differs before and after the crisis, (iii) and this difference cannot be explained. Methodologically, the researcher for this study developed one distinct questionnaires (one for leaders and one for employees'/organization members) that will be used to survey these two hierarchical levels about their perceptions of how their leaders communicated with their employees before and after the crisis, as well as how their organization's members perceived communication within their business.

The study's contribution is an understanding of the leader's role in managing the team during a pandemic and an appreciation of the value of effective communication between the leader and the members of the organisation. The shared sense of identity and purpose is what psychologically binds every group or culture, therefore great leaders must aggressively safeguard their followers; they must also promote connection, collaboration, and collective ownership, cultivating a trusting environment. It is more important than ever to ensure connection, collaboration, and communication during times of crisis. By clearly communicating to them the company's vision, setting an example of behavior, and creating a sense of belonging among their followers, the leader should work to find a resolution to the crisis, take into account the organization's financial stability, and care for the welfare of the employees. The research instrument includes items related to the group decision-making process, as well as questions about the preferred forms of communication used during the survey period.

1.2 Statement of the Problem

Scholars like Dance, Losee, and Nilsen concur that there are various ways to interpret what the word "communication" means. According to Jones and George, communication is the sharing of information between two or more people or groups in order to come to a mutual understanding. Organizations must constantly identify, modify, and align themselves with the dynamic environmental settings due to the rapid changes in economy, technology, and labor mobility.

The stability of organizational functional principles including culture, vision, leadership, and communication is relative in light of the changing environment. The ability of the organizational system to maintain employee engagement will determine how successfully these circumstances turn out. The management principles demand communication between organizational systems in order to guarantee worker productivity within the organizational system. The primary objective should be to transform information into manageable tasks through the process of making decisions because information is the foundation upon which every firm is created and advances.

As a result, the administration of the company operates as an information system. These are two-way communication conduits that link communication networks between what are referred to as communicative sites, securing all necessary information for the user at all times at the least expensive rate possible. To put it another way, a fully functional mechanism consists of individuals, procedures, communication techniques, and technologies that enable information to be distributed (hierarchically, upward, and downward) to all necessary communication and centers for making decisions.

In their study of leadership, De Vries, Bakker-Pieper, and Oostenveld take a communicative approach. In light of this, they define the communication style of a leader as "a specific collection of interpersonal communicative behaviors aimed toward the optimum of hierarchical connections to achieve a certain group or individual goals." Three factors are emphasized as vital for the character of the process in Church's model of organizational communication, known as the C-P-R model: content, process, and roles. The internal relationships, organizational culture, internal communication, and teamwork models are all depicted in this model. The model's creator claims that the essence of organizational culture—the beliefs,

standards, and values that individuals have about the business—can be found in the information that is provided.

The content is transmitted or used from one subsystem to another via various procedures, techniques, and patterns of interaction, which make up the second element of the C-P-R paradigm. In other words, it is a method of communication used for face-to-face communication, email, meetings, voicemail, and virtual meetings. There may be two levels to the process: informal and formal. The informal component is made up of things like meetings, incentive systems, social networks, and processes. According to Jones and George, when it comes to the informal elements, communication is first and foremost a human activity that involves people and groups whose participation is essential to the entire communication process, regardless of how it is based on technology.

According to Church, the roles of the individuals, which make up the other component, help identify precisely who is in charge of or participates in the various processes. In his webinar on improving communication within a company, Bojadjev offers eight recommendations for preserving culture. These include being consistent, passionate, setting an example, showing concern for the followers, cultivating a culture of trust and loyalty, taking calculated risks, being adventurous, and communicating clearly and effectively.

To fulfill the organization's increasing demand and drive for a competitive edge in the market, managers must increase organizational communication effectiveness. According to Jones and George's principles of current management, the basis for the four pillars of competitive advantage (efficiency, quality, customer responsiveness, and innovation) is a strong organizational communication model. This study intends to show the importance of effective communication in organizational success in light of the COVID-19 pandemic.

1.3 Purpose of the study

The broad goal of this investigation was to establish effective communication in organisational performance at the workplace post-Covid-19 pandemic with a critical analysis of MAA Trust organisation.

1.4 Objective of the study:

The following objectives guided the study.

1.4.1 Main Objective

The general objective of this research was to establish effective communication in organisational performance at the workplace post-Covid-19 pandemic with a critical analysis of MAA Trust.

1.4.2 Specific Objectives

- 1) To determine the perception & the impact of employees on communication post-covid-19 at the MAA Trust.
- 2) To establish leaders' perceptions of effective communication on organisational performance post-covid-19

5.1 Research questions

- I. What are employees' perceptions of effective communication on organizational performance post-covid-19 pandemic?
- II. What are leaders' perceptions of effective communication on organisational performance post-covid-19 pandemic?

1.6 Significance of the Study

The study is important to the many organisations immensely affected by the coronavirus pandemic as it provides an exclusive communication approach that aligns with the health guidelines that combat the spread of the virus. The organisations can apply the study's communication approach in achieving their desired goals irrespective of the "new normal" that came as changes to combat the spread of the virus through the communication interaction in an organisation. The communication approach will provide an effective approach that individuals can

utilize in improving the level of working performance without physical meetings. Therefore, the study guarantees an innovative and safe communication process that guarantees an effective working environment through an efficient communication process in achieving the organisation's goal.

Furthermore, the study is significant since it seeks to improve the quality of the communication process in monitoring the critical activities in the organisation's running. The prospect provides a robust illustration that the government can borrow from in improving their effective communication during this post-pandemic period. The structured policy that initiates periodic virtual meetings ensures that the organisation has the best monitoring process of the staff targets without necessarily meeting them physically. Therefore, the study guarantees an effective network of communication that provides a better opportunity for the evaluation and growth of the effective performance of the organisation.

In addition, the study provides a significant improvement in academician knowledge. The concepts of the study guarantee the scholars, academicians, and researchers the best findings they can borrow a leaf from to improve their future studies. The research gives a robust foundation to the researchers on the same subject that relates to the field of study. Therefore, the research will address the gap and contribute to future studies on effective organisational communication.

1.7 The Scope and Limitations of the Study

The study was only limited to The Maa Trust Non-Governmental Organisation. The findings of the study reflect on the organisation's communication processes among the employees and their productivity without looking at other organisations. In this study, I explain exclusive information on all the available variables in the organisation that will establish the effective communication aspect that delivered the best results to the organisation's running.

The data collection method experienced challenges since some responses required a majority of employees to give responses on time and some were often in the field. In this case, I used permit letters obtained from the management that gives an exclusive explanation of the condition warrant required in undertaking the study to assess the communication in companies during the actual time that the employees of the organisation are available for the research.

CHAPTER TWO: LITERATURE REVIEW

2.1 Overview

This chapter mainly focuses on the supporting work on effective communication practices in improving the organisational performance in the post-covid-19 era. The focus of the chapter targets to identify and represent the best academic literature on effective communication techniques for improving the general performance of an organisation. The essential prospect of the literature should demonstrate how the new communication approaches helped the organisation in the post-coronavirus era to address the chances effectively and improve the performance of employees.

2.2 The concept of effective communication

Imagine people living in a world without effective communication, where people live without interaction and never share their experiences and knowledge through communication. In such a global space, it is inconvenient and impossible to develop through sharing ideas that can help them improve their current living situation. Communication provides an effective approach in unquestionable structures that organize people to perform their roles in their way of living and the organisation's running. Organisations need an effective communication process because robust coordination demands that the system's running is observed as a measure of organisational performance. Communication also plays an essential Factor in issuing instructions on the effective approach that the organisation can utilize in delivering instruction to the workers to ensure quality and efficiency in running the system.

According to Abugre (2018), an average American uses approximately 74.2% of their active hours in communicating verbally by speaking, listening, writing, or reading to pass messages from one individual to another. Adu -Oppong et al. (2019) explain that the organisation requires an effective interaction structure or a system of communication that the staff can utilize in sharing essential information in running the entire organisation. The organisation's structures need to be modified in an effective approach that guarantees effective communication that leads to the organisation's target. The communication structure of the organization should be the linking point between the manager's subordinate external environment and the employees to ensure that there is a floor of information effectively in the issuance of instruction or receiving essential

communication required for the running of the activities in the organisation. Alyammahi et al. (2021) confirm that an effective communication system will minimize errors in the organisation and promote efficiency among the staff because instruction will be clear, and consultation will be made possible through their communication mechanism. Adu -Oppong et al. (2019) explain that communication is essential in the management prospect in the organisation because it helps in effectively updating employees on the new policies and prepares them for the best approach to making changes to ensure the safety of members in the organisation. Effective communication motivates the staff by improving the employee's attitude in the working environment because the best communication structure improves the confidence towards executing their roles and improving their welfare at work.

The quality control department needs to establish a robust prospect that ensures that the communication is effectively disseminated to avoid any form of a loophole in the running of the system. The complex structure requires an effective monitoring and evaluation process that guarantees no communication breakdown in the coordination of the activities in the organisation. Abugre (2016) confirms that the quality monitoring of the communication process in the organisation plays a satisfactory role for both the managers and the staff because it effectively addresses the issues of clarification.

2.3 The Empirical Literature Review

The section below provides empirical reviews of effective communication research based on the study's objective.

2.3.1 Perceptions of employees on communication before and post-covid-19

The Maa Trust Organisation employees believed that communication helped the organisation establish a robust structure of life in which different departments could coordinate and share their roles in achieving their common objective in the organisation. Before the covid-19 pandemic, the organisation used to have regular meetings like morning briefs or evening talks to reflect on their achievement personally and at departmental levels. The concept ensured that the organisation used communication to occupy the critical role of determining the effectiveness of

the service delivery in the system's running. The employees regarded communication as the foundation of the organisation's building because it provided an effective overview of how the management should conduct the activities towards achieving the objective of the Maa Trust Organisation.

Abugre (2019) and Adu -Oppong et al. (2021) demonstrated that communication plays an essential role in the organisation's running by controlling the activities that the system utilizes to achieve the common objective of the organisation. The prospect of communication is essential in the control of the behavior of employees. The employees have to be guided on the organisation's critical features to observe the set of rules and regulations that ensures orders and regulations are observed in the system. The prospect provides an effective approach to the guidance on the formal hierarchy that the employees follow according to their job description in complying with the provided policies towards achieving the regulation set by the organisation via the communication prospects.

Alyammahi et al. (2018) explain how communication effectively motivates employees, especially in situations that need clarification on what should be done in running or their duties in the organisation. The employees look at the efficient communication process as a remedy for communication breakdown because it provides an effective role that improves the employee's performance. The employees are motivated at their workplace through the communication process. After all, it strengthens the relationship among different employment levels because everyone can provide their information and read the duties or problems in an organisation from the same page. Such an environment contains a positive working structure that guarantees employment motivation and the organisation's productivity.

Victoria (2020) explains that the effective communication process is a fundamental structure when it is done in small groups since the members of the organisation can have a positive view and feel of their organisation. With the coming of the coronavirus pandemic, the organisation settled on virtual means of communication because people were prohibited from meeting physically as a measure of combating the spread of the coronavirus. The periodic meeting enables the member to share their achievement and frustration in the working environment and identify the remedy that can make the employees achieve much in running the critical activities in the organisation. Consequently, the common communication group after the inception of the

coronavirus pandemic provides an effective approach that the staff can utilize in expressing their emotional expression and releasing their stress to fulfill their social development goal. The concept also guarantees an effective approach that the management can utilize in motivating the employees by encouraging them to conduct their duties efficiently to achieve their goals diligently via sharing any predicaments in the organisation's running. Therefore, communication effectively plays an essential role in social development and motivational feature. It creates an opportunity to improve the organisation's general performance through periodic meetings where the employees share their experiences and focus on improving them.

The employees also viewed communication as a critical factor in the management's decision-making process. The management utilizes the communication aspect in providing essential information on their employees before making appropriate decisions according to the employees' views and reflections on their performance at work. Adu -Oppong et al. (2020) and Pascal (2019) explain that communication helps assess and identify alternative actions on the best approach that the management can apply in improving the performance of employees. The management uses the communication process to secure information, ensuring the employees give their views on the topic of discussion before the management assesses the concept and comes up with the best decision-making upon utilizing quality communication.

2.3.2 The perceptions of leaders on effective communication on organisational performance before and post-covid-19

Communication impacts the view of leaders on the performance of the employees effectively. Leaders require communication as an aspect of retrieving information from their employees. The information is an essential and critical decision-making process because it reflects their employees' grievances and how they are satisfied with their working environment. Derek (2020) illustrated that communication entails a social process that broadcasts the essential function of an organisation, group, or society. Communication provides the framework in which the leaders of an organisation or a society can communicate to their people and address their concerns effectively. Furthermore, Simon (2020) argues communication is a primary tool of the administrative process in which instructions are given for an organisation's decision-making process. Alex (2013) demonstrated that without an effective communication process, there would

not be an influence or an impassive stretcher where the employees can make their decisions effectively according to the rules and regulations of the organisation.

Alyammahi et al. (2021) demonstrated that the organisation utilizes the communication prospect to stabilize the system's working environment and agree on the effective division of labor to meet an essential goal. Notably, the communication prospect helps educate the staff on the updated changes according to the emerging trends in the global market for them to acquire information that enables them to make appropriate decisions according to the new changes in the market. With the coming of the covenant in a pandemic, the employees required leadership through the communication process since everything was halted with the restriction that targeted to combat the spread of the coronavirus. The leaders are tasked with guiding the employees on their new behavior in and out of work to guide them from transitioning from the previous way of doing things to the modern approach. Communication plays a major role in their employees' leadership because their communication follows the organisational structure where individuals deliver information from the executive management to the low employees.

2.4 Theoretical Framework

Various theories explain the communication prospect and the impact of information flow in society and organisations. The assessment of these theories illustrates the communication role in the dissemination of information in organisations. Numerous people have come up with different literature that explains the communication prospect robustly by looking at the diverse coverage of theories to provide the relevance of organisational communication and the important relationship between the available structures in the organisation's communication process. Reviews of the essential literature on communication features demonstrate that diverse theories illustrate the deeper meaning of organisational communication and the powerful impact that communication help in educating society.

The most common communication theories include the two-step flow theory, Taylorism, the social learning theory, the open system theory, and the gate-keeping theory. The communication process allows the participants to make and share information in a mutual understanding process. These models explain that communication is influential in the social relationship between different social categories. The model depicts the individual and psychological approach to personal perception in

making communication grievances impact human behavior. The theory provides the exclusive demonstration of the essence of using communication as a factor in connecting different societies and elaborating on contentious issues in an effort to bring a mutual understanding in society.

2.4.1 The Two-Step Flow Theory

This theory explains how information flow in society is conducted using communication prospects. The theory demonstrates that a Media station is a powerful tool the government uses to reach individuals in rural areas. The theories suggest that the information the media provides forms the social groupings that individual depends on for making their daily economic decisions. Society is fluent with the perception created by the media because they rely on the information from the media stations, especially in fashion marketing, sporting activities, and movie selections.

The theory explains that early communication prospects depicted media as a tool that had a powerful influence on the audiences because it affected how the audience made their decision based on their perception made by the media. Similarly, the organisation uses specific people who are more likely to influence the information and others by stating it from one place to another. The theory explains that people who are influential in communicating essential organisational statements help get their perception of individuals on the information done in the management or authority.

The theory also demonstrated that communication leads to the diffusion of information in a society that can be either positive or negative. In 1945, the use of leaflets in spreading propaganda was utilized in the Japanese military and succeeded immensely. The idea of leaflets helped their military in reaching disparate communities that couldn't access the media. Therefore, the two-step theory demonstrates how the information moving from one place to another can be influential even if it moves in sluggish steps. The communication can be used to reach out many people that require achieving knowledge by demonstrating the structural process that the system uses in meeting the prospect.

2.4.2 The Social Learning Theory

The social learning theory of communication was advanced by Bandura, Albert. Although people can get an education to rule directly, experiencing the consequence of birth on their behaviors, the majority of human behavior can be learned through observation. The modeling suggests that there is no need to get the right experience to acquire knowledge; instead, one can learn from observing hearing, among other communication features. The observation process makes an individual code the happenings later memorialized, which serves as our guidance tool after the learning process. The theory showed that communication through the observation method helps the organisation shine certain behaviors because they conspicuously lead to poor results in the system.

Social learning theory explains why individuals in a working environment can get specific information through observing behaviors, especially negative ones, and shun themselves from the behaviors. Marshall McLuhan (1923) expounded on the theory by stating that people believe the *medium is the message*. Therefore, the social learning theory demonstrated that the behavior of an organisation could be regulated by viewing the odd behavior of other people to meet the projected target in running the information prospects.

2.4.3 Communication Theory

The Communication Theory was developed by Robert Asby, David Warner, and Karl Deutch. The theory is centralized on the information that communication flows in a structured unit based on analyzing how the person giving the information releases it to the audience. Warner and Asby were robot engineers and became concerned with the clarity that conveyed information from the sender to the receiver. They argued that information could be distorted while being transmitted from the source to the audience depending on the message-transmitting channel. Notably, this demonstrated that when communicating, noise can hinder the efficient flow of information, suggesting that the medium of communication plays a critical role in effectively disseminating information from the sender to the audience.

On the other side, Karl used social science in describing information, where he argued that the efficiency of an organisation depends on the internal and external communication structures that ensure the free flow of information. An organisation with a robust structure that allows the free flow of information provides an effective platform that establishes the foundation behind the

decision-making process by the executive. For the information to flow in a free and fair prospect, it makes the managers acquire all the available information that is adequate, relevant, appropriate, and accurate for a rational decision-making process. Making logical decisions process provides a better demonstration of how the management makes assessments from the available information and chooses the best that leads to better productivity, efficient organisational activity, and reliable features that run the system. Karl demonstrated that the load capacity of information determines the efficiency of an organisation's decision-making based on the features that deliver a better platform for the information process. Like the other theories mentioned above, the Communication Theory has faith that the organisation relies on the rational decision-making process resulting from acquired information from the internal and external structures of the organisation.

The effectiveness of the external and internal communication structures is one of the main factors that improve the flow of information in an organisation. Communication helps the management understand the dynamics of the organisation's features and provides an effective approach that the management can use to improve the status of the employee's working environment.

2.4 Research Gap

More research should be done, according to Alyammahi et al. (2020), to determine the effectiveness of the online communication platform in the workplace at the post-pandemic time because it was conducted when people were on lockdown during the pandemic, making it crucial to assess the impact of the platform once everything in the working environment had returned to normal

CHAPTER THREE: RESEARCH METHODOLOGY

3.1 Overview

The methods used to carry out research in a particular field are referred to as research methodology. The research approach used in this study is described in this chapter. The accessible population, the target population, the sample, and the sampling techniques were all covered in this chapter. Additionally, the research tools used for the data analysis and data collection processes. The researcher concentrated on presenting instrument reliability and validity as well as ethical concerns. Each provided distinct structures to guarantee that the researcher provided a thorough analysis of the research topic, which was the effective communication process for the efficient operation of the organization.

3.2 Research design

I used a mixed-method strategy to gather data, gathering both quantitative and qualitative information. One questionnaire and one key informant interview were used in the study as research tools, and both were used to identify communication in leaders and members in one company during one survey period: after the pandemic outbreak (after 16th March). Employee perceptions of their communication conduct were revealed by the questionnaire they completed (after the crisis) In order to conduct the in-depth interview, I sought out Human Resource and Communication experts from three different organizations. I asked them to describe how communication in organizations has changed over time (particularly in the years before and after the Covid pandemic) and what to expect going forward. The choice was picked because it allowed me to get knowledge about an incident, synthesize, and analyze it in order to add to the context. Given that no variables were altered during data collection and reporting, the study complied with the requirements of the descriptive research design approach. Research design, as defined by Maxwell (2012), is the comprehension of the parameters for data collection and analysis that blends their relationships with the research to the economy of methods. Descriptive survey research designs are Lambert & Lambert (2012), according to Christensen, Johnson, Turner & Christensen (2011), who also state that the goal of descriptive research is to identify and document the state of the world. According to Frels & Onwuegbuzie (2013), descriptive survey research attempts to generate statistical data regarding educational topics of relevance to policymakers and

teachers. The key benefit of utilizing a mixed technique for the research is that it offered a variety of chances to gather pertinent data on the analysis of the efficient operation of the organization.

3.4 Target Population

Mwangi et al. (2019) suggest that the target population is the researcher who wants to generalize the study's results. According to Cameron, Sankaran & Scales (2015), the population is the entire of some groups. Stokes (2011) has a similar view in that the population entails the entire group of people the researchers want to investigate. The target population was the 100 employees from The Maa Trust that changed their operation and communication approach after the coronavirus pandemic. The respondents that determine what is to be considered alongside other activities geared towards the performance of the firms they are in charge of. Hence, I considered them well-versed with the information required in this study.

3.5 Sample Size and Sampling Procedure

I employed stratified random sampling. The population to whom the researcher hopes to generalize the findings is represented by the sample size. Any conclusions drawn from the sample should hold true for the entire population. According to Kiragu's (2014) suggestions, sampling techniques involve choosing an appropriate sample to ascertain the criteria the researcher utilized to choose representative respondents from the accessible population. A sample is a group of individuals chosen from a population in order to gauge the characteristics of the population. The population is represented by the quantity or size of the subjects, objects, or subjects chosen for the study. I used the census approach sampling technique to take into account every employee of the organization.

3.6 Research Instruments

The data needed for the study played a big role in how I chose the data collection strategy. According to Tammy (2010), the investigative questions that the study must address and the preferred data format for each question have an impact on the research instrument chosen for the investigation.

3.6.1 Survey Questionnaires & Key Informant Interviews

As my main methods for gathering data, I used key informant interviews and surveys. In survey studies, a questionnaire is a list of questions that have been carefully chosen and organized. A questionnaire, according to Kazi and Khalid (2012), is a formal list of questions or statements created to collect data from respondents and further research goals. Questionnaires are creative data gathering tools that give researchers the ability to measure the variables of interest (Cuervo-Cazurra, Mudambi, Pedersen & Piscitello, 2017). This is informed by how simple the administration is, the scoring of items, and ease of use in the data analysis process.

The questionnaire had questions using the Likert scale, and the answers ranged from strongly agree to agree to disagree to strongly disagree on a scale of 1, 2, 3, and 4, respectively. In order to provide possibilities for comments, recommendations, and areas for development that would be beneficial when implementing monitoring and evaluation systems, the questionnaire also included both open-ended and closed-ended questions. The survey was formatted with both closed- and open-ended questions. Sets of the questionnaire were distributed. The Maa Trust employees who made up the sample population were given a questionnaire. Sections of the questionnaires were created based on the variables.

The interview questions covered topics like general organizational performance and effective communication.

3.6.2 Piloting

Three human resource and communication experts with more than ten years of experience, who were recruited from various organizations and participated in the pilot study, were used. I was able to confirm the reliability of the data collection tool thanks to the pilot study. During the pilot, questions that were unclear or unnecessary were changed or eliminated. The instruments were adjusted as needed, and then I got permission from the organization's management.

3.6.3 The Interpretive Research Technique

According to the adopted philosophical assumption, research can be classified as interpretive, critical, and positivist. Various research methods can be positivist or critical. These research methods include action research and case study. The distribution of organized features in the

communication process requires the data collection approach to identify the best philosophical techniques that continuously collect essential information that aid in the interpretive research organisation. This project can be considered positive because it focuses on identifying the empirical evidence that influences the communication result in an organisation during the post-pandemic time.

The positivist approach in communication assumes the relationship of the employees in an organisation, and their social reality is independent and focuses on the objective of the major issues affecting the organisation's running. The data collection approach has been criticized in many kinds of literature because of the treatment given to the involved parties since it does not give equal chances of response from the involved people. Therefore, the data tool is essential in data collection because it develops an exclusive understanding of the major actions affecting individuals in place.

The epistemological stance list on the interactive approaches provides the knowledge of reality, and the gaining is made from the social construction such as shared meanings and language document styles, among others. The project does not have a preferred predefined independent and dependent variable in an interactive research process. However, the project focuses on the complexity of the different human senses making different feedback given an emerging situation. The researcher will have an easy time extracting essential communication information from their interaction process because it gives the respondents different open-ended answers, which is data required for the research analysis.

Additionally, interpretive stance proponents believe that deliberate actions are what create social reality (Burrell and Morgan, 1979). According to Samuel et al. (2022) "Interpretive approaches to research in information systems" are intended to produce a knowledge of the context of the information system and the process by which the information system impacts and is influenced by the context. As a result, adopting an interpretive approach can help us better comprehend the crucial social and organizational concerns connected to the adoption of communication in organizations or communities. The interpretive approach makes the assumption that only social creations like language and shared meanings can provide access to reality. Hermeneutics and phenomenology serve as the foundation of this philosophy. The interpretive method in communication, according to Walsham (1993), is to generate a knowledge of the context of I.S. and the process by which I.S. impacts and is influenced by the context. The research has more

room to investigate influence and impact concerns and to address questions like "why" and "how" specific technological trajectories are produced when using interpretive methodologies.

3.7 Piloting of the Study

A pilot study, according to Crowther and Lancaster (2012), was a small-scale pre-study completed to evaluate time, cost, feasibility, and challenging scenarios as well as to permit study design adjustments prior to the completion of the major study. In this instance, 10% of the sampled respondents from the Maa Trust organization participated in a pilot study.

3.7.1 Validity of the Instruments

The tools' evaluation and the supervisor's expert-level verification improved the validity. In order to find any flaws, the questionnaire was also put through a pre-test. The extent to which an instrument measures what it was intended to measure is known as validity. The degree to which the phenomenon under research is represented in the outcomes of the data analysis is what matters (Lakshmi & Mohideen, 2013). The required upgrades will be made. The study will employ content validity, which measures how well a measurement tool captures the subject under investigation. The instruments will be checked by the supervisors to guarantee content validity, enabling the material to answer the aim and prevent ambiguity. This made sure that everyone who responded understood what the semi-structured questionnaire asked. To make sure that the responses offered match the study topics they are intended to measure, response options were given for several of the questions.

3.7.2 Reliability of the Instruments

I conducted a pilot study to assess the validity of the survey. Participants in the pilot study would be randomly selected, ideally from several organizations. The Cronbachs Alpha test will then be used for reliability analysis, which determines whether specific items on a scale measure the same construct and whether the data collected for each variable has relevance for the dependent variable. The research tool is regarded as dependable if the findings of a study can be replicated using a similar methodology.

Cronbach's alpha will be used to assess the dependability of the data that will be collected. A measure of internal consistency is the Cronbach's alpha coefficient. Although Tavakol and Dennick (2011) suggested that a reliability coefficient of 0.7 was acceptable, other authors have also utilized lower limits. The Cronbach's alpha value, whose proper value must be 0.7 and above, will be obtained and will provide an examination of the reliability level of the study instrument.

3.8 Data Collection Procedures

Applying processes designed to elicit relevant information from research respondents is data gathering. After the institution approved the research proposal, data collecting was done. The researcher then went to The Maa Trust administration to request permission. I received a letter of authorization from them to utilize for the duration of the study. Given that she works for the company, getting this was simple. So that the researcher could take the time to explain the requirements and the importance of the information collected, the questionnaires were handed to the respondents face-to-face. The questionnaires were given to the respondents for a full week so they could read, comprehend, and complete the necessary information at their convenience. After that, the questionnaires were gathered in preparation for data analysis.

I interviewed three key informants. They gave their insight into effective communication before and after the pandemic. Key informant 1, a lecturer and expert in communication, marketing & public relations with experience in different organisations, Key Informant 2, with over 10 years' experience and Key informant 3, a human capital expert who has worked in both private and public sector.

3.9 Data Analysis

The data analysis process included organizing the information gathered and structuring its key elements so that the conclusions may be efficiently and easily communicated (Cameron, Sankaran & Scales, 2015). Descriptive statistics were employed in this study's examination of the data gathered. Data gathered from a unit or sample are described using descriptive statistics. In descriptive statistics, the most frequent variables are percentages, standard deviation, mean, and median. In order for the results to be properly presented or communicated, Bickel & Lehmann (2012) indicate that data analysis techniques include binding the collected data, arranging it in chronological order, and creating study objectives.

I verified the completed surveys for precision and consistency after receiving them. It is predicted that the study will produce both qualitative and quantitative data. The quantitative information from closed-ended inquiries and Likert Scales will be coded, entered, and analyzed using SPSS Version 22.0. This was accomplished by adding up the answers, calculating the percentages of response variations, and presenting and interpreting the data in accordance with the study's goals and underlying presumptions. Simple summaries of the sample data are provided using this method. Descriptive statistics serve as the foundation for almost all quantitative analyses of data and give quantitative descriptions in a comprehensible format with straightforward graphical analysis (George & Mallery) (2016). Additionally, based on the subject matter of the responses, the qualitative data gathered from the open-ended questions will be examined. Responses that shared recurring themes or patterns were organized into categories that made sense.

According to Stokes (2011), descriptive statistics employ measures of central tendency, dispersion, and absolute and relative (%) frequencies (mean and standard deviation). Quantitative data will be examined and then presented in tables with prose-based explanations.

The study will make use of Pearson's Correlation and Linear Regression to determine the significance level of each independent variable in relation to the dependent variable. Additionally, I employed multiple regression analysis to determine the relationship between the study's moderating variable and the dependent and independent variables. The regression equation to be used is presented as follows:

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \alpha$$

Where

Y is the communication process on the performance of the MAA Trust organisation.

X₁ is the employees' perception of the post-covid-19 communication practices in MAA Trust organisation.

X₂ is the leaders' perception of the MAA Trust organisation's post covid -19 communication practices. In this case the key informants.

β₀ is the regression coefficient/ Y-intercept/ constant

β_1 , and β_2 are in order to calculate the slopes of the regression equation, the error term, which has a mean of 0, and is normally distributed, is taken to be 0.

3.10 Ethical considerations

Neumann (2013) asserts that ethical action is regarded as just and appropriate in a profession. The area of philosophy known as ethics is concerned with a person's behaviour. The three issues I looked into were; ethical concerns for the researcher as a whole, participants in the research, and the methodology.

I asked for approval from the MAA Trust that came with the research tools. When interacting with every Maa Trust employee, I upheld the highest moral and ethical standards. I was given permission by TMT management. I explained to participants the goals of the study, the information I would need from them, the significance of the data, how they would participate in the study, and how the study would impact them. In this study, the researcher will not abuse any authority or authority-related power over the participants to make them participate in actions that might get them into trouble or stigmatize them.

CHAPTER FOUR: DATA PRESENTATION, ANALYSIS, AND INTERPRETATION

4.1 Overview

The main aim of this project was to investigate the effectiveness of the communication processes at a workplace during the post corona pandemic in a critical analysis of the Maa Trust organisation. The other three specific objectives of the study were to determine the perception of the employees and communication before and after covid pandemic at Maa Trust organisation. Also, the study sought to establish the perception of effective communication on the organisation's performance before and after corona at the Maa Trust organisation. Therefore, the whole study used both qualitative and quantitative approaches in identifying the effectiveness of communication and organisational performance after the coronavirus pandemic.

Frequency and percentage were two of the descriptive statistics used in the study to assess the quantitative data. Analysis on themes was applied to the key informant interviews to examine qualitative data. This chapter presents the unique findings of the survey conducted at the mattress company in accordance with the predetermined study objectives.

4.2 Target Rate-Sample Response Rate Comparison

Table 4.1 shows the distribution response rate from numerous samples. The groups of employees involved in the study were conducted, and the finding was recorded.

Category	Target Sample		Responses	
	n	%	n	%
Men Employees	61	60.1	34	55.7
Female Employees	39	39.9	39	22.3
Total	100	100	73	73

4.3 KI Participant Breakdown

PARTICIPANTS	DESCRIPTION
KI 1	Communication consultant & Lecturer
KI 2	Human Resource Professional (over 10 years)
KI 3	Public Communication Director (over 15 years)

Table 1: Response Rate

The survey targeted 100 Maa Trust organisation employees and managed to get to 73 respondents, which represented 73% of the total response rate, which is an acceptable figure in generalizing the study findings. The questionnaire focused on getting the main respondents from the gender categories of the MAA Trust employees.

4.4 Socio-Demographic Profile

The characteristics of socio-demographic respondents were categorized as Maa Trust department, gender, and the age bracket of employees. The responses were cross-tabulated with each other, and they created a profile group according to the responses.

Gender, Age Brackets, and Departments

The results in Table 42 showed that most respondents were male, with females coming second at 61.9 and 39.1, respectively. More males responded to the questionnaires at 55.7 compared to females at 29.9.

4.5 Effective Communication at the Workplace

The study's main objective was to find effective communication at the workplace in the post-covid-19 pandemic in organisational performance. The main questions focused on seeking essential information to find more aspects of the effectiveness of the communication process. The concept provided essential structures in identifying the effective role of the best communication process in the setup. Consequently, the research finding shows the role of the best communication process to the organisation's performance.

The focus of the study established the effective utilization of the major communication prospects in the post-pandemic era. Combating the coronavirus pandemic required individuals to embrace social distancing. Therefore, the survey conducted required the respondents to respond using five points Likert scale of (1 = Strongly Disagree; 2 = Disagree; 3 = Neither Agree nor Disagree; 4= Agree; 5= Strongly Agree) to the information statements, each of which related to ways the employees relied on the effective communication as the main factor for the Maa Trust Organisational performance.

The qualitative analysis demonstrates the effective use of the online platform for communication, including the zoo meetings providing a better platform for consultation among the staff. The forms of interaction helped in getting the best performance among the employees. It was shown that the best interaction between the employees and the leaders provided an effective platform for addressing a major question that helped improve the performance of Maa Trust Employees.

4.5 Perceptions of employees on communication before and post-covid-19 at the MAA Trust

The objective was to establish the impact of the employee's communication perception by the MAA Trust. The main aspect evaluated was the effective communication language and channel that facilitated employee interaction. The approach suggested that the communication platform played a major role in establishing the best results from every employment unit. Consequently, using appropriate language in linking different units helped the employee's interaction to coordinate effectively to deliver results. The official statement was essentially used in making the decision viable to the performance of the employees. The main assessment focused on the employee's official language during service delivery improved the individual's competency.

Opinion statements on the employee's language in TMT were rated on a five-point Likert scale (1 = Strongly Disagree; 2 = Disagree; 3 = Neither Agree nor Disagree; 4= Agree; 5= Strongly Agree)

where each statement provided by each employee an opportunity of rating the use of the main language executing main performance of the organisation.

Table 2: Employees Communication in Maa Trust Working environment in the post pandemic period

Variable	Ratings										Total	
	SD		D		NAND		A		SA		N	%
	N	%	N	%	n	%	n	%	n	%	N	%
The Application of physical communication	6	8.2	4	5.5	16	21.9	30	41.1	17	23.3	73	100
The Application of online communication	8	10.9	12	16.4	9	12.3	27	36.9	17	23.3	73	100
The application of messaging platform for communication	11	15.1	9	12.3	7	9.6	18	24.7	28	38.4	73	100

The table above shows the employee's effective communication language as a particular feature. The features related to the conceptual interaction approach among the Maa Trust Employees. Using different communication platforms helped the employees effectively deliver their roles in society after the coronavirus pandemic. The interaction platform's running helped improve the interaction prospect of bringing different individuals into society.

While the employees at the Maa Trust was gave their view in form of scales on what they observed in their organization, The Key informant interviewees were elaborate on how effective communication was used for organisational performance pre and post covid pandemic

KI 1 and K2, explained how new technologies were used to enhance effective communication across many organisations. They noted that were it not for technology, organizations would have had major problems in communication and general performance.

What was regarded as effective communication before the covid pandemic?

K1 mentioned that a lot of communication was mainly through face to face meetings.

‘Before the Covid-pandemic, a lot of communication and what was regarded as effective communication was mainly face to face communication with physical meetings booked, one after another and almost everything seemed to stagnate if there was no way for people to have a face to face conversation. K2

From your experience, what can the organizations struggling with effective communication post the pandemic do to change that? K1 emphasized on the need for embracing technology.

‘Technology has proved to be important to long-term resilience against pandemics and even serve as solution for resolving challenges brought about social distance.’ KI 1

What are the main challenges that organizations have gone through and how can they overcome them? K3 explained that a lot of time was wasted in training employees on use of new technologies for effective communication

‘Untrained employees that were unable to use new technologies. A lot of time was wasted. With distancing and quarantine, most companies globally worked remotely leading to the rise of online meeting platforms such as zoom. The increase in remote work even post pandemic clearly shows that we have to embrace technology and live with it for effective communication and performance in organisations ‘ KI 3

What is the behavior change that has been observed among different employees post covid pandemic? (in terms of attitude) K2 shared that most employees had now embraced the new ways of communication and even to an extend of feeling that physical work spaces were unnecessary waste of time.

‘‘Most employees are enjoying the use of technology for communication. They even don’t understand how they had to spend many hours in the office. It is like the pre covid times do not exist according to them. There is totally a shift with the attitude of employees with more and more preferring to work remotely or embrace the hybrid mode of working’’ K2

What are the old communication and human resource trends still being used post covid pandemic?
‘‘All communication should be result-based. In spite of embracing new strategies and embracing new technologies to improve communication in organisations, follow-ups and basic communication skills while maintaining organisation’s mission and vision have remained important even post-pandemic. Employees also need to use crucial organizational structures and laid down channels to communicate. The bottom-up approach is also a powerful way of communication’’ K3

How does effective communication affect organizational performance? The KII all maintained that effective communication was important in improving organizational performance.

‘‘ Information flow in an organization is very important for team work hence the need to establish working systems to ensure that there is effective communication. I say, a good employer is mainly one that can communicate on what is happening and give reports comprehensively.’’ K1

‘‘With effective communication, a lot of time is saved on unnecessary activities and processes are able to move faster resulting to organizational performance.’’

There was a consensus by the key informants that technology and effective communication played a major role in organisational performance post pandemic. Effective communication was a prerequisite to organizational performance.

CHAPTER FIVE: SUMMARY, CONCLUSION, AND RECOMMENDATIONS

5.1 Overview

The chapter provides an exclusive study summary by giving conclusions and recommendations. The study was formulated based on three objectives to establish effective communication in general organisational performance at the workplace post-coronavirus with a critical analysis of MAA Trust, to determine the perception of an employee on communication before and post covid at MAA Trust, and to establish leader's perception on the effective communication on the organisational performance before and paws covid-19 at the MAA Trust.

5.2 Summary

5.2.1 Establish effective communication strategy in general organisational performance at the workplace post coronavirus

The study focused on evaluating the effective communication approach to the general performance of employees in an organisation before and after the coronavirus. The researcher used social platforms in responding to the other means that supported the interaction process of the organisation. The application of the effective online communication process was incepted after the coronavirus pandemic. Initially, physical meetings were put in place and focused on encouraging other means of forced communication as the main platform for improving the organisation's general performance. However, working from home through the social distancing initiative helped the MAA Trust Organisation cut the major operating cost. The employees stated that they were highly appreciative position through the effective online meeting platform that encouraged them to improve the main factors in running the organisation.

The study keenly focused on demonstrating the best approach to improve the effectiveness of running the organisation's key features. The participants of the group provided the best approach to run the main concept of running the organisation.

5.2.3 Establishment of general organisation's effective communication after the pandemic

The survey respondents showed that positive communication strategies promoted the competence of employees through officiating a major communication structure in reading, speaking, and comprehending the instruction from leadership. The competence of the communication process

and the morale of employees increased as a result, and the performance of the organisations improved significantly. However, on the negative side of the poor communication strategies, the employees missed out on various language competencies, key informants, and the following critical instruction that affected the organisation's general performance. The general findings demonstrate that effective communication strategies improved the language platform where the organisation's leadership benefited significantly from running the system's strategic communications impacts. The respondent expressed the impact of the better communication process on the organisation's improved performance through modification of the communication aspects that happened during the Coronavirus pandemic as a way of combating the spread of the pandemic but improving the compensation efficiency among the employees.

However, the study demonstrated a major risk that the organisation could face if it does not improve effective communication strategies and embrace technology to improve its general performance. Notably, the organisation established the risk of more on communication competence when it came to a general overview of the organisation than comparing it to the other means of communication to improve the system's general performance. Therefore, the organisation should focus on a result-based strategy where all the employees use a better communication structure that brings the organisation's results to a better position. Technology was fully embraced.

5.3 Conclusion

The study concludes that effective communication is important in organizational performance. the Maa Trust, NGO applied effective communication at the workplace during the post-coronavirus pandemic to improve the organisation's general performance. The effective communication process positively impacted on the organisation's performance by enhancing the professionally adopted features in place in the post-covid-19 pandemic. The trends that the human resource professions head put in place with the staff demonstrated that the organisation setup could improve its performance significantly by creating an official approach to delivering the communication segments as required in the system. The negative experience demonstrated mainly because of untrained employees on technology in the study can be well solved and leads to a general improvement in organizational performance.

The study findings showed that using a bottom-up communication structure in the online platforms increased the chances of getting better results among the staff. Embracing the approach showed

that the organisation's communication respects all the involved parties in making decisions. The online platform will ensure that everyone is accessible at any given time, irrespective of their place, to improve the results at home. The institution should focus on broadening the organisation by running a parallel structure that provides the best support in the communication segments. The employees need a specialized online communication software which implies understanding the many sections that improve the conduciveness in the environment. Therefore, embracing the effective communication structure among the Maa Trust employees and all organisations is a guarantee of improved performance of the employees.

5.4 Recommendations

The study recommends that MAA Trust organisation and all the organisations establish effective structured communication platforms where they can improve their performance that will not be shaken by pandemics. The post-pandemic time will embrace combative measures where the staff will be allowed to work from home when they are infected. The approach provides the opportunity of utilizing effective communication as a strategy for evolving the working environment after the inception of the pandemic. The human resource department should use the existing standard as the formal measure in running the activities from home.

The study recommends embracing the online platforms in running the major structures at home. The online communication platforms will initiate a day to day controlled meetings that will check the qualities of employees in the organisation. The daily online meeting also improves the competency of the workers by involving them in periodic updates on the organisation's running. Therefore, utilizing online communication will improve the organisation's effectiveness without the need for constant physical meetings.

The researcher recommends that more employees be undertaken on major training process on technology and general result-based communication. Organizations should embrace the communication trainings to ensure that employees are able to communicate effectively. This will enhance team. The improved communication processes and team works will significantly help in the effective performance of all employees and organisations that take effective communication seriously.

5.5 Suggestions for Further Studies

The study suggests that further studies should focus on the different types of organisations. The skills required in the communication industry should also embrace technological features that align with the major emerging trends. The digital approach to communication gives the best prospect required to improve the organisation's general performance at all times regardless of what is going on in the world.

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APPENDICES

APPENDIX 1 LETTER OF INTRODUCTION

Dear Respondents,

RE: REQUEST FOR YOUR PARTICIPATION

I am a Master's student. I'm writing to ask for your permission to take part in a study as a respondent as part of the requirements for a master's degree from the University of Nairobi. My research is on **Effective Communication at the workplace in the post covid-19 pandemic in organizational performance.**

You will participate in either a survey or a key informant interview if you agree to help me collect data. Your assistance will be much valued.

For further information, contact me at:

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APPENDIX II QUESTIONNAIRE

INSTRUCTION: Please carefully read and mark the proper response in each of the following columns:

Questionnaire

Section A: General Organization Information

1.	Gender: <input type="checkbox"/> Male <input type="checkbox"/> Female
2.	Organization Category <input type="checkbox"/> Small <input type="checkbox"/> Mid-Tier <input type="checkbox"/> Large
3.	Organizational Type <input type="checkbox"/> Local <input type="checkbox"/> Regional If others, please specify: Working experience in the organisation:

4.	<input type="checkbox"/>	Under 5 years	<input type="checkbox"/>	6 – 10 years	<input type="checkbox"/>	11 – 15 years	<input type="checkbox"/>	16 - 20 months	<input type="checkbox"/>	21 y
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Section B: Workforce Communication Strategy

Please indicate the extent to which you agree to the following statements by ticking () the appropriate response.

	Statement	Strongly disagree	Disagree	Neither agree	Agree	Strongly agree
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				nor disagree		
1.	Effective Communication					
	You understand what effective communication is					
	You remember what communication was like before Covid-19					
2.	Perception of Effective Communication					
	Still using the communication tactics that were being used before pandemic					
	Poor communication results in fewer individuals doing the same amount of work, which has a negative impact on organizational performance.					
	Poor communication following the epidemic has a negative impact on the quality of the services offered.					
	Fair procedures used to give communication instructions result in increased performance, job satisfaction, commitment to the organization and trust among survivors					
4.	Online Communication					

	Online communication during the post pandemic increase the effectiveness in working environments.					

Which other factors are important? Please comment:

Section C: Communication-Redesign Strategy

Please indicate the extent to which you agree to the following statements by ticking (☐) the appropriate response.

	Statement	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree
1.	Abolition of Functions					

	Eliminating some organizational roles among the employees contributes to efficiency					
	Eliminating complex communication structures cuts costs which improves business performance in the long run					
2.	Job Redesign					
	Job redesign is important in achieving higher productivity					
	Job redesign improves how work is done, more so in terms of the quality					
3.	Reducing Overall Communication					
	Reducing the overall communication process demotivates employees, thus affecting organizational performance negatively.					
	Eliminating overtime improves organizational performance.					
4.	Others					

Which other factors are important? Please comment:

Section D: Systemic Communication Strategy

Please indicate the extent to which you agree to the following statements by ticking (☐) the appropriate response.

	Statement	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree
1.	Simplification of Processes					
	Employee productivity is boosted by the simplification of work processes.					
	Effective communication enhances service delivery through the simplification of work processes.					
2.	Bottoms Up Change Communication					
	Instilling bottoms-up communication change results in increased performance, job					

	satisfaction, commitment to the organization and trust amongst employees					
	Bottoms-up communication change results in a strong sense of ownership, leading to better quality and service provision					
3.	Communication Continuous Improvement					
	Continuous improvement gives the organization a competitive advantage which in the long run leads to improved performance.					
	Continuous improvement conditions the organization for superior service provision.					
	Continuous improvement inculcates a culture of quality in the organization.					
4.	Others					

which other elements are crucial? Please comment:

APPENDIX 3 KEY INFORMANT INTERVIEW GUIDE

1. Please tell me about yourself
 - a) What is your name and your title/profession?
 - b) How many years of experience do you have in communication/ Human Resources?
 - c) What organization do you work with currently?
 - d) What is its mission and what is your role in contributing to its success?

2. In your opinion, what is effective communication?
3. What was regarded as effective communication before the covid pandemic?
4. How has the term 'effective communication' evolved at the work places in different organisations?
5. What are the new ways that employees and organizations embraced to achieve effective communication in the post covid?
6. What is the behavior change that has been observed among different employees post covid pandemic? (in terms of attitude)
7. What are the old communication and human resource trends still being used post covid pandemic?
8. What are the main challenges that organizations have gone through and how can they overcome them?
9. How does effective communication affect organizational performance?
10. What are the trends that communication and Human Resource Professions adopted in order to keep up with the new normal post covid pandemic?
11. From your experience, what can the organizations struggling with effective communication post the pandemic do to change that?