RELATIONSHIP BETWEEN EFFECTIVE COMMUNICATION AND SERVICE DELIVERY IN INSTITUTIONS OF HIGHER LEARNING:

Case Study: Presbyterian University of East Africa, Kikuyu Campus

By

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ABSTRACT

The role of effective communication and continuous improvement is vital in the development of service delivery in a growing institution. Effective communication and service delivery is linked with the adoption of quality management systems in institutions of higher learning. Therefore, this project has established the depth at which communication affects service delivery in the institutions of higher learning, research being carried out at Presbyterian University of East Africa, Kikuyu Campus. The literature review for this project was reviewed according to the objectives of this study.

The project adopted a descriptive research design. Qualitative and quantitative data sampling has been used to determine the sample size. Primary data was collected using structured questionnaires that were administered to the respondents randomly.

The findings of the study found that 158 respondents' emphasis that the management of institutions of higher learning need to motivate employees and improve on channels of communication to enhance flow of information. Secondly 43.9% of the population signifies that communication both ways is practiced in the institution. In all levels of the organization 48.78% of the population felt indicated that they were not satisfied by the way information was availed to them either from the management, departments, senior staff to junior staff or vice versa. The research done for Figure 4.11 signifies that almost all the population interviewed via questionnaire were sure communication has everything to do with service delivery at 307.32 out of 360 degrees. In this case then it is clear that communication is a factor that is of essence to

service delivery in an institution of higher learning, a case of the Presbyterian University of East Africa.

1.0 INTRODUCTION

1.1 Background of the Study

The word communication is derived from the Latin words, 'Communis and communicare'. 'Communis' means common, communiality or sharing while 'communicare' which means make something common. Communication as defined by Cambridge Advanced Learner's Dictionary (4th edition, 2011) means sharing information with others by speaking, writing, moving your body or using signals.

In the words of Kirimi (2013), communication is to make known, to impact or to transmit information. It forms a bridge amid managers and employees, since managers must receive and give ideas, reports and instructions, explain problems and give demonstrations. An institution must also keep in touch with its environs – customers, suppliers, dealers and stakeholders among others. Talking, listening, attending meetings, reading and writing occupies most of the manager's time. Communication is therefore essential for effecting organizational performance. According to Sillars (2009), communication is defined as the giving, receiving or exchange of information, opinions or ideas by writing, speech or visual means or any combination of the three so that the material communicated is completely understood by everyone concerned. Newcombe (2011) observed that communicating is the work managers perform to create understanding among people so that they can act effectively. As observed by Robinson (2010), effective communication is about understanding the emotion behind the information. Effective communication can improve relationships at home, work and in social situations by deepening our connections to others and improving teamwork, decision making and problem solving. It enables communicate difficult messages without creating conflict or destroying trust. Effective communication combines a set of skills including attentive listening, the ability to manage stress in the moment, and the capacity to recognize and understand your own emotions and those of the person you're communicating with.

According to Ochieng & Moronge (2014) channels used locally includes verbal, non-verbal, writing, radio, television, video, computer, e-mail, the internet, mobile telephones and text messaging, Hanningan (2007). As outlined by Newcombe (2011), Downward Communication in useful in institutions of higher learning for team briefing, institution

newsletters, reports and flow from top to down. In upward communication, information flow from employees upwards to the upper levels of management. Horizontal Communication or lateral communication involves individuals on the same level of the organization sharing knowledge i.e. heads of departments or lecturers in the same department. It is also used as means of connecting people or places by sending and receiving information, through telephone lines or computers.

Effective communication is an important tool in the performance of any organization and therefore communication skills are becoming increasingly important as an organization's success depends on effective communication. The key to effective communication is ensuring that your message is understood, stipulating the recipient to take appropriate action, or affecting the way the recipient thinks in some way (Interdisciplinary Journal of Research in Business Vol. 1, Issue. 9, September, October, 2011).

Communication helps to achieve interpersonal skills particularly the ability to manage one's emotions, motivations and behavior. It should also be used as an effective tool for improving an organization's productivity and performance. Selladurai (2010) emphasis on major elements such as quality people, customers, adaptability, business processes and leadership that organizations may use to improve their institutions in terms of productivity and performance.

Effective communication as a public relations tool results in positive interaction. This may be defined as individual's encouraging and facilitating each other's efforts to complete tasks and products in order to achieve organizational goals and objectives. However, poor communication results in low productivity due to workers setting low goals for themselves, lacking confidence in their ability and assuming that they will fail no matter how hard they try (Interdisciplinary Journal of Research in Business Vol. 1, Issue. 9, September, October, 2011).

According to Pearson et al. (2010), the principles of managing communication in organizations are as follows: - communication should always add value: This means that each of us should always consider the decision to plan. For instance what decision the receiver of any communication will make as a result of the communication itself. The basic question we should ask ourselves beforehand is "what are we trying to achieve by this communication?". Mckay, Davis & Fanning (2003) says that communication skills should be applied to organizations to help staff perform their responsibilities for a fruitful output. In

communication, there should be an open policy where everyone is updated on issues affecting them in the organizations hence importance in the way communication is managed either by way of internet, notice boards, memo's or through leaders. Positive perception on quality of services delivered to students is achieved with exceeds from students' expectations. It is important for the universities to individualize or customize services offered to students as much as possible, although it may be difficult in academic services, support and administrative services can adapt this paradigm (Naidoo V. 2013). To deliver quality services and enhance the overall learning experience within the tertiary environment, management and staff of the universities need to understand the students and their expectations for the service being delivered (Welman et al. 2005).

Montuori (2000) argues that institutions should be convinced that change is necessary not only for organizational survival but also for individual achievements. This research paper therefore investigates the relationship between effective communication and service delivery in institutions of higher learning.

Service delivery is an important facet for service organizations such as higher learning institutions. Consumers are not only concerned with how a service is being delivered but also with the quality of output received, Jalal (2011). Service Quality and Students' Satisfaction on service delivery is commonly noted as a critical pre-requisite for establishing and sustaining satisfying relationship with valued customers. In this way, the association between service quality and students satisfaction has emerged as a topic of significant and strategic concern. In general, perceived service quality is an indication to satisfaction, Sneha (2016). Thus, a proper understanding and determinants of customer satisfaction can be seen as to have an extraordinarily high monetary value for service institutions in a competitive environment especially in Kenya today(Lassar, Manolis and Winsor, 2000).

1.2 Statement of the problem

Delivery of quality service in institutions of higher learning is a complex concept that the management of universities are not able to overcome or get the best way to handle (Clewes, 2003). Every stakeholder in this sector, that is, students, lecturers, employees, management, government and professional bodies have their own view of quality due to different types of requirements and expectations. Students receive and use the training offered by the institutions making them priority customers of educational activities (Marzo-Navarro et al., 2005), while the government ensures quality education has been accorded to students via

their institutions, professional bodies wait to benefit from the knowledge gained by the students through their lecturers by practicing on various fields they are trained in. All the above may not be achieved if the management has a breakdown of communication from all stakeholders in terms of management, departmental heads, students and staff members. Institutions of higher learning need to recognize the importance of quality communication which leads to better service delivery by understanding the values of students (Telford and Masson (2005). Sharing knowledge through communication and co-operation in an institution is a critical aspect of service delivery (Abdullah, 2006). Effective communication asks for and receives information just as much as it is transmitted. Therefore this project aimed at investigating the relationship between effective communication and service delivery in institutions of higher learning.

1.3 Objectives of the Study

The study has been guided by the following objectives:

i) Relationship between effective communication and service delivery in institutions of higher learning.

ii) To establish factors that hinder effective communication and service delivery. To establish the benefits of effective communication and service delivery in institutions of higher learning.

1.4 Research Questions

i. What is the relationship between effective communication and service delivery in an institution of higher learning?

ii) What are the critical factors that hinder effective communication and service delivery in institutions of higher learning?

iii) What are the benefits of effective communication and service delivery in institutions of higher learning?

1.5 Limitations and Scope of Study

This project shows the gap in communication and service delivery and suggests ways on how the gap should be closed up by carrying out the research study. Due to financial constraints on the research study, other institutions of higher learning could not be included in this study and therefore concentration is on one sample.

1.6 Significance of the Study

Findings from the study will be beneficial to the following: The Management team will use the findings as the base upon which to review ways to effect communication in order to

improve service delivery at Presbyterian University of East Africa, Kikuyu Campus. Necessary improvements identified could be undertaken to enhance communication. The findings can also be used by management and other institutions of higher learning to help in boosting employee performance at the various workplaces. This study is important to PUEA as it can help determine areas to improve in order to have effective coordination between students, management and employees. Findings of the study will be of assistance to PUEA and other institutions in setting the standards that language barrier not be entertained in any institutions of higher learning for purposes of the improvements in service delivery in the industry. The use of ICT will assist in flow of information in the horizontal, downward and upward communication to improve service delivery in the institution. PUEA can also do and exhaustive study in the application of ICT in marketing, to aid enrolments of new students in competing with other institutions within Kenya and the world at large.

The policy makers can use the finding as reference for policy guidelines on service delivery and human resource management in the institution. They will be able to use the findings of the study to formulate viable policy documents that effectively will in turn boost productivity. These may relate to regulating those aspects that threaten to adversely impact on the operations and development of such organizations. The findings of this study will enrich existing knowledge and hence will be of interest to both researchers and academicians who seek to explore and carry out further investigations. It will provide basis for further research.

2.1 LITERATURE REVIEW

Relationship between effective communication and service delivery

Newcombe (2011) observes that communication is a breaker used by managers to create an internal and external organizational understanding to enhance effective flow of information. As observed by Challenger W. et al. (2010), effective communication is about understanding the emotion behind the information. In dealing with groups, in this case students, CRS, employees, communication is essential, whether it is face-to-face, over by phone, via email or, increasingly, through online channels communication is vital. For those in customer service positions, strong communication and effective problem-solving skills are must-haves. Call center representatives must be able to listen well and communicate effectively since the person on phone could be a potential customer. Those who respond to customers via written

channels must also have strong typing, spelling and grammar skills and the ability to convey information effectively. Rothwell (2004) sees communication as a transactional process of sharing meaning with others. Yusuf F. (2011) in reference to service delivery states that without communication, it is impossible to achieve any goal related aspect of improvement of an institution's development.

Effective communication in customer service requires a thorough understanding of the needs of customers', their perspectives and expectations in terms of service, product quality, and communication. A good example is Educational Technology which has shifted the teacher-centered learning environment to a learner-centered instructional environment where learning is acquired through e-learning Adeosun, O.V. (1998). Laleye, A.M. (2015). Overall feedback can be helpful, but customer service employees also benefit from the one-on-one feedback they receive from their interactions with customers. Communicating effectively in customer service situations can involve a number of challenges. Those in these roles need ready access to up-to-date and reliable information about the company's products, services and policies. They need to know what level of authority they have to meet customer demands and resolve problems. Sometimes they are unable to satisfy customer requests due to company policies and this can be a stressful part of the job. In addition, as customer service continues to be an important aspect in every business, the businesses become more competitive hence the consumers expect higher levels of service that a good organization must deliver.

Factors that hinder effective communication and service delivery

Barriers of effective communication

There are many barriers to communication and these may occur at any stage in the communication process. Kemoni (2004) observes that some of these factors have to do with the sender or receiver of messages.

The management of institutions of higher learning need to recognize culture differences i.e., a student from Central Africa who cannot speak English and only communications in French may not be enrolled in universities like PUEA Ochieng & Moronge (2014). This hinders this institution from being accommodative to a diverse culture.

When communication in the institution results to vernacular language, this hinders achievement of service delivery where many students are not rendered the services, they

require due to language barrier. Where students are enrolled from different communities in Kenya, language barrier should be observed.

According to Ting-Toomey, S., Oetzel, J. (2001) cultural barriers to effective communication are a challenge to people from different diversity. People see, think, hear and interpret things differently.

Some words can mean different things to people from different cultures hence the potential to misunderstanding among people depending on their cultural background. Ting-Toomey, S., Oetzel, J. (ibid) describes three ways in which cross-culture interferes with communication. One is cognitive constraints which deal with new information. The second is behavior constraints which deal with every culture and the way in which they handle rules which affect their verbal and nonverbal communication. The third is emotional constraints where different cultures regulate the display of their emotions by yelling, crying while other hide their feelings about a situation.

Message not delivered due to technical failure (e.g., receiver was not in mobile network area and the sender has received delivery report in message setting confirming the message has been delivered) can cause confusion in the sense that the sender perceives the message has been received and is waiting for feedback which is not due to come forth since the receiver has not yet gotten the message, Saruni (2006). In recent times, the focus has changed towards technology driven service delivery. O'Brien et al., (2007) asserts that for information to be of optimal use, it must have the following qualities: relevance, accuracy, timeliness, currency, completeness, cost effectiveness and clarity. However, change is not desirable but also mandatory as technology has much potential that cannot be ignored. The biggest change in today's communication channels from those in the past is their intense reliance on technology such as mobile phones, computers, and access to the Internet.

According to Mishra S. (2016), unclear messages are brought about by several factors which include: Technical problems i.e. In Kenya today, the available service providers who include Safaricom Ltd, Airtel Kenya Ltd and Orange Kenya are an example of the problems subscribers face. The areas that these service providers reach their clients vary according to the distribution of their boosters. Therefore, clients prescribe service according to the medium that will serve them in their location.

Odhiambo (2007) in his research "Challenges Faced by Safaricom in the Acquisition of One

come" concluded that many firms have not been able to give the best services to their customers as prescribed by CCK (Communications Commission of Kenya) due to the high competition between the service providers. This then becomes a communication barrier as people are for one reason or another unable to pass messages.

Noise is a disruption that is found in the environment and interrupts communication process so acting as a barrier. Noise could even prevent the message from reaching the receiver. Climate change such as thunder, heavy rains and wind are factors that cause noise which is beyond human control and create communication barrier. On the other hand, temperatures are too high or low whereby people are not able to concentrate on the information sent or received due to discomfort caused by the weather factors.

Frustration due to poor working conditions is a factor that constitutes a barrier to communication in reference services. If the staff are not happy with the system they work for, are not well motivated, and work without commensurate remunerations or none at all, there is a tendency to take it out on students through transferred aggression. In an even of this situation, the worker might not take the interest of students at heart and may deliberately frustrate the students in order to bring down the organization's systems. Katz (2002) refers to a librarian who is frustrated will not be interested in any conversation with a client hence the client ends up not getting any information that they need.

Organizational structures where an employee has to go through their managers or supervisors to get a message across to their chief officer. In the words of Daft et al (2010), effective communication both within the organization and with people outside the company, is a major challenge and responsibility for managers. Ineffective communication can cause significant problems. Some of the problems include poor employee morale, lack of innovation, decreased performance and a failure to respond to new threats or opportunities in the environment.

Stereotypes are beliefs or generalizations about qualities that are felt to be typical of a particular group. McKay et al. (2003) explains that stereotyping is a shortcut to forming impression of others. People with stereotype thoughts either will not read the message completely or will read part of it and assume they already know the context.

Lack of Sensitivity to Receiver: Lutgen-Sandvik, 2010 states that communication breakdown affects flow of information where feedback is expected and does not occur. In every institution, communication happens in different levels. It could be horizontal, upward or downward. In horizontal communication, ex-change of ideas by departmental heads aids the

institution progress in directive uniformity where no gaps are realized. In the event that feedback is not given by one department to another makes this factor a concern to the institution. It is impossible to achieve any development when downward communication is not achieved. This is where the management fails to pass information to the staff and other workers who are the implementers of institutions' objectives. When upward communication has not been acted on by the management, students become impatient and decide to force their grievances to be heard which in return results to strikes.

Key benefits in Effective Communication and Service Delivery.

Kirimi (2013) observes that effective and efficient communication results in better overall performance. Ineffective communication leads to loss of meaning or understanding which in turn leads to mistakes. Success of an organization is a reflection of the effectiveness of its communication. Many mistakes and negative results in institutions are because of poor communication. Kirimi (ibid) further observes that successful management depends on its ability to gather and to assimilate the information it receives as well as to transmit efficient and accurate information, to convey clear instructions and to consult with its staff and students. Effective Communication process is a foundation for all interpersonal relationships. Through effective communication, people exchange and share information with one another, influence one another's attitudes and understanding. Robinson and Judge (2007) say that while effective communication is a learned skill, it is more effective when it's spontaneous rather than formulaic.

A speech that is read, for example, rarely has the same impact as a speech that is delivered (or appears to be delivered) spontaneously. In the words of Daft et al (2010), effective communication both within and out of an organization is a major challenge and responsibility for managers. Ineffective communication can cause significant problems. Some of the problems include poor employee morale, lack of innovation, decreased performance and a failure to respond to new threats or opportunities in the environment. Armstrong (2009) states that effective communication is important for three reasons: it is a vital part of any change in management. If any change is proposed in terms and conditions of employment, such as contingent pay, working methods, technologies, products and services or organization (mergers and acquisitions) employees need to know what is proposed and how

it will affect them. Commitment to organization by the management is enhanced once employees know what the organization is trying to achieve or has achieved and how this benefits them either directly or indirectly. There is trust and good service delivery when an organization takes the trouble to explain what they are doing and why. Kristie Dailey (2013) says for any organization to succeed, the receiver of any kind of communication and information flow must understand the message for any implementation to take place. In other words, if the message is not delivered in a manner that is unstated, then the expected service delivery is barely achieved.

According to Sadeh (2007), developments in web technology are creating more friendly, social and fun environments for retrieving and sharing information and one of such is Social networking websites. Universities have adopted E-learning as a way of teaching students who are not able to access classes due to work or family related difficulties as observed by Abimbade.A. (2005). Discussion groups in universities use one very popular social media application that has helped students' delivery information fast and at their convenience. Pew Research Center@2016 indicates that 80% of adults in the world use mobile phones with Kenya having 93% of adults18-34 using them to pass information using text services. This shows that more students will communicate by texting one another as a way of news breaking or just for fun due to availability of service providers of mobile services and internet Sadeh (ibid).

2.2 THEORETICAL FRAME WORK

Figure 2.1:   Model of Service Delivery as described by Zeithaml, Parasuraman & Berry (1990).
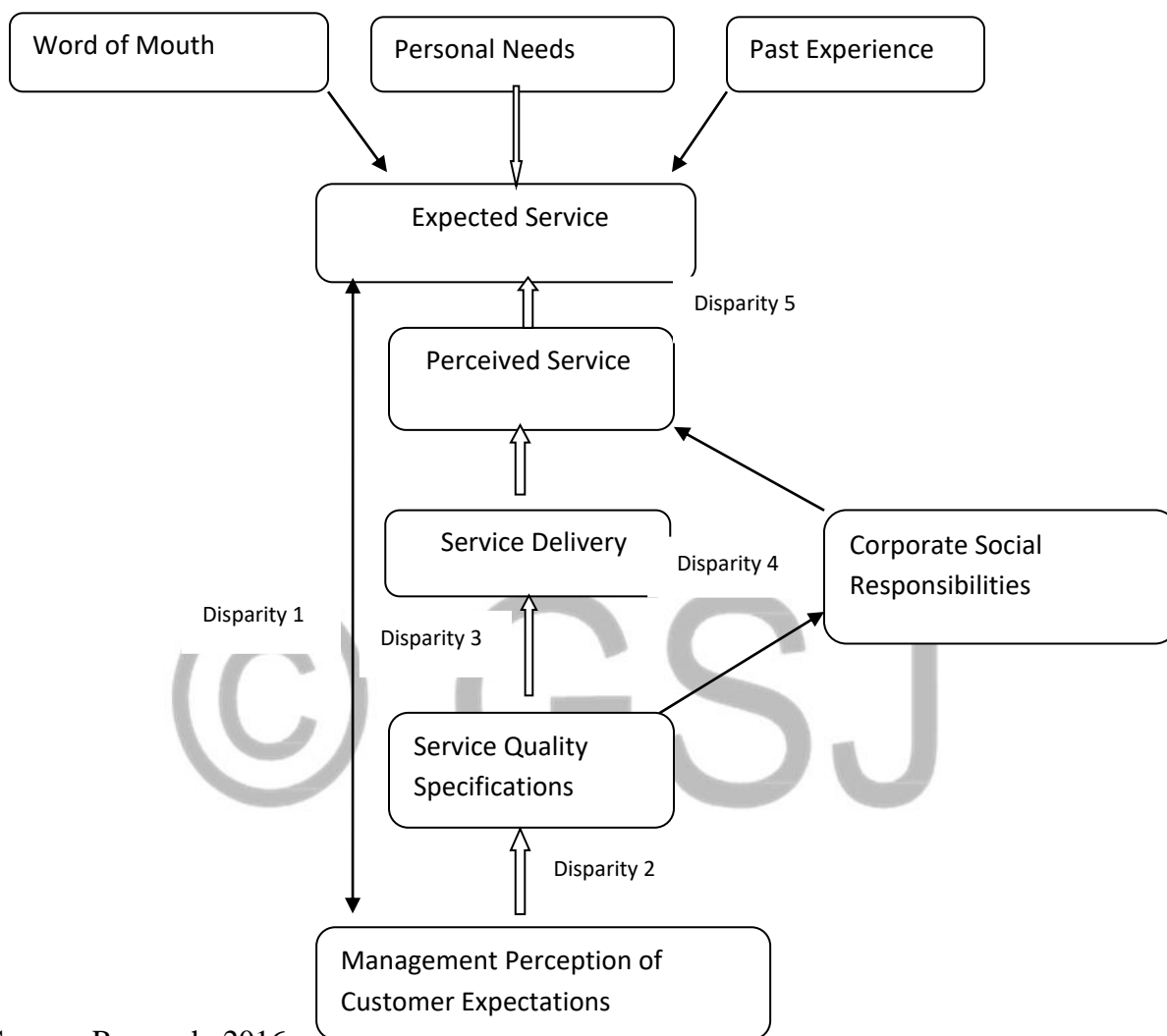
Source: Research, 2016

2.3 CONCLUSION

This paper will deal with clear research on relationship between effective communication and service delivery. Based on research feedback, the researcher will clearly analyze and review both the literature and theoretical work done in relation to the research and the dynamics in organizational communication, its effectiveness and service delivery.

3.1. Research Design

Descriptive research design was used in the project to seek establishment of factors associated with certain occurrences, outcomes, conditions or types of behavior. Descriptive research is a scientific method of investigation in which data is collected and analyzed in order to describe the current conditions, terms or relationships concerning a problem. This method was preferred because it enabled an in-depth study of the project DataCite Metadata (March 2011).

3.2 Target population

Target population as defined by Scheiber L.A. (2014) as a universal set of the study of all members of real or hypothetical set of people, events or objects to which an investigator wishes to generate the results.

Table 3.1: Target population

Population Category	Target Population
Top Managers	5
Academic Staff	10
Middle Staff	20
Support Staff	10
Students	100
Total	**145**

3.3 Sample Design

The study used a stratified random sampling technique in which the sample size used represents the whole population as each stratum has an equal chance of being selected. Stratified ensured inclusions of smaller groups which would have alternatively been omitted by other sampling methods.

Table 3.1.2: Sample size

Population Category	Target Group	Sample Size
Top Managers	5	20
Academic Staff	10	50
Middle Staff	20	100

Support Staff	10	50
Students	100	900
TOTAL	**145**	**1120**

3.4. Data collection Procedure

Data collection commenced by distribution of the questionnaire through random distribution to all stakeholders. This involved top management, middle class staff, teaching staff and students. The staff and students were very positive and helped in the distribution of the questionnaire by way of encouraging their colleagues to take part in the study. The respondents were willing and ready to participate in this study with an assurance that none of them will be victimized and that data collected will be treated with confidentiality it deserves. They were therefore requested to provide the information truthfully and honestly to the best of their knowledge and understanding of the institution. Considering the tight work schedules of the top management and lecturers who are not at campus all the time, the questionnaires were dropped and picked on an agreed later time or date but in most cases the questionnaires were filled as the researcher waited.

Mugenda, O. & Mugenda, A. (2003) indicates that data collection is important for the research to be able to get the actual outcome of a research.

3.5. Data analysis

Frequency tables were used as a basis of anal sign data and all data displayed, errors detected and corrected accordingly. Pie charts, bar charts and histograms were also used to present data collected and analyzed both qualitatively and quantitatively.

Quantitative analysis included frequency distribution tables, percentage and pie charts which present information and statistical inferences such as mean and mode where applicable.

Qualitative analysis was summarized by explanation of the respondents view about a problem and the views expressed through explanations given about the problem under study Mugenda, O. & Mugenda, A. (ibid).

3.6. Ethical Considerations
The researcher used ethical considerations while administering the questionnaires to respondents.

4.1 Quantitative Analysis Research
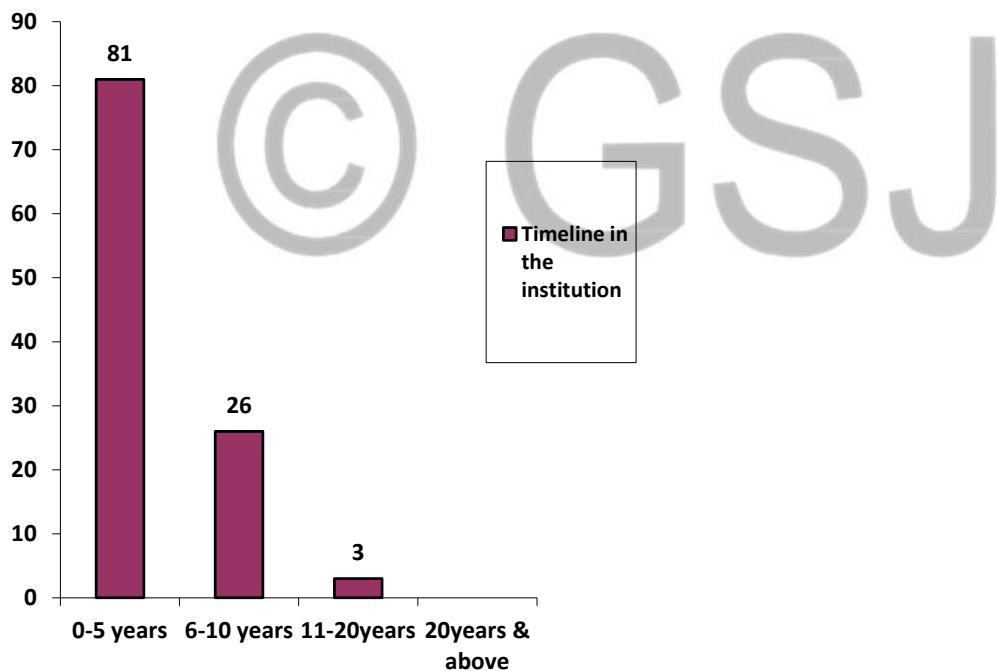
4.1.1 Questionnaires

The quantitative research method focused on The Presbyterian University of East Africa, Kikuyu Campus, with 110 of the population responded. The people who answered and returned the questionnaire were 53.6% male and 46.4% female.

Figure 4.1: Respodents
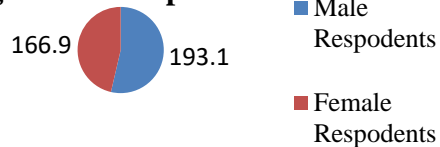
Source: Researcher, 2016

## Figure 4.2: Timeline in the Institution.

Source: Researcher, 2016

Data presented in the study revealed that a majority (81%) of the people in the institution both students and staff have been part of the institution not more than five years whereby 26% were in the university for six to ten years.

According to my research, 3% of the respondents had been part of university for more than eleven to twenty years due to the years the institution has been operational. The 0% outcome in terms of any staff or student being in the university was observed from the research due to the fact that higher education began less than the period quoted by the research.
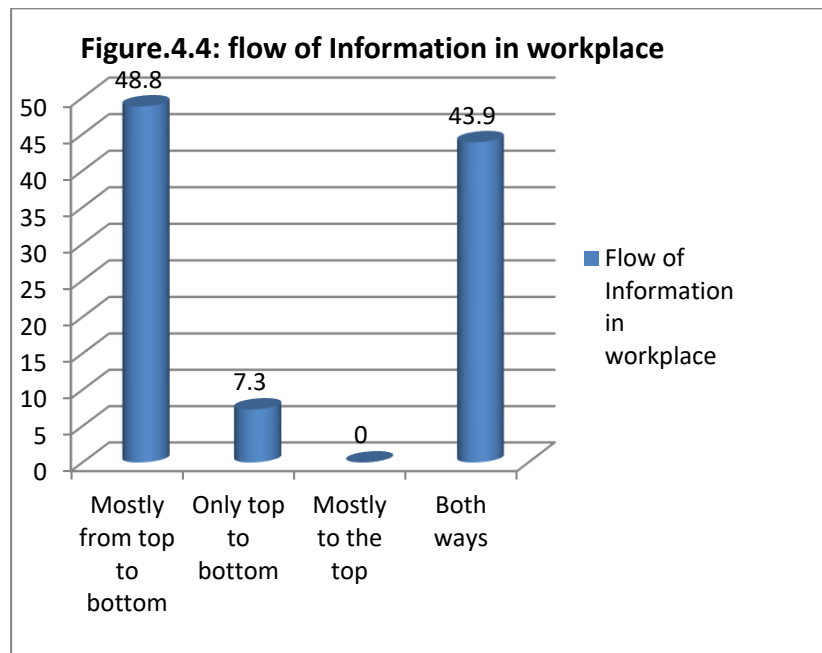
Figure 4.3: Official Communication in the Institution
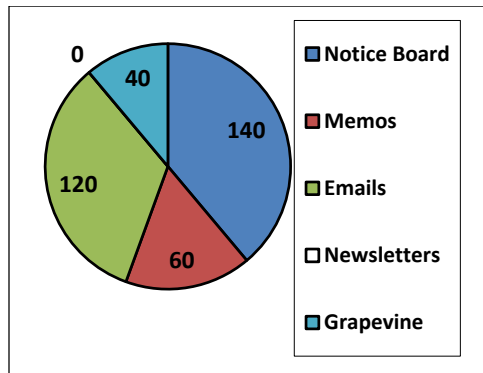
Source: Researcher, 2016

The research indicated on Figure 4.3 was not limited to students, staff or the management. Therefore, data output included all the stake holders of the institution.

The flow of information in this institution indicates that 140 of the population get their news from the notice board while 120 of the population get information through emails. From Figure 4.3 above, 60 of the population receive their communication via memos while 40 of the population are informed via grapevine. The research outcome shows that none of the population who answered the questionnaire got information from the newsletters. At least all the population interviewed received news either by reading the notice board, emails, memos or grapevine.

Figure.4.4: flow of Information in workplace

Source; Researcher, 2016

The figure above is the outcome of the research question on how communication flows in the institution as a workplace. 48.8% of the population involved in the research implied that most communication is from top to bottom which means downward communication is more felt than any other way of communication. Secondly 43.9% of the population signifies that communication both ways is practiced in the institution. This means downward and upward communication is used. 7.3% of the population pointed out messages only flows from top to bottom. No one however stated that communication flows from bottom to top for example from students to management or even from junior staff to top management.

Figure 4.5: Departmental Communication, Adequacy of Information to carry out tasks, general availability of information within the organization and communication between departments.
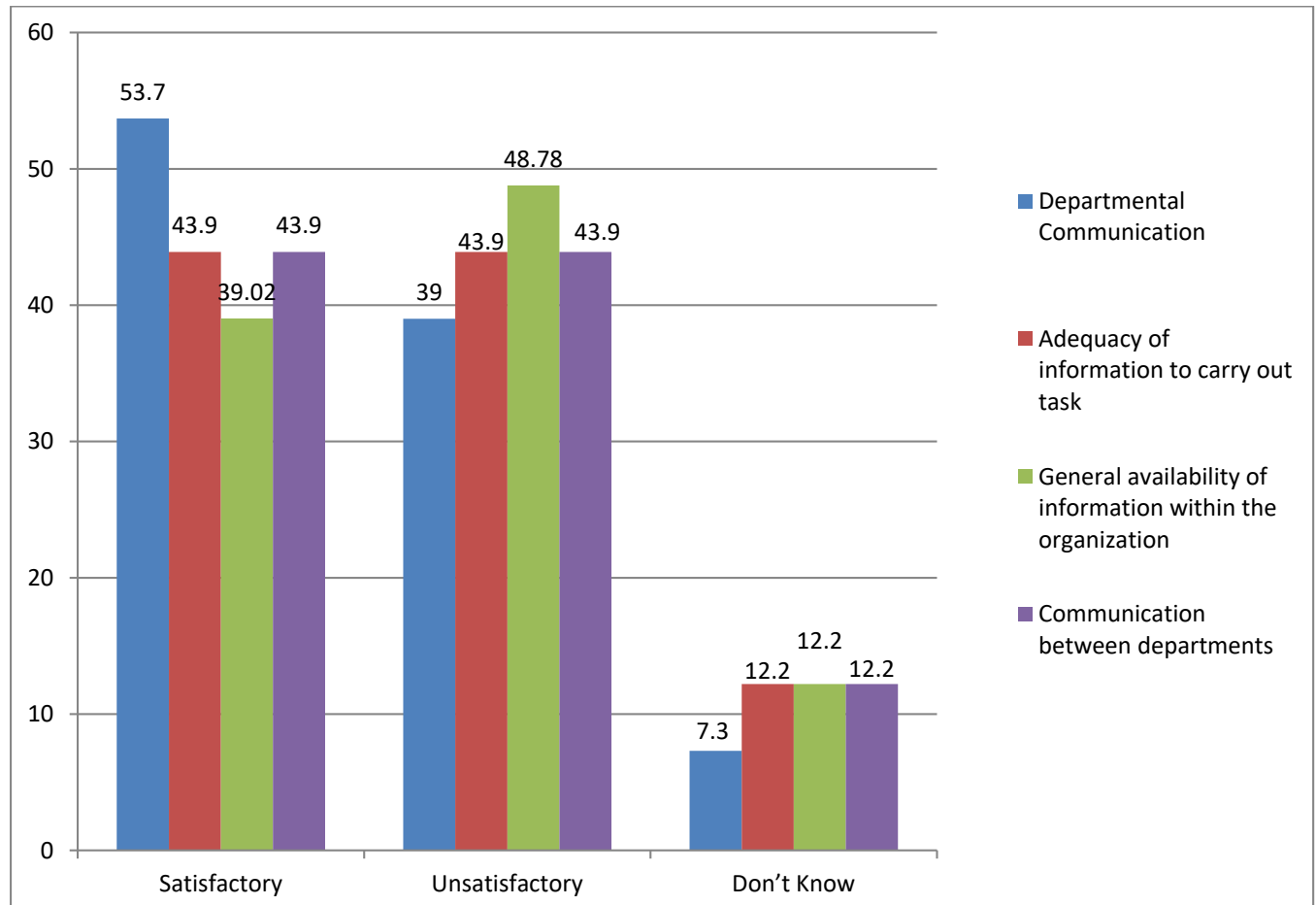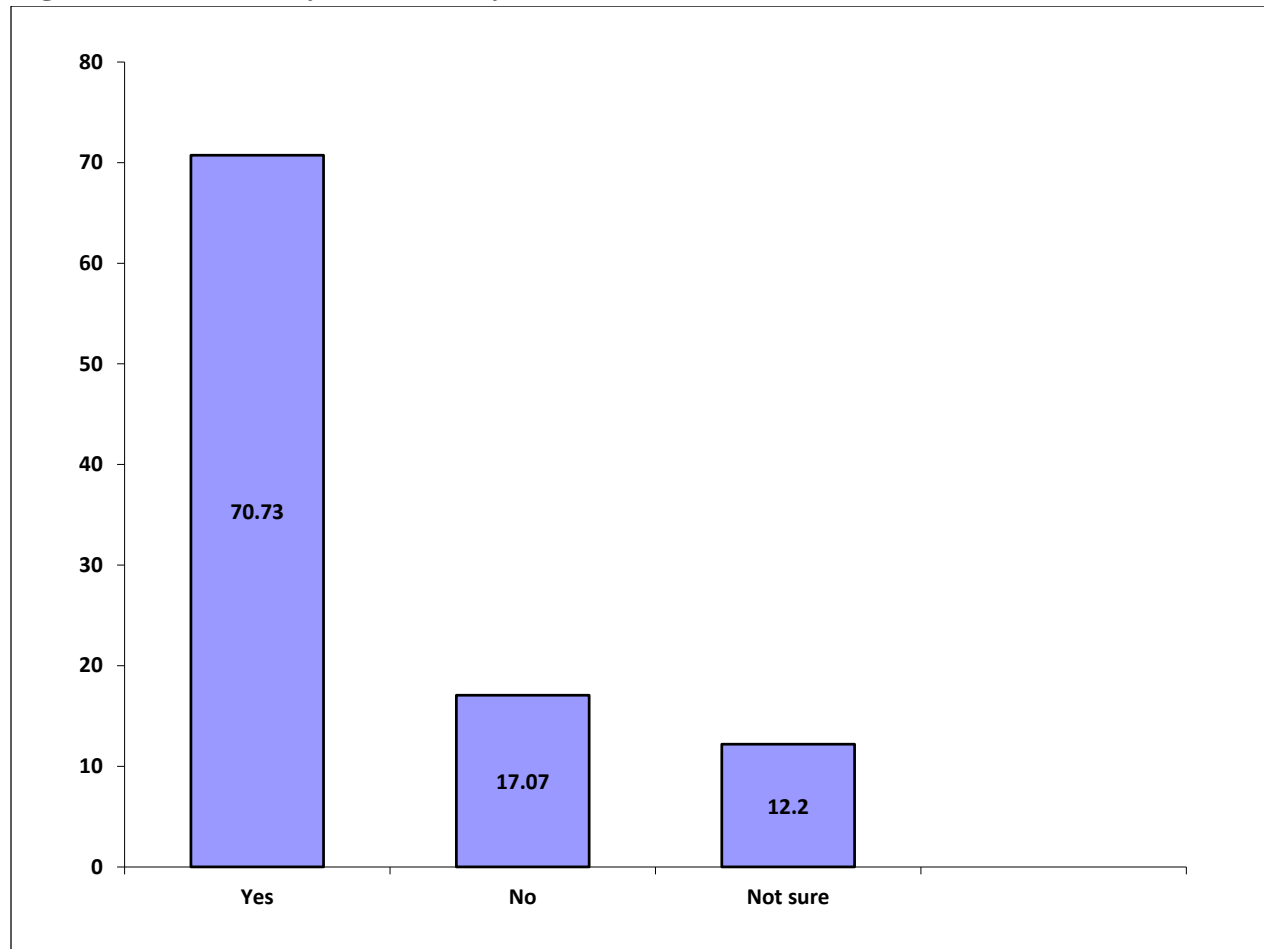

Source: Researcher, 2016

The figure above suggests that communication in departments is satisfactory with half the population indicating that they were well supplied with information from the department. In other words, 53.7% of the whole population who participated in the research had been well informed from the department. However, 30% of the respondents were not satisfied by the way information was passed from the department to them while 7.3% were not sure of how they receive news.

On the questionnaire on how adequate information provided to carry tasks was received, an equal percentage of the respondents were satisfied while the other were unsatisfied meaning that there was a balance of opinion on either. This then shows that half of the population have no idea why there are in their work station. 12.2% though were uncertain about the system of flow of communication.

In all levels of the organization 48.78% of the population felt that they were not satisfied by the way information was availed to them either from the management, departments, senior staff to junior staff or vice versa. Those who are satisfied with the availability of information within the organization rated at 39.02% while those who have no idea of what happens were 12.2%.

Horizontal communication tallied by 43.9% of those who believed it was satisfactory and those who were unsatisfied being at the same percent. Those who did not know about communication between departments existed rated at 12.2%.

Figure 4.6: Familiarity of University Mission, Vision and Core-Values
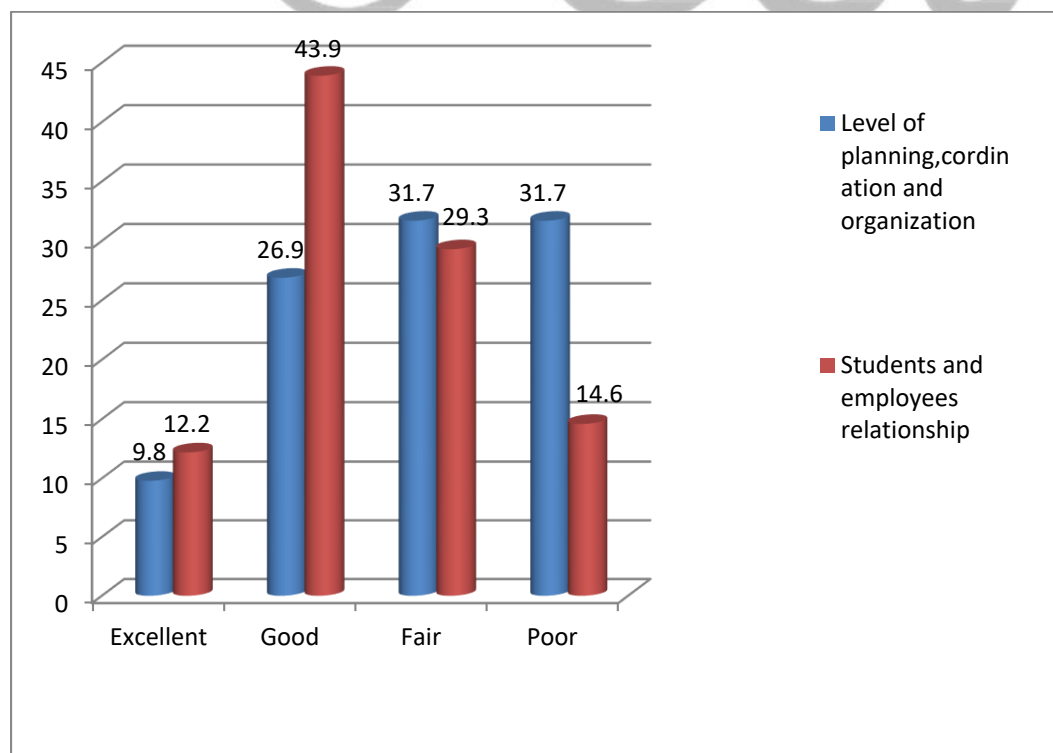

Source; Researcher, 2016

Figure 4.6 represents the population that is familiar with the institution's mission, vision and core values. The indication is that 70.73% of population is familiar with the mission, vision and core values of the institution while 17.07% suggests that they have not familiar with it. In the same breath, 12.20% are not sure if the mission, vision and core values of the institution are known to them.

Figure 4.7: Clarity in terms of duty and responsibilities
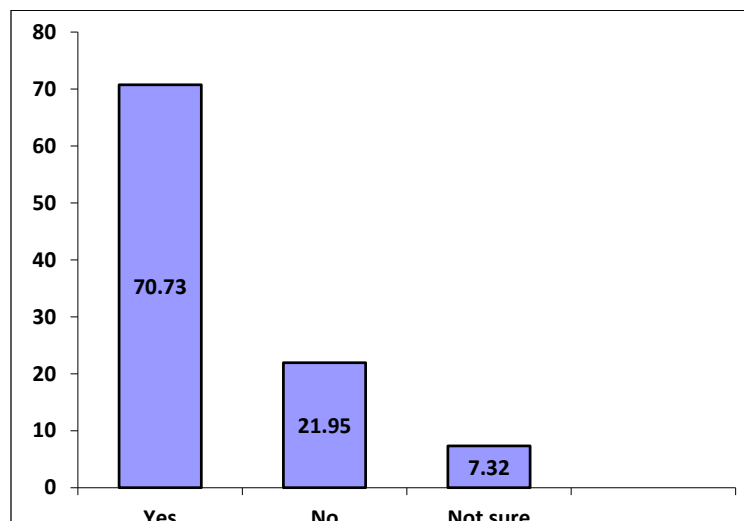
Results from the study revealed that 70.73% answered yes which means they are well conversant with their duties and responsibilities. However, 21.95 % responded they did not understand their duties and responsibilities in the organization at all. Only 7.32% of the population was not sure about what they are supported to do on a daily basis once they report to their work station every morning.

Figure 4.8: Management organization and students and employee relationship

Source: Researcher, 2016

The level of planning, organizing and coordinating activities was observed by respondents as follows: 9.80% felt it was excellent while 26.9% specified that it was good. The respondents who implied that it was fair were 31.7. On the other hand, 31.7% revealed that it as poorly done. On issues of student and employee relationship in the university, 12.2% population responded that it was excellent, 43.9% indicated that it was good while 29.3% revealed that it as fair. Nevertheless, 14.6% said it was poor.

Figure 4.9: Top Management responsibility to employees concerns and feedback
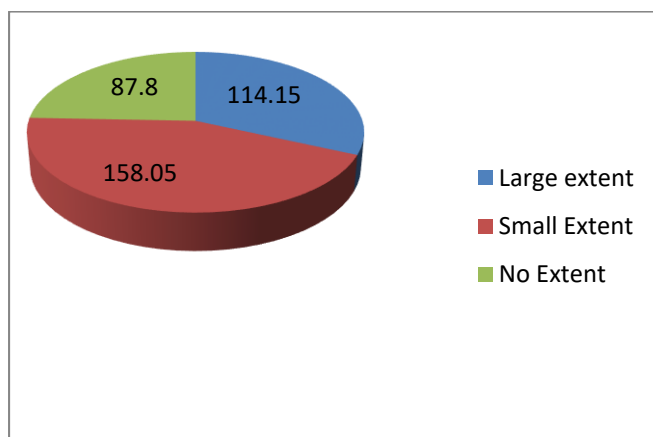
Source; Researcher, 2016

The pie chart above Figure 4.9 shows that 114.15 of the population who answered the questionnaire were of the opinion that the top management of the institution is concerned to the employees concerns and feedback while a 158.05 of the population believe that the top management is responsible to employees concerns and feedback at a smaller extent. 87.80 of the population responded that at no extent is the management concern neither bothered about the employee's feedback.

Figure 4.10: Satisfaction to Management's effort to create conducive environment
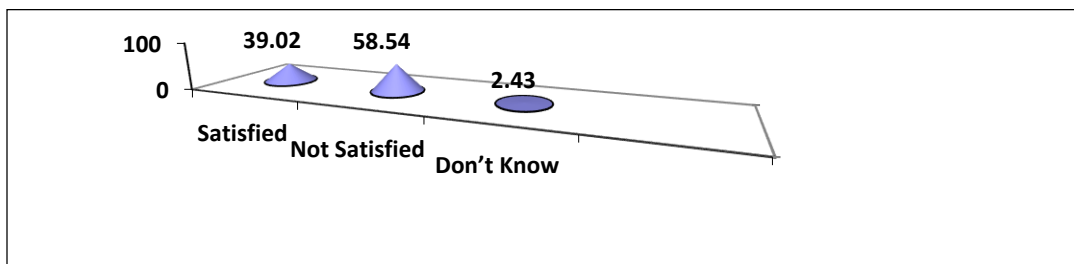
Source: Researcher, 2016

Figure 4.10 clearly indicates that 58.54% of the respondents were not satisfied by the management efforts to create conducive environment both for staff and students. 39.03% were satisfied with the effort put by the management to create the favorable environment while only 2.43 percent were not aware of these efforts.

Figure 4.11 Effects of communication to service delivery
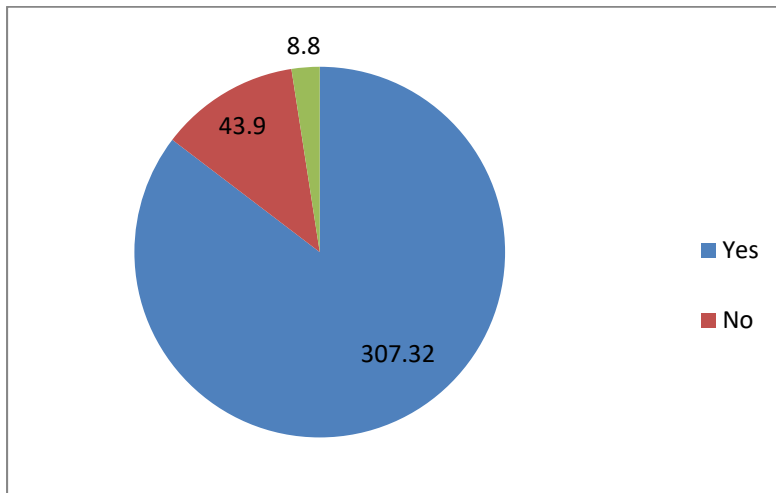
Source: Researcher, 2016

The research done for Figure 4.11 signifies that almost all the population interviewed via questionnaire were sure communication has everything to do with service delivery at 307.32 out of 360 degrees. In this case then it is clear that communication is a factor that is of essence to service delivery in an institution of higher learning. 43.9 said no to the fact that communication has affected service delivery and only 8.8 of the population were not sure about the situation.

4.2 Qualitative Analysis

Communication being the major link between service delivery and customers, the institution should be very observant to give its best to the students who are the reason why the institution is exists. With large number of concerned stock holders signifying that communication is the reason why service delivery is important and 81% of them being 0-5 years old in the institution, then there is every reason as to why the management should be concerned about improving communication channels in order to reach everyone in good time for a message to be relevant. Availability of information should be readily given taking into account this will facilitate the growth of the institution.

Adequate information should be available so that the students should not feel that someone is holding information meant to give them guideline on various the activities in the institution. 65% of the population felt that a suggestion box which id regularly opened should be available to all stakeholders to express their views.

43.9% suggested that due to the digital live that has taken the world to be a global village should be made available to the whole institution in that internet installation made available in all facilities including their hostels. This will enable them access information 24/7 passed through online groups created which should include students, staff and top management. It is due to this that 48.78% of the population were unsatisfied by the fact the information was not available within the organization.

About 8.8% of the population was of the opinion that the institution should have a way of handling communication problems, for instance conflicts and/or misunderstanding between students, staff and/or management and students or either way.

158.05 degrees of the respondents were of the view that the management has not adequately handled the issue of communication in a manner that employees and students see commitment to have their issues acted upon. This saw 43.9% of the respondents suggest that the relationship between staff and student was good while 14.6% said it was poor.

The results on clarity on job description (JD) by the respondents not clear to 21.95% while 7.32% did not understand what there were support to do with 70.73% indicating that yes, their duties and responsibilities are clear to them. This then focus on the fact that out of the 110 population interviewed, 29.27% do not know the reason for being in the institution yet they report every day of the week to carry out duties and responsibilities. 70.73% of both students and staff were familiar with the mission, vision and core-values of the institution which means the institution has been clear on their focus. A great number of respondents 140 were able to get such information from notice boards while 40 only accessed information via grapevine.

The research indicated that upward communication was not very common with 0% reply to this while 48.8% signified that communication downwards was imminent.

5.1 Summary of Research Findings

This study aimed at establishing the relationship between communication and service delivery at Presbyterian University of East Africa. The task included; establishing the extent to which

effectiveness of communication influences service delivery at PUEA; examining the extent to which flow of information in the workplace and departmental communication; availability of information with the organization; finding out if mission, vision and core values of the institution are well understood; enquiring whether duties and responsibilities are clear to the staff and whether he management has put any effort into creating a conducive environment to both employees and students; ascertaining the extent to which top management is responsible to employees concerns and feedback; and finding out the relationship between students and employees in the institution.

The researcher reviewed previous studies with a view to establish academic gaps which the present study sought to bridge. This was done through library research. The procedure included: reading, evaluating the methodology employed in terms of design choice, target population, sample and sampling procedure data collection instruments (that is suitability, validity and reliability), data collection procedures, data analysis, findings and recommendations. The study benefited so much from the literature review for it guided the present study by pointing to areas that needed to be investigated. This study adopted a descriptive survey design and employed quantitative research as the main approach to guide the study. The research targeted all employees, lecturers, top management and students of PUEA, Kikuyu campus. A sample of 110 employees and students was randomly selected using systematic sampling procedure for the study. Purposive sampling was used to select PUEA as the scope of study. The research instrument used in data collection was a questionnaire to elicit information from the respondents. Data analysis was started immediately after the field. Data was summarized into frequencies and percentages and presented in graphs, pie charts and tables.

The study sought to determine the extent which information flow in the institution whereby most respondents on Fig. 4.4 stated that they only get informed downwards with 48.8% implying that management usually deliver information. In other words, information hardly flows upwards. This was seen in the research with 0% of respondents indicating that they have never had information from the students, employees to management. All in all the findings in Fig. 4.4 shows that 43.9% felt that information was delivered both ways. At a ratio of satisfactory, unsatisfactory and don't know, 48.78% of the respondents were unsatisfied by the fact that they were given adequate information on the tasks they are supposed to carry out in the institution.

From the findings, 31.7% of the respondents said that the level of planning, organization and coordination of activities in the organization was fairly done. This fact was equally shared with those who indicated that the same was poorly done. Closely following were those who felt that it was good with 26.9% of the respondents giving their opinion in a way to show no matter how 31.7% felt activities were not well managed, the organization and coordination of activities was fairly done with only 9.80% implying that planning, organizing and coordinating activities in the institution is excellent.

The research findings in Fig. 4.11 prompted that 307.32 degrees of respondents agreed to the fact that communication has affected service delivery in the institution. Only 43.9 degrees of the respondents said no to this factor and 8.8 degrees were not sure. The finding further stated that majority of the respondents were not satisfied with the management's efforts to create conducive environment Fig. 4.10.

5.2   Conclusion

In conclusion, this project was limited to Presbyterian University of East Africa, Kikuyu Campus due to time and financial constraints. It was evident that more needs to be done in terms of flow of information from the students to the management in order for the institution to have periodic updates which will allow better understanding from both the students and the management. This is clearly stated by majority of respondents requesting for suggestion boxes which are regularly opened where students can drop their views with expectations that the management will address matters concerning them. In overall, the research results found that the overall service quality have a significant relationship with satisfaction even in the higher educational settings, have a positive correlation between perception of service quality and student satisfaction, and analyzing upon the relationship based on each of the dimension of service quality, reliability and assurance of better communication services which will be responsive and empathize with cultural balance. As noted in Fig. 4.5 availability of information within the organization is weak, which means that a lot of times students have no clue on what is happening in the surroundings. It was clear that internet is not one of the options of communication as stated in Fig. 4.3 in the institution whereby most respondents noted that it was difficult to access information unless you visit the institution where memos are posted on the noticeboard. This shows that most information bypass many particularly in e-learning students with only 140 degrees of respondents indicating that they access these information. Fig. 4.3 implies that 40 degrees of the students therefore

result to grapevine due to lack of access to notice boards where the management has posted important news regarding the institutions activities mainly examination timetables and various other activities. With only 120 degrees of respondents receiving information via email, it has been noted that service delivery in general is not available to majority of stakeholders as expected by the management. This is a clear indication that responsiveness has a draw back in terms of feedback from the employees and staff.

The mission, vision and core values of the university are well displayed in every corner of the institution hence well understood majority of respondents at 70.73%.

Due to lack of efficient communication Fig. 4.11 shows that communication has affected service delivery in the institution with a very big merge of 307.32 degrees. This indication is a factor that points out that communication is a pathetic situation which may need the management to work upon as a matter of urgency to avoid moving further down since communication is power in building a united community in the institution.

From the findings the study established that use of clear language makes communication clear and well understood thus service delivery becomes easy to achieve. The study therefore concludes that effective communication skills had a positive effect on service delivery in institutions of higher learning, PUEA being the case study.

It was concluded that there is need for proper coordination of effective communication and hence service delivery not well achieved in terms of programs and activities. There is a poor link between students and staff and this needs strengthening. Monitoring and evaluation of communication is critical. The university leadership is therefore called upon to rise to these challenges.

5.3 Recommendations of the Study

On the basis of the above, conclusions, the following recommendations were made for establishing the relationship between communication and service delivery in the institutions of higher learning, case study being Presbyterian University of East Africa, Kikuyu Campus.

The world has become a global village due to use of various media tools for a variety of reasons such as searching for information and connecting with other for business, education, political, social and economic gain. For an organization like an institution of higher learning to thrive and even get world class recognition, it needs to embrace social media by integrating it into its daily communication, getting the most from twitter, building followers and groups, creating writing blogs, building an updated website which is frequently updated with new postings of activities from various departments. An active social group for the university alumni and the ongoing students which is used as a channel to pass on information concerning the daily activities in the group or even department. Discussion groups and departmental groups to have digital groups like WhatsApp groups which are administered by the heads of department to allow information flow to everyone.

The organization must be aware of challenges facing communication and try to reduce the impact by continually checking on website, blogs from students and staff and also the community to ensure that all suggestions from all stakeholders incorporated in any decision making particularly those that touch them directly. It is also recommendable that the use of quality communication channels will determine the effectiveness of the message communicated and the speed at which such message is delivered. The institution is hence encouraged to use emails as a more reliable and convenient way of passing messages to students. Use of emails in form of internal memos being sent to staff for faster and easier way to upward and downward flow of information. The institution is encouraged to upgrade the ICT which is found to be affecting performance of students due to lack of information from the internet.

In the event of disagreements, dialogue between the staff, non-staff and students should have available arbitrators who can stand a common ground with the parties involved.

Language barrier is a matter of concern by many and this can be overcome easily by emphasizing on use of common language like English and Kiswahili. The management of

institutions of higher learning need to recognize culture difference i.e. a student from Central Africa who cannot speak English and only communications in French may not be enrolled in universities where learning is done in English language only Ochieng & Moronge (2014). Such cultural barriers should be well communicated to the students to avoid misunderstanding in the organization.

The management needs to win the confidence of employees by motivating them in conferring to them favorable environment by rewarding them good remunerations and have frequent training to keep them up-to-date with the systems.

This study sought to assess the relationship between communication and service delivery, factors to apply in an attempt to bridge the gap in knowledge that existed. Although the study attained these, it mainly focused on one higher institution of learning. There is need to replicate the study using many other institutions in an attempt to compare the findings. There is need to conduct a similar study which will attempt to find out the factors affecting consumer satisfaction in communication and service delivery in institutions of higher learning in Kenya.

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