

Influence of Communication Strategies on Organizational Performance: A Case of the Office of the Auditor General of State Finances in Rwanda

Muragijimana Frodouard¹
Daniel Oloo Ong'ong'a²
Festus Irungu³

irizabimbuto55@gmail.com
doloo@mku.ac.ke
firungu@mku.ac.ke

^{1,2,3}Mount Kenya University

ABSTRACT

This research paper investigated the effect of communication strategies on organizational success. It specifically assessed the influence of participatory communication, result-based communication, and multi-channelled communication strategies on the success of the Office of Auditor General of state finances (OAG). The paper applied a descriptive and correlation design with a mixed approach. A sample size of 150 was drawn from a target of 248 workers who participated in various service deliveries in Rwanda. A stratified sampling method was adopted to select a representative group. Primary data was obtained utilizing questionnaire surveys and interviews. Data was analysed using both descriptive and inferential analysis with the aid of the statistical product and service solutions version 26.0. Results to the first objective felt that that 43.0% agreed with openness, 37.6% with dialogue and consultation, and 34.2% strongly agreed with shared decision-making. It revealed the significant correlation between dialogue and time schedules ($r=.206$; $p\text{-value}=.000$). To the second objective results show that 38.6% strongly agreed with the articulation of performance expectations and provision of performance feedback was agreed by 47.7%. The research felt that 40.9% agreed that the use of information in problem-solving applied during service delivery. Results demonstrated that the effect on the provision of performance feedback on cost efficiency, time schedules, and service quality, the study ascertained that the provision of performance feedback is statistically significant with cost efficiency ($r=0.122^$; $p\text{-value}=0.035$). Results to the third objective demonstrated that the number of channels used in delivering messages was used as strongly agreed by 35.2%. It has been shown that 36.9% agreed with the cohesiveness of multi-voiced messages (agree=36.9; strongly agree= 31.5). Results show a significant correlation between the cohesiveness and consistency of multi-voiced messages and time schedules ($r=0.105$, $p\text{-value}=0.071$). In conclusion, the study concludes that participatory communication is correlated with dialogue and time schedules, and results-driven communication is associated with feedback on cost efficiency, time schedules, and service quality, the study ascertained the provision of performance feedback. This study recommends that OAG human resources personnel should adopt effective communication strategies, to encourage the attainment of expected goals. The study suggested that further studies should gather data from workers, clients as well as stakeholders to enrich empirical literature.*

Keywords: Communication Strategies, Multi-Driven Communication, Participatory Communication, Quality Delivery, Results Driven Communication, Timely Delivery, OAG

I. INTRODUCTION

Globally, public institutions organizations adopted communication strategies to ameliorate their performance in attempting to provide everyday services (Melzner et al., 2015). Pieces of evidence from the USA related to improving studies demonstrate that most managers have insufficient communication skills, the absence of which usually had a clear influence on their involvement, production, and general net profit. In Europe, types of programs necessitate working in group or team spirit, and previous studies did not assess adequate strategies as well as methods that service management may utilize to improve the communication process, and relied on the researcher's revision of existing studies. This scarcity of studies became challenging because many stakeholders were not skilled enough to ameliorate workers' communication skills (Muszynska. 2015). Pieces of evidence from the African continent, with special reference to Nigeria and the South African Region, regarding adequacy in the dissemination of information have attracted scholars (Cheung & Kearney,2010). Perspectives from EAC, regional, lack of effective communication strategies typically influence the level of awareness and skills related to organizational goals. In this regard, Beatty (2017), stakeholders of international affairs with developed communication strategies tended to attain expected goals. Most of the persons within EAC including Rwanda adopted agricultural activities. However, effective ways to disseminate information become pertinent was a clear element within organizational performance (Talukhaba et al., (2011). A type of communication management comprises the development of communication strategies, planning

internal as well as external communication instructions, and handling the movement of information and events, comprising online communication. The study pinpointed tools to manage communication for the entire harmonized types of internal as well as external communication, used to attain adequate findings. There are three main strategies in communication: involvement in disseminating information, various result-based communications, and various channeled activities conveyed. In this regard, the clear context of this study and Rwanda relies on the participatory, results-driven, and Multi-Channeled Communication Strategies (Ugboja, 2017).

Participatory Communication Strategies: participatory communication is related to the definition of knowledge area and the information needs of the interested parties. Accordingly, involvement in communication fosters a conducive environment of confidence, reliance, and directness thus safeguarding that strategies were adopted to stimulate freedom of information and promote the trustfulness that operates as a factor facilitating a change in service quality in terms of making decisions, willingness as well as a promise to institutional activities (Upadhaya et al., 2014). **Results-Driven Communication Strategies:** In the process of communicating verbally, it was very important to focus on regulations of individual consultations but with telephone dialogue. However, sharing and distributing pieces of evidence and facts refers to the systematic distribution of data that helps to gather, accumulate procedure as well as issue facts on organizational execution. Data related to the organization would be associated with availability to beneficiaries and stakeholders. Information was put in storage like institutional structure, regulations, managers, statement matrix as well as access to reports. Burley (2018) argued that communication necessitates and prefers various elements linked to the institution and therefore, various messages necessitate many methods or approaches to use.

Multi-channelled Communication Strategies: Bourne (2016) rely on using communication in terms of attaining organizational objectives for all parties involved in organizational management and as a system reducing mistaking probable to impact the attainment of organizational objectives. Therefore, logic and rationality in sending information through the utilization of various ways of communication were pertinent to make sure that information is positively disseminated to various parties to preserve the organizational objectives. **Organizational Performance:** Organizational performance is influenced by effective communication methods between teams and stakeholders (Dreesen et al., 2016). It accepts the management of time through scheduling and ordering of activities and accepts optimization through the involvement of asked knowledge and pertinent assets. The communication plan permits adequate discussion of stakeholder issues concerning the lack of resources, improper time management, and risks encountered (Dudovskiy, 2016). However, this researcher explored the contribution of communication strategies to public institutions. In Rwanda, communication is widely recognized as the lifeline for government organizations (GOs) and plays a great role in the implementation of their programs (Arasa & Kioko, 2014). Yet, very poor communication is a key challenge that public institutions in this sector continue to grapple with (Dziekonski, 2017). The poor state of communication at the macro level has, for instance, been reported right from goal setting and proposal development levels.

1.1 Statement of the Problem

The greatest impediment to the success of public institutions is inadequate communication strategies (Dziekonski, 2017). Misunderstandings, damaged relationships, broken trust, anger and hostility, poor productivity, and lack of job satisfaction and morale were the results of ineffective communication. While the Office of the Auditor General of state finance of Rwanda set up a communication department that has been functional for the last five years, the office still experiences significant challenges in communicating its agenda in a timely and reliable manner. Functions requiring public participation, such as the budgeting process still register low turnout with members of the public citing their inability to access the information in good time. Therefore, the social problem was expressed in terms of not understanding the role of communication, not accepting the responsibility to communicate, inability to communicate to the employees to know all information to perform better, management denial of employees' freedom to participate in the decision-making process, consultative meeting and the way the channels of communication have been blocked what is participatory communication lead to poor performance (Markovic & Salamzadeh, 2018). Organizationally, communication failure occurs due to information overload, communication anxiety, unethical communication, bad timing, too little information, message distortion, lack of respect, insufficient information, minimal feedback, ineffective communication, and even disinterest or apathy. However, previous studies contented that effective communication strategies would contribute to higher performance for public institutions.

Scholarly, not detailed studies have been carried out to examine the impact of communication strategies on the organizational performance of public institutions in Rwanda. Relying on existing studies, inaccurate data related to communication strategies as well as strategies on the success of governmental institutions in Rwanda. For example, Ahuja and Shalini (2015) found that the majority of the residents had only participated in less than 25 forums organized by the county since the year 2013. This and other similar incidences raise questions on the status of communications management in Kenya. Melkote and Steeves (2015), for instance, found that the government was not

engaging in proper communication to promote an enabling environment for stakeholder and development partner cooperation. A study by Mwakamba (2016) also did not show evidence of the use of communication in change management strategies to promote 11 devolution. Gituro and Mwawasi (2017), similarly, did not demonstrate whether communication was being used to canvass the development. Therefore, it is evident that communication in public institutions has not yet received considerable research attention in previous studies even though several countries did not have the same context as Rwanda. Moreover, contextual problems and gaps were found in terms of communication strategies in Rwanda as a country, from that perspective most of the studies focus on communication procedures, processes as well as strategies, but they did not consider participatory, results-based, and multi-channelled communication strategies. For the case of the Office of the Auditor General and state finance of Rwanda, it seems that the concept has been taken for granted especially seen in the way management denies employees freedom to participate in the decision-making process, consultative meetings, and the way the channels of communication have been blocked. In terms of methodology, previous studies either used qualitative or quantitative approaches. The existence of literature, methodological, and content gaps for Rwandan public institutions leads the researcher to the research problem consisting of knowing if and how public participation in communication processes, results-driven communication as well as using various channels of communication on the success of public institutions in Rwanda concerning OAG.

1.2 Research Objectives

- i. To determine the impact of participatory communication strategies on the performance of the Office of the Auditor General of state finances, in Rwanda
- ii. To ascertain the impact of results-driven communication strategies on the performance of the office of the Auditor General of state finances, in Rwanda
- iii. To establish the impact of multi-channelled communication strategies on the organizational performance of the office of the Auditor General of state finances, in Rwanda.

II. LITERATURE REVIEW

2.1 Theoretical Review

2.1.1 Participation Communication Theory

The model was advanced by Mosonik (2017). The participatory communication model impinges on the evidence that the performance of an advancement organization relies on the capacity to confirm that persons are included in the decision-making process. This theory argues for involvement and discusses ensuring the achievement of performance reports as well as programs all pertinent to escalate the expectation and particular service. The present model is based on the assessment of the participation of communication involvement strategies as well as its influence on the sustainability of service undertaken by OAG in Rwanda. It informs the examination of skills as well as sharing data, taking decisions as well as and self-determination in expressing ideas will be cultivated across the operations of OAG to accept organizational services that were positively executed. This model relied on fundamentals of involvement and engagement, discussion as well as joint and communal level of awareness in disseminating their perspectives where communications are included. In conducting the present study participatory communication theory was relevant, where within this context, the pertinent reality is not separate, self-contained, and widespread in order human mind may assess it scientifically and register it. It was very important to use this theory since the researcher attempted to assess opportunities for consultation on policies at the level of government, both inside the government and with those who are not affiliated with it.

According to the constitution of the Republic of Rwanda, consultation with the public through public participation is essential at all stages of the policy process (Moyo, 2016). It was relevant to this study since it provides a framework based on dialogue and empowerment. Theoretically, the potential of participatory communication for sustainable development has been acknowledged. Participation is a buzzword in the development discourse and is preached as the hopeful and legitimate path to sustainable development. However, when it comes to a practical level, its potential is challenged by several factors. This section discusses different challenges that limit the adoption of participatory communication for development.

Mhagama's (2016) institutional perspective on the challenges of participatory communication enlightens us on the bureaucratic factors that hinder the application of participatory communication. The institutional dynamics denigrate the potential of participatory communication in three ways. These are bureaucratic requirements for messaging, making communication a subsidiary discipline, and seeking technical solutions to political problems. Therefore, this research mainly used participatory communication as a theoretical framework, because for one thing the nature of the research questions and the approaches of the study appear suitable for the theoretical foundation of participatory communication for development.

2.1.2 Goal-Oriented Communication Theory

According to Mulili (2018) developed this model to attain similar objectives of disseminating data. Relying on objectives gives the outline for resolving the research issues pertinent to disseminating data. The present model relied on the attainment of computable findings. The model relies on using communication as the way to attain expected objectives. In this context, reliable communication means overcoming any initial misunderstanding between parties towards achieving a given goal. This theory anchored the results-driven communication strategy which focused on achieving measurable results. This theory emphasizes the use of communication as a means of achieving some goals of the communicating parties and also a framework that ensures that any misunderstanding likely to derail the achievement of this goal is dealt with. The theory, therefore, clarified the need for the use of communications in enabling OAG to attain its performance goals where success was among these goals given the nature of its operations. Hence, through the articulation of performance expectations, provision of performance feedback, task communication, and use of information in problem-solving, the management of the organization ensured that no misunderstanding occurs about what program teams or its staff in general need to do to ensure that its programs were successfully implemented (Schiavo, 2016). The researcher clarified the expectation to disseminate information in improving OAG to realize its performance and articulating the performance, giving comments, and using data.

2.1.3 Uses and Gratifications Theory

This theory was developed by Nyanje and Wanyoike. (2016) assumed that communication users make active, rational choices between alternatives to maximize the gratification obtained. The theory assumes that users choose communication channels as long as they provide sufficient gratification. It is assumed that they choose which channel to use based on the gratification obtained, avoiding those which are less gratifying. Alternatives are a key feature of this theory. In principle, the needs satisfied by one channel could be satisfied in other ways or through other channels. Thus, if one communication channel does not offer sufficient gratification obtained, users seek out alternatives. According to the theory, although the alternatives are numerous and ever-expanding, users must choose which channel is most effective for the message that needs to be sent. A channel that does not offer sufficient gratification was replaced by another one. According to the theory, alternatives may also be chosen if the original purpose of the message changes. For instance, a communication channel that is customarily used to convey information may prove inadequate for brainstorming creative ideas, and the sender would be obliged to choose another channel, such as a face-to-face meeting for this new function (Nyanje & Wanyoike, 2016) motives may need to be realigned to meet situational constraints, or messages may not be successfully communicated and may not produce acceptable gratification obtained for the sender. Thus, the uses and gratifications theory is relevant to all communication channels and all communication needs which fit the purpose of different studies (Senaratne, & Ruwanpura, 2016). For both mass media and general communication, channel choice is made after considering the function and subsequent gratification obtained. This theory was relevant to this study since it informed the assessment of the adoption of a multi-channeled communication strategy in a bid to enhance the success of the performance of OAG. The theory was used to show how OAG exploited different or alternative communication channels to increase the efficiency of the organization's communications to different parties likely to affect the success of the OAG. Given that there was a likelihood that the original purpose of the messages could change, this theory assisted in understanding how OAG can efficiently integrate multiple communication channels and enhance the cohesiveness and consistency of multi-voiced messages so that messages sent within or outside the organization were successfully communicated to different parties to produce acceptable gratification for the senders.

2.2 Empirical Review

2.2.1 Participatory Communication Strategies and Organizational Performance

Globally, Joslin and Muller (2015) examined the effect of service participatory communication strategies using individual willingness, commitment, common systems as well as objective service performance. The study used descriptive and correlation studies where data was collected from 345 participants. The study findings indicated the presence of a positive correlation between communication and the performance of public institutions. Adequate communication strategies, willingness, and system stimulate the concluding remarks that circumstances and social connections for the suitable performance of the population in the Ugandan banking sector.

In Asia, Mavuso and Agumba (2016) conducted research on the effect of communication strategies using an exploratory study design with a representative group of 288. These research findings demonstrated the existence of a budget ranging from 250,000 USD to 10 Million USD dynamically included in organizational management. The survey may be acknowledged to be consistent to indicate how communication strategies were attained.

Aminah (2016) examined the use of communication involvement when fulfilling trainings in Indonesia that have been conducted by public institutions in collaboration with the International Fund for Agricultural Development concerning a single case. Unsuitable use of communication involvement stimulates adequate communication and

dialogue between farmers and organizational management. It emanated from challenges related to the dissemination of information necessary for taking decisions in organizational steps stimulating its low level of executing service. Attaining the agreement and compromise on the opinion conditions and significance areas impeded stimulating poor management in the procedure to make decisions that undesirably impacted the organizational outcomes.

In African countries, Nigeria, Elegbe and Ibinkule (2015) examined the adequacy of involvement in communication and making decisions in chosen firms in Nigeria. The study adopted qualitative and quantitative approaches. The research established the communication involvement by accepting worker's participation. In the EAC like in Kenya, Chhophel (2015) demonstrated the adequacy of communication involvement in the execution of land dispute settlement in executing services. The study was descriptively conducted. Results evidence the application of the communication involvement approach in the process of resolving disputes. These share insights, observations, and skills as well as the general aim to fortify and support the reduction of social deviations within the society among organizational managers and beneficiaries who affect the land dispute settlement procedure which assists the process of making decisions.

Mulili (2018) explored the role of participative communication in the implementation of a health program. A case study design was utilized. The study findings showed that the application of participatory communication through the sharing of information for mapping joint problems between the various stakeholders created collective knowledge sharing which enhanced the successful completion of the program. The study emphasized that the success of the program was influenced by the increased intensity of dialogue between the program implementers and the other stakeholders (insiders and outsiders). According to the study, the exchange of information and knowledge through ideal dialogue as the medium of exchange of information and knowledge to cope with problems likely to be encountered in the course of implementing the program was necessary.

Schiavo (2016) explored the role of participatory communication in development programs. The study reviewed different development programs funded by the World Bank across the globe. The study pointed out that overall, lack of participatory communication was the main reason why many development initiatives failed to achieve their objectives to produce significant improvements for the many poor by limiting the understanding of the local context and insufficient involvement of local stakeholders. The study highlighted that in the absence of participatory communication, the agenda of programs was often set by a few individuals with very little input from other stakeholders, especially at the local level. This led to limited political buy-in and faulty public service design. According to the study, by actively engaging stakeholders from the start and by seeking a broader consensus around development initiatives, participatory communication has been considered a crucial tool to avoid past mistakes and conflicts. Moreover, genuine participation increased the sense of service ownership by local stakeholders, thus enhancing sustainability.

Servaes and Lie (2015) explored the communication strategy for community development in the case of the Heifer-South Africa. The study applied a case study research design. The study found that participative communication exemplified by extensive consultation and negotiations with all program stakeholders through interactions involving knowledge sharing, collaboration, and participation, the program was successfully implemented. By ensuring that the needs of all program stakeholders were considered and that trusting relationships were built, all stakeholders were empowered and that their morale and motivation to see the program implemented was sustained.

Elegbe and Ibikunle (2015) assessed the effectiveness of communication and participative decision-making in selected organizations in Ibadan Metropolis, Nigeria. A mixed methods research design was adopted. The study found that participative communication ensured employees' involvement in the decision-making processes which motivated them to work towards contributing to the success of the organizations. The study found that participatory communication enhanced the trust between the management and employees which led to sustained management employees' relations and eventual organizational productivity and commitment.

Mwendwa (2017) on the other hand assessed the effectiveness of participatory communication in the implementation of the land conflict resolution program implemented by the Makueni County Land Management Board. A case study design was applied. The study found that participatory communication was used to involve people in the resolution of land conflicts in the county hinging on the ability to share perceptions, views, knowledge, and a common purpose within and across the community. These exchanges fostered trust and helped reduce the social distance among the stakeholders which empowered them to influence the land conflict resolution processes which supported collective decision-making processes. Participatory communication helped to secure the ownership of the action plans agreed on and the commitment of the parties involved which enhanced the successful implementation of these programs.

2.2.2 Results-Driven Communication Strategies and Organizational Performance

Scott (2014) did a study by assessing the most commonly adopted communication knowledge which determined a higher level of performance, evidenced that the house building organizational management team allocated 76% of its time to disseminating data. The research demonstrated the effect of listening and considered a pertinent factor of skills in disseminating facts and pieces of evidence.

Lenderson et al. (2016) investigated the association between management and adequate dissemination of information in organizations from various sectors in India. It has been a desk review relying on existing studies. This research argued that the pertinent to obtain the word made and management must support the emphasis of the team to attain the firm's research purposively. By giving comments, the quality of making decisions has been ameliorated. The research gives concluding remarks that institutional managers must disseminate data objectives and expected outcomes to different managers in firms to adequately attain higher organizational outcomes.

In Africa, Gbate (2018) examined the contribution of adequate communication strategies to the performance of Nnamdi Azikiwe University in Nigeria. The study used a questionnaire to collect information. Findings demonstrated that result-based communication strategies positively affect organizational performance. The model provided the role of managing the dissemination of information, by cost management, achieved, and recognized the role of workers to ameliorate via forms to irrigate job satisfaction. The research finally argued that operational communication has been adequately used to ameliorate organizational performance to produce expected outcomes.

A research carried out by Goodrick (2014) on the effect of suitable dissemination strategies of information on the institutional performance in Nigerian firms. The researcher employed desk review and observational protocol. The research accepted that seminars done in any institution used a result-based communication approach to manage stakeholder participation and ameliorate organizational outcomes and execution. The research highlighted the strong effect of dissemination of information that in turn increases the product level of any organization. In this regard, the Result-Oriented Communication approach refers to the assurance of a firm's capacity to rely on the improvement of organizational quality and organizational outcomes.

Verbal and Non-verbal ways of disseminating facts about the service are very pertinent in improving organizational performance (Kiradoo, 2017). The study noted that the main drive of teams in an organization is getting the work done and the leadership has to uphold the focus of the team to achieve the organization's objectives. According to the study, communication needed to be focused on delivering results and move away from being activity-based. Organizational leadership as emphasized by the study should encourage communication, provide feedback on progress, and signal team victories. By providing feedback, the quality of decision-making was enhanced. The study concluded that organizational leaders ought to communicate assignment goals and desired results to various teams within the organization so that tasks can be effectively completed to achieve results.

Kikoyo (2017) explored the impact of various communication styles in the workplace where three organizations in Malaysia were considered. A review of existing literature was conducted. The study highlighted that results-driven communication looked for an effect on the bottom line where all the hard work was directed towards generating specific measurable outcomes and finishing the jobs that led to this goal. The study noted that normally, most operations departments preferred this communication approach since it created action and accomplished results. However, the study argued that it was crucial to vary this approach as this communication strategy was typically seen as concentrating merely on the business while overlooking the persons involved in carrying out the job. Therefore, being keen to take into consideration employees' needs while at the same time focusing on results, would make this communication strategy to be highly efficient. Results-driven communication approach was found to reduce misalignment and poor performance.

Ngozi and Ifeoma (2015) assessed the role of effective communication on the performance of Nnamdi Azikiwe University in Awka, Nigeria. A survey research approach was employed. The study found that result-driven communication had a positive impact on performance. This approach gave room to measuring results and performance which in turn impacted the quality of decisions made and problem solving. The study emphasized that it was important for the management to communicate successes, including cost savings realized, and lessons learned, and acknowledge the contributions of the employees to improvements throughout their organization to provoke the productivity of employees. The study concluded that the communications function was highly efficient when the main drive was to produce results, for instance, enhanced stakeholder relations. The tactics used according to the study were important, however, they were less important compared to the prime configuration of the communications function towards concrete results.

Kuortti (2019) conducted a study on the impact of effective communication on organizational performance in service and non-service sectors in Nigeria. The study was based on a review of existing journals. The study observed that organizational communications ought to have an impact on the growth and success of the organization. The study argued that meetings held in an organization should encompass result-driven communication where discussions involving the management and various teams on the ways to improve results and their implementation are undertaken.

The study also underscored that results-oriented communication fostered collaboration and teamwork, which in turn improved productivity. According to the study, results-oriented communication is a means to ensure that the organization's efforts are focused on improving the quality of its services.

2.2.3 Multi-Channelled Communication Strategies and Organizational Performance

Internationally, the research of Kiradoo (2017) on the steps, contained the association of goals, targets, beneficiaries' expectations, problems, and facts and was necessary for making the entire progress of trust and cooperation. This research evidenced that communication strategies transferred information and gave a chance to team management on the public service to advocate for their service beneficiaries. The researcher proposed that when some persons have the freedom to acquire skills and have access to information, their interactions may be fortified and adequate communication in managing the service team may be observed as symptoms of willingness and trusting service team members. In European countries, the procedure of disseminating information, whether the existence of data, or previous technological advancement will be accessible to stimulate how information is accessed. For instance, technological accessibility would taken into account (Pheng, 2018).

In the Asian region, one scholar known as Gabrielsson (2017) assessed the establishment of adequate communication strategies for managing information sharing. The research relied on 4 services, achieved with financial assistance in eighteen countries. The research evidenced that provided the existence of various beneficiaries and stakeholders. Therefore, various channels of communication have been supportive of acquiring independence in participating in the process of sharing pieces of evidence and facts about the service. The research gave concluding remarks for channels that are not the same and provided comments and responses on time and the ability to participate in information sharing.

In East Africa, Mulili (2018) explored the effect of strategies related to the dissemination of information as an adjustment to the success of public institutions in Kenya. This research has been conducted descriptively that various-channelled communication strategies influenced the service performance that affected the attainment of transaction and utilizing many channelled models have led to a larger improper interaction chance that released the capacity to affect the living conditions of service management and beneficiaries dissimilar touching points in institutional working conditions.

Servaes (2015) examined the creation of effective strategies in communication management in the context of program work under the European Union. The study focused on four international programs, realized with the financial support of the European Commission under the Seventh Framework Programme (FP7) across 18 EU countries. The study noted that given that a program had several internal and external stakeholders, all of whom needed to be able to convey diverse kinds of information in diverse ways, it was crucial for implementing agencies to plan and exploit various communication channels. According to the study, multi-channelled and multi-voiced communication helped obtain autonomous participation and a free flow of information throughout the program implementation process. The study concluded that different channels differed in the number of cues they could convey, the timeliness of feedback, and the capacity of the parties involved to express themselves. Hence, greater efficiency in communication was attained when multiple channels were considered.

Chikere and Nwoka (2015) explored the impact of communication on the performance of multicultural work teams involved in the implementation of various programs at Oxfam Great Britain Kenya. The study also employed a case study design. The study established that the use of multiple channels of communication open to two-way communications was a critical aspect that enhanced the performance of the teams. According to the study, multi-channelled communications ensured that program teams were sufficiently informed which led to minimal mistakes, quality decision-making, and efficient delivery of the program tasks.

Mulili (2018) explored the effect of communication as change management strategies on the performance of Turnkey Africa Kenya Ltd. The study applied a case study research design. The study found that a multi-channelled communication approach affected the sustainability of change programs which in turn impacted the achievement of business objectives in the firm. According to the study, using a multi-channelled communication approach cultivated a broad base of interactive opportunities that opened up the ability to impact the lives of all stakeholders at different touch points in their organizational lives. With the multi-channel approach, repetitive messages from different channels and perspectives were easier to process and understand which enhanced the efficiency of strategic communications in the firm. The study found that the organized use of the several channels led to active information and feedback gathering

2.3 Conceptual Framework

This part of the research gives data related to the correlation between variables.

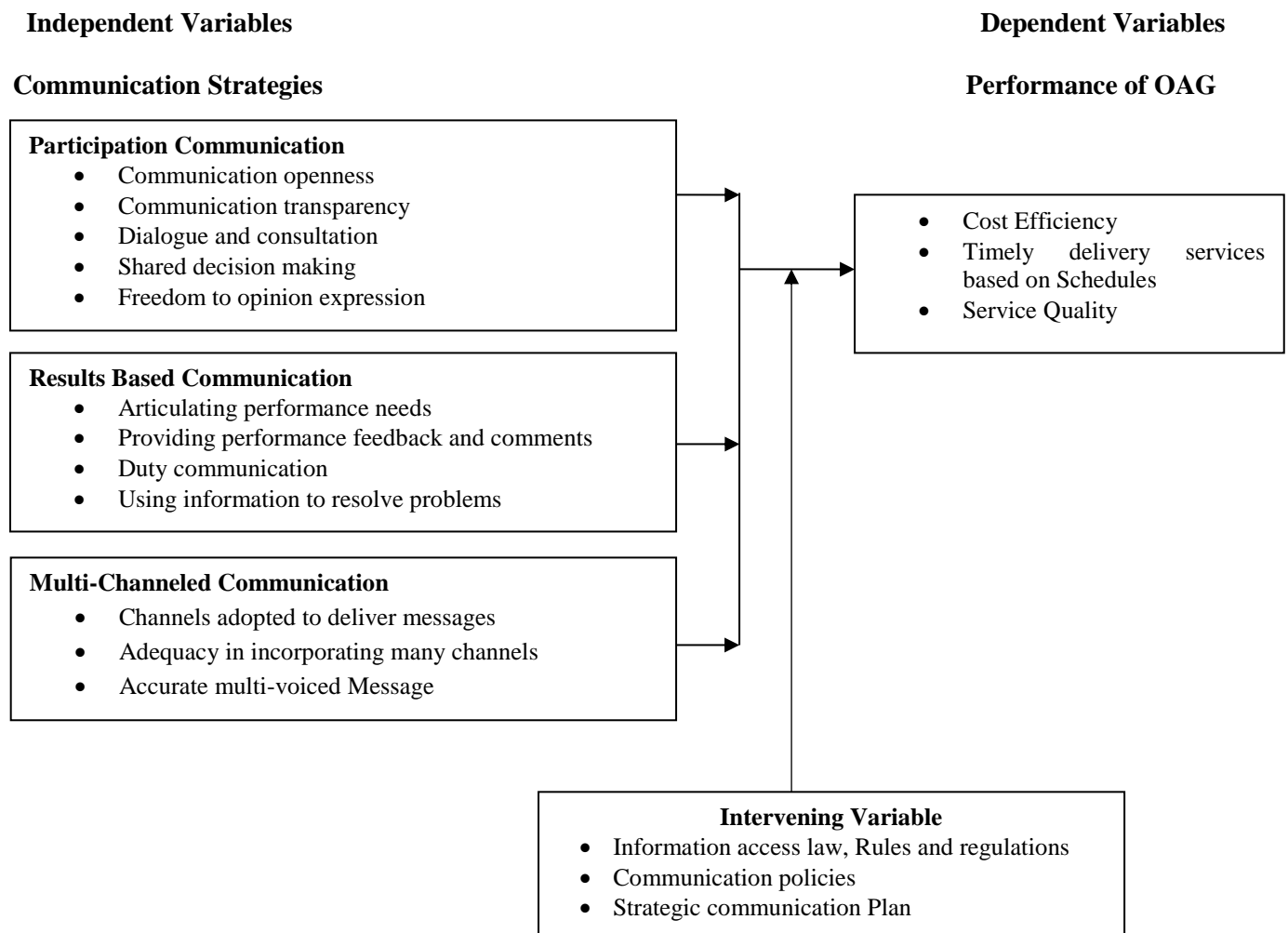


Figure 1
Conceptual Framework

The relationship between variables reported in Figure 1 shows how important communication processes play in the performance of OAG in Rwanda. The independent variable was communication strategies (participatory, results-driven, and multi-channelled communication). The researcher measured participatory communication by communication strategies sincerity and clearness, discussion and debate and discussion, skills and data distribution, and communal process of making decisions. The first stage of communication management, which is participatory, communication, is related to the definition of knowledge area and the information needs of the interested parties. This includes adequate planning of actions that necessitate the team and activity managers of the organization (Kiradoo, 2017). In the process of communicating verbally, it was very important to focus on regulations of individual consultations but with telephone dialogue. However, sharing and distributing pieces of evidence and facts refers to the systematic distribution of data that helps to gather, accumulate procedure as well as issue facts on organizational execution. The researcher assessed the results-driven communication by the delivery and fiction of needs performance, performance delivery, and comment, the duties dissemination as well as data in resolving issues. Multi-channelled communication strategies were disproved for providing the issue of exchanging from one way to another, limiting the procedure of data as well as the lack of considerable evidence that various ways of dissemination information and facts are adequate than one way of disseminating information (Daniel, 2018). The research examined this control of multi-channelled communication strategies by the quantities of ways adopted for giving information and effective integration of various tools and ways of communication as well as the cohesiveness and accuracy of various voice information. The study used a dependent variable, which is the performance of OAG in terms of quality, time, and cost. Organizational performance is influenced by effective communication methods between teams and stakeholders. It accepts the management of time through scheduling and ordering of activities and accepts optimization through the involvement of asked knowledge and pertinent assets. There was a clear ascertainment and

awareness of data and research objectives to assist every activity associated with organizational management (Dreesen et al., 2016).

III. METHODOLOGY

3.1 Research Design

The study employed both descriptive and correlation research design. Describes data and demographic or object characteristics. Moreover, the researcher used a correlational research design to determine the prevalence and relationships among variables and to forecast events from current data and knowledge. In addition, this study used a mixed approach (quantitative and qualitative) approach. In this study, the researcher used a method because it helped to understand the holistic picture from meanings obtained from interviews or observation to the prevalence of traits in a population obtained from surveys, which add depth and breadth to the study. Furthermore, mixed methods allowed the combination of qualitative and quantitative research studies within one inquiry by overcoming the barriers of purely positivist and purely constructivist paradigms.

3.2 Study Area

3.3 The Population of the Study

The Office of the Auditor General of state finance of Rwanda was used as a case study setting because it has set up a functional communication department, but the office still experiences significant challenges in communicating its agenda in a timely and reliable manner. Organizationally, communication failure occurs due to information overload, communication anxiety, unethical communication, bad timing, too little information, message distortion, lack of respect, insufficient information, minimal feedback, ineffective communication, and even disinterest or apathy. According to Article 166 of the Constitution of the Republic of Rwanda, The Office of the Auditor General of state finances (OAG) is an independent State organ responsible for the auditing of State finances and assets. In addition, Article 167 of the Constitution stipulates that: (1) the Office of the Auditor General of State Finances submits each year, to both Chambers of Parliament, before the commencement of the session devoted to the examination of the State budget of the following year, a complete report on the balance sheet of the State budget of the previous year. The report also indicates how the budget was executed, unnecessary or unlawful expenditures, and whether there was embezzlement or squandering of public funds. (2) The Office of the Auditor General of State Finances submits to the President of the Republic, the Cabinet, the President of the Supreme Court, and the Prosecutor General a copy of the report referred to in Paragraph (1) of this Article. Therefore, the researcher targeted 248 workers who are responsible for OAG (OAG- Human Resource Database, 2024). Staffs that were running the Office of the Auditor General of state finances were taken owing to the experience and knowledge concerning communication strategies.

3.4 Sampling Techniques and Sample Size

There are different methods of calculating sample size, for this study, a representative group was calculated based on the Yamane formula (1967) as applied in the following:
$$n = \frac{N}{1+N(e)^2}$$

Where N= Target Population which was 248

E=Margin Error which was 0.05

n=248

$n = 1 + 248(0.05)^2$

n=153.08641975

n is equal to 154 employees grouped in the following categories;

The present research selected research participants using a simple random technique. In this regard, all respondents had the same or similar options for sample size selection and the randomly selected sample were representative of the entire study population. A purposive sample technique was used to obtain participants from the organizational team. It was used because it is a non-probability sampling the researcher relied on their own decision when selecting members for the participation. The study obtained primary data received employing the organized questionnaires and interviews because the present study used a mixed method to generate confirmatory results despite differences in methods of data collection, analysis, and interpretation.

3.5 Data Collection Instrument

During data collection, this study used a Likert scale questionnaire (5=Strongly Agree to Strongly Disagree) during the process of gathering information. Once information was obtained it was reviewed and checked for clarity and completeness. The researcher discussed information from interviews using content analysis through themes and



subthemes. The raw data was then cleared in SPSS. The results were examined using both inferential and descriptive statistics.

3.6 Data Analysis

The researcher presented data descriptively and in a correlational way to discover associations between researches constructs were adopted (Cooper & Schindler, 2014)). In this study, indicators of the dependent variable were quality delivery, timely delivery, and cost control while the independent variable. Correlational and regression measured the impact of the regression equation as follows:

$$Y = B_0 + b_1x_1 + b_2x_2 + b_3x_3 + e$$

Where

Y= Organizational Performance

b₀= Constant.

X₁=Participatory Communication Strategies.

X₂= Results-driven Communication Strategies.

X₃= Multi-channelled Communication Strategies

And e=Scholastic term

IV. FINDINGS & DISCUSSION

4.1. Response Rate

The study findings on the impact of communication strategies on the organizational performance of public institutions in Rwanda concerning OAG were analysed according to research variables and specific objectives. The specific objectives were to determine the impact of participatory communication strategies on the organizational performance of the Office of the Auditor General of state finances, in Rwanda; to ascertain the impact of results-driven communication strategies on the organizational performance of the Office of the Auditor General of state finances, in Rwanda; and to establish the impact of multi-channelled communication strategies on the organizational performance of the Office of the Auditor General of state finances, in Rwanda. Before analysing each objective, the researcher started by providing information concerning the level of organizational performance at OAG in Rwanda.

4.2. Findings

4.2.1. Determining Organizational Performance of Office of the Auditor General of State Finances

Table 1

Level of Organizational Performance of Office of the Auditor General of State Finances

| Statement | Strongly Disagree | | Disagree | | Neutral | | Agree | | Strongly Agree | | Total | | |
|---|-------------------|------|----------|------|---------|-----|-------|------|----------------|------|-------|---------------|--------|
| | N | % | N | % | N | % | N | % | N | % | N | Mean | Std |
| There is an increase of cost efficient | 23 | 14.1 | 39 | 26.5 | 5 | 3.7 | 38 | 25.5 | 43 | 29.2 | 148 | 3.3020 | 1.475 |
| Timely delivery services based on Schedules was respected | 10 | 7.0 | 13 | 9.1 | 4 | 3.0 | 55 | 37.2 | 66 | 43.6 | 148 | 4.0134 | 1.2115 |
| AOG services were of high quality | 7 | 4.4 | 22 | 14.8 | 7 | 4.7 | 58 | 39.2 | 54 | 34.6 | 148 | 3.8121 | 1.2356 |
| Composite mean | | | | | | | | | | | | 3.9114 | |

In this regards, 26.5% and 29.2% respectively agreed and strongly agreed with an increase of cost efficient in delivering its services and assuming its responsibilities. This reflects the average of response equal to 3.3020 and standard deviation of 1.475. Additionally, respondents confirmed that AOG services were implemented timely in accordance with the timely delivery services based on schedules as well as 37.2% agreed with the statement, while 43.6% of respondent strongly agreed the statement. In this vein, the mean of responses was 4.0134 and the standard deviation was 1.21154. Finally, the timely delivery services based on schedules was improved used as confirmed by respondents. In this context, 39.6% of respondents agreed while 34.6% of respondents strongly agreed with the average of 3.8121 and standard deviation of 1.23566. Information from interview argued that AOG improved the level of service quality, timeliness and cost allocated. The Officer argues, “We have attempted to deliver services where clients were satisfied.” This leads to an increase of their living conditions and level of living conditions.



4.2.2 Assessing Effect of Participatory Communication Strategies on Organizational Performance

Table 2

Participatory Communication Strategies at AOG

| Statement | Strongly Disagree | | Disagree | | Neutral | | Agree | | Strongly Agree | | Total | | |
|---|-------------------|------|----------|------|---------|-----|-------|------|----------------|------|-------|---------------|--------|
| | N | % | N | % | N | % | N | % | N | % | N | Mean | Std |
| Communication openness and Transparency | 10 | 6.0 | 25 | 16.8 | 4 | 2.7 | 64 | 43.0 | 57 | 38.2 | 148 | 3.9530 | 1.1910 |
| Dialogue and consultation | 15 | 10.7 | 36 | 24.2 | 7 | 4.4 | 45 | 30.5 | 56 | 37.6 | 148 | 3.6745 | 1.3991 |
| Knowledge and information sharing | 15 | 10.7 | 13 | 8.4 | 6 | 4.0 | 51 | 34.2 | 63 | 26.8 | 148 | 3.4228 | 1.3838 |
| Shared decision making | 21 | 14.0 | 20 | 12.1 | 3 | 2.3 | 50 | 33.9 | 54 | 40.6 | 148 | 3.7718 | 1.4313 |
| Composite mean | | | | | | | | | | | | 3.8198 | |

A descriptive analysis of participatory communication strategies evidenced that 43.0% of respondents agreed, and 38.3% of respondents strongly agreed that employees participated in the communication openness and transparency, mean of 3.9530 and standard deviation was 1.19108. Furthermore, 34.2% and 37.6% of respondents participated in Dialogue and consultation. The mean of responses was 3.6745 while the standard deviation was 1.39917. However, the respondents have been involved in the knowledge and information sharing as (34.2% agreed, and 34.2% of them strongly agreed with the statement. It implies that mean of response was 3.4228 and the standard deviation was 1.38380. Finally, 102(34.2%) respondents strongly agreed and 34.2 % of respondents strongly agreed that they participated in shared decision making. The above considerations led to a mean of responses of 3.4228 and standard deviation of 1.38380. An interview with AOG officer, she argues:

“the participation in communication process led to highly level of organisational performance in terms of quality timely delivery and efficient and effective use of cost allocated to service delivery”.

4.2.3 Pearson Correlation

Table 3 below presents Pearson correlation results. For communication openness and transparency, the study show insignificant relationship between communication openness and transparency and cost efficient ($r=.003$; p value= 0.953); communication openness and transparency and service schedules was not correlated ($r=.003$; p value= $.542$); communication openness and transparency insignificantly correlated with service quality ($.013$; p -value= $.825$). Correlation analysis between the dialogue and consultation and organizational performance of OAG show that the dialogue and consultation is insignificantly correlated with service cost efficient ($r=.022$; p -value= $.701$); with service quality ($r=-.047$; p value= $.417$). There were insignificantly correlated with an increase of cost efficient. Service quality given the p value was >0.005 suggesting that increase in dialogue and consultation by the service did not lead automatically to cost efficient and service quality. Contrary to the significant correlation between the dialogue and consultation and service schedules ($r=.206$; p -value= $.000$). This was statistically correlated given the p value was <0.005 proposing that increase in dialogue and consultation by the service has led to a time schedules. Results on the correlation between knowledge and information sharing information felt that knowledge and information sharing was not significantly correlated with cost efficient of OAG service ($r=.028$; p -value= $.629$). In addition, knowledge and information sharing was not significantly correlated with service schedules ($r=.060$; p value= $.305$). Finally, knowledge and information sharing was not significantly correlated with service quality of OAG service ($r=.009$; p -value= $.874$). These correlations were statistically not significant given that the p value was <0.05 implying that a change of knowledge and information sharing did not affect organizational performance of OAG services



Table 3
Correlation between Participatory Communication Strategies and Organizational Performance

| | | Communication openness and Transparency | Dialogue and consultation | Knowledge and information sharing | Shared decision making | Cost efficient | Service schedules | Service quality |
|---|---------------------|---|---------------------------|-----------------------------------|------------------------|----------------|-------------------|-----------------|
| Communication openness and Transparency | Pearson Correlation | 1 | | | | | | |
| | Sig.(2-tailed) | | | | | | | |
| | N | 148 | | | | | | |
| Dialogue and consultation | Pearson Correlation | 0.045 | 1 | | | | | |
| | Sig.(2-tailed) | 0.435 | | | | | | |
| | N | 148 | 148 | | | | | |
| Knowledge and information sharing | Pearson Correlation | 0.006 | .115* | 1 | | | | |
| | Sig.(2-tailed) | 0.918 | 0.048 | | | | | |
| | N | 148 | 148 | 148 | | | | |
| Shared decision making | Pearson Correlation | 0.031 | .151** | 0.076 | 1 | | | |
| | Sig.(2-tailed) | 0.591 | 0.009 | 0.19 | | | | |
| | N | 148 | 148 | 148 | 148 | | | |
| Cost efficient | Pearson Correlation | 0.003 | -0.022 | 0.028 | 0.039 | 1 | | |
| Service schedules | Sig.(2-tailed) | 0.953 | 0.701 | 0.629 | 0.502 | | | |
| | N | 148 | 148 | 148 | 148 | 148 | | |
| Service schedules | Pearson Correlation | 0.035 | .206** | 0.06 | 0.068 | 0.05 | 1 | |
| | Sig.(2-tailed) | 0.542 | 0 | 0.305 | 0.241 | 0.385 | | |
| | N | 148 | 148 | 148 | 148 | 148 | 148 | |
| Service quality | Pearson Correlation | 0.013 | 0.047 | 0.009 | 0.011 | 0.005 | 0.023 | 1 |
| | Sig.(2-tailed) | 0.825 | 0.417 | 0.874 | 0.85 | 0.926 | 0.692 | |
| | N | 148 | 148 | 148 | 148 | 148 | 148 | 148 |

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

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

4.2.4 Effect of Results-Driven Communication on Organizational Performance

Table 4
Results-Driven Communication

| Statement | Strongly Disagree | | Disagree | | Neutral | | Agree | | Strongly Agree | | Total | Mean | Std |
|--|-------------------|------|----------|------|---------|-----|-------|------|----------------|------|-------|---------------|---------|
| | N | % | N | % | N | % | N | % | N | % | | | |
| Articulation of performance expectations | 25 | 16.8 | 20 | 13.4 | 5 | 3.4 | 41 | 27.8 | 57 | 38.6 | 148 | 3.5805 | 1.51598 |
| Provision of performance feedback | 12 | 8.4 | 19 | 12.8 | 6 | 4.0 | 70 | 47.6 | 41 | 27.2 | 148 | 3.7248 | 1.22740 |
| Task communication | 27 | 18.1 | 32 | 21.5 | 6 | 4.0 | 54 | 36.3 | 29 | 20.1 | 148 | 3.1879 | 1.44189 |
| Use of information in problem solving | 15 | 10.1 | 19 | 13.1 | 2 | 1.3 | 51 | 34.6 | 61 | 40.9 | 148 | 3.8322 | 1.35290 |
| Composite Mean | | | | | | | | | | | | 3.7321 | |

Data provide data on how OAG has applied the results-driven communication strategies. In this regard, the study indicated that 27.9% of respondents agreed while 38.6% of respondents strongly agreed that OAG has applied articulation of organizational performance expectations. The mean of response of 3.5805 and standard deviation was



1.51598. Furthermore, provision of performance feedback was adopted to assume responsibilities as agreed by 47.7% of respondents and strongly agreed by 38.6% of respondents with an average of 3.7248 and standard deviation of 1.22740. However, task communication has been also important in delivering communication strategies. This was demonstrated by an agreement from 36.2% of respondents and a strongly agreement from 20.1% of respondents with an average of 3.1879 and standard deviation of 1.44189. The research demonstrated that 34.6% of respondents agreed, 40.9% of respondents strongly agreed that the use of information in problem solving applied during the implementation of communication strategies, the above considerations led to the average of responds equal to 3.8322, while the Std was 1.35290

Table 4
Correlation between Results-Driven Communication and Organizational Performance

| | | Articulation of performance expectations | Provision of performance feedback | Task communication | Use of information in problem solving | Cost efficient | Time schedules | Service quality |
|--|---------------------|--|-----------------------------------|--------------------|---------------------------------------|----------------|----------------|-----------------|
| Articulation of performance expectations | Pearson Correlation | 1 | | | | | | |
| | Sig.(2-tailed) | | | | | | | |
| | N | 148 | | | | | | |
| Provision of performance feedback | Pearson Correlation | 0.076 | 1 | | | | | |
| | Sig.(2-tailed) | 0.189 | | | | | | |
| | N | 148 | 148 | | | | | |
| Task communication | Pearson Correlation | .135* | .126* | 1 | | | | |
| | Sig.(2-tailed) | 0.02 | 0.029 | | | | | |
| | N | 148 | 148 | 148 | | | | |
| Use of information in problem solving | Pearson Correlation | .153** | 0.07 | 0.063 | 1 | | | |
| | Sig.(2-tailed) | 0.008 | 0.23 | 0.276 | | | | |
| | N | 148 | 148 | 148 | 148 | | | |
| Cost efficient | Pearson Correlation | 0.041 | .122* | -.123* | 0.031 | 1 | | |
| | Sig.(2-tailed) | 0.481 | 0.035 | 0.034 | 0.6 | | | |
| | N | 148 | 148 | 148 | 148 | 148 | | |
| Time schedules | Pearson Correlation | 0.009 | 0.077 | 0.025 | 0.019 | 0.05 | 1 | |
| | Sig.(2-tailed) | 0.883 | 0.187 | 0.666 | 0.742 | 0.385 | | |
| | N | 148 | 148 | 148 | 148 | 148 | 148 | |
| Service quality | Pearson Correlation | 0 | 0 | 0.035 | 0.05 | 0.005 | 0.023 | 1 |
| | Sig.(2-tailed) | 0.988 | 0.988 | 0.552 | 0.394 | 0.926 | 0.692 | |
| | N | 148 | 148 | 148 | 148 | 148 | 148 | 148 |
| *Correlation is Significant (2-tailed) | | | | | | | | |
| **Correlation is significant at 0.01(2-tailed) | | | | | | | | |

Results demonstrated that articulation of performance expectations was statistically insignificant with an increase of cost efficient ($r=0.041$; $p\text{-value}=0.481$). The articulation of performance expectations is statistically significant with time schedules ($r=-0.009$; $p\text{-value}=0.883$). Moreover, articulation of performance expectations is statistically significant with service quality ($r=-0.000$; $p\text{-value}=0.988$). All the above correlations were statistically insignificant given that the p value was > 0.05 suggesting that an increase in articulation of performance expectations did not increase the cost efficient, time schedules, and service quality and the vice versa. For the effect on provision



of performance feedback on cost efficient, time schedules, service quality, the study ascertained that provision of performance feedback is statistically significant with cost efficient ($r=0.122^*$; $p\text{-value}=0.035$) since the $p\text{-value}$ was 0.05, meaning that cost efficient. Reconsidering information in Table 4.11, it was shown that provision of performance feedback is statistically insignificant correlated with time schedules ($r=-0.077^*$; $p\text{ value}=0.187$), provision of performance feedback is insignificantly with service quality ($r=0.007^*$; $p\text{ value}=0.988$). All correlations were statistically insignificant given that the $p\text{ value}$ was > 0.05 suggesting that an increase in provision of performance feedback did not increase the cost efficient, time schedules and service quality and the vice versa. Task communication felt that it is significantly correlated with an increase of cost efficient ($r=0.123^*$; $p\text{ value}=0.034$). Task communication is insignificantly correlated time schedules ($r=-.025^*$; $p\text{ value}=0.666$), while, task communication is insignificantly correlated with service quality ($r=-.035$; $p\text{ value}=.552$). Therefore, all correlations were statistically insignificant given that the $p\text{ value}$ was > 0.05 suggesting that an increase in task communication did not automatically increase the cost efficient, time schedules, and service quality and the vice versa. Use of information in problem solving were insignificantly correlated with cost efficient ($r=0.031$; $p\text{ value}=0.600$); with service schedules ($r=-0.019$; $p\text{-value}=0.742$), while use of information in problem solving were insignificantly correlated with service quality ($r=.050$; $p\text{-value}=.394$). Therefore, all correlations were statistically insignificant given that the $p\text{ value}$ was > 0.05 suggesting that an increase in the use of information in problem solving did not automatically increase the cost efficient, time schedules, and service quality and the vice versa integrating multiple channels, and cohesiveness and consistency of multi-voiced messages.

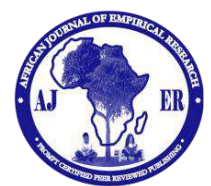
4.2.5 Multi-Channeled Communication Organizational Performance

Table 6
Multi-Channeled Communication

| Statement | Strongly Disagree | | Disagree | | Neutral | | Agree | | Strongly Agree | | Total | | |
|---|-------------------|------|----------|------|---------|-----|-------|------|----------------|------|-------|---------------|---------|
| | N | % | N | % | N | % | N | % | N | % | N | Mean | Std |
| Number of channels used in delivering messages. | 6 | 4.0 | 31 | 21.1 | 8 | 5.7 | 50 | 33.9 | 53 | 35.2 | 148 | 3.7517 | 1.24941 |
| Efficiency in integrating multiple channels | 22 | 14.8 | 28 | 19.1 | 3 | 2.0 | 38 | 25.5 | 57 | 38.6 | 148 | 3.5403 | 1.51537 |
| Cohesiveness and consistency of multi-voiced messages | 10 | 6.7 | 30 | 20.1 | 7 | 4.7 | 55 | 36.9 | 46 | 31.5 | 148 | 3.6644 | 1.29027 |
| Reporting data | 7 | 4.7 | 36 | 24.5 | 5 | 3.7 | 54 | 36.6 | 46 | 30.5 | 148 | 3.6376 | 1.27242 |
| Composite mean | | | | | | | | | | | | 3.6957 | |

Data argued that the number of channels used in delivering messages was used as agreed by 33.9% and strongly agreed by 35.2% of respondents. Results on whether the efficiency in integrating multiple channels was adopted in OAG was agreed by 25.5% of and strongly agreed by 38.6% of respondents. It has been demonstrated that 36.9% of respondents agreed while 31.5% of respondents strongly agreed that there was the cohesiveness and consistency of multi-voiced messages (agree=110, 36.9; strongly agree=94; 31.5). Whether data was timely reported, 36.6% of respondents and 30.5% of respondents strongly agreed. It has been accepted when interview with organizational officer.

Results show insignificant negative correlations between the number of channels used in delivering messages and cost efficient ($r=0.052$, $p\text{-value}=0.373$); the number of channels used in delivering messages and time schedules ($r=.027$, $p\text{-value}=0.646$), the number of channels used in delivering messages and time quality ($r=0.031$, $p\text{ value}=0.597$). All correlations were insignificant given that the $p\text{ value}$ was > 0.05 proposing that an increase in service the number of channels used in delivering messages did not increase the cost efficient, time schedules, service quality and vice versa. The negative and insignificant association has been found between efficiency in integrating multiple channels and increase of cost efficient ($r=0.045$, $p\text{ value}=0.443$). The efficiency in integrating multiple channels is statistically insignificant with time schedules ($r=0.085$, $p\text{ value}=0.145$).The efficiency in integrating multiple channels was negatively insignificant with service quality ($r=0.041$, $p\text{ value}=0.482$). All the correlations were statistically insignificant given that the $p\text{ value}$ was > 0.05 proposing that an increase in efficiency in integrating multiple channels did not increase cost efficient, time schedules, and service quality and vice versa. Furthermore, cohesiveness and consistency of multi-voiced messages was insignificant with the cost efficient ($r=0.080$, $p\text{-value}=.0169$), and cohesiveness and consistency of multi-voiced messages was insignificantly correlated with efficient and time schedules ($r=0.013$, $p\text{-value}=.822$). Finally, the study found a significant correlation between cohesiveness and consistency of multi-voiced messages and time schedules ($r=0.105$, $p\text{-value}=0.071$). All the correlations were



statistically significant given that the p value was < 0.05 proposing that an increase in cohesiveness and consistency of multi-voiced messages was insignificant with the quality of services offered by OAG increase cost efficient, time schedules, and service quality and vice versa. Insignificant correlation was found between timely report of information or data and cost efficient (r=0.021; p value=0.720), timely report data reported and time schedules (r=0.045; p-value=0.440), timely report of data and time quality (r=0.037; p-value=0.524). All the correlations were statistically insignificant given that the p value was > 0.05 proposing that an increase in timely report of information or data increase cost efficient, time schedules and service quality and vice versa.

Table 7
Correlation between Multi-Channeled Communication and Performance

| | | Number of channels used in delivering messages | Efficiency in integrating multiple channels | Cohesiveness and consistency of multi-voiced messages. | Reporting data | Cost efficient | Time schedules | Service quality |
|--|---------------------|--|---|--|----------------|----------------|----------------|-----------------|
| Number of channels used in delivering messages | Pearson Correlation | 1 | | | | | | |
| | Sig.(2-tailed) | | | | | | | |
| | N | 148 | | | | | | |
| Efficiency in integrating multiple channels | Pearson Correlation | -0.02 | 1 | | | | | |
| | Sig.(2-tailed) | 0.736 | | | | | | |
| | N | 148 | 148 | | | | | |
| Cohesiveness and consistency of multi-voiced messages. | Pearson Correlation | .123* | -0.06 | 1 | | | | |
| | Sig.(2-tailed) | 0.034 | 0.3 | | | | | |
| | N | 148 | 148 | 148 | | | | |
| Reporting data | Parson Correlation | 0.113 | .187** | -0.007 | 1 | | | |
| | Sig.(2-tailed) | 0.052 | 0.001 | 0.909 | | | | |
| | N | 148 | 148 | 148 | 148 | | | |
| Cost efficient | Pearson Correlation | 0.052 | 0.045 | 0.08 | 0.021 | 1 | | |
| | Sig.(2-tailed) | 0.373 | 0.443 | 0.169 | 0.72 | | | |
| | N | 148 | 148 | 148 | 148 | 148 | | |
| Time schedules | Pearson Correlation | 0.027 | 0.085 | 0.105 | 0.045 | 0.05 | 1 | |
| | Sig.(2-tailed) | 0.646 | 0.145 | 0.071 | 0.44 | 0.385 | | |
| | N | 148 | 148 | 148 | 148 | 148 | 148 | |
| Service quality | Pearson Correlation | 0.031 | 0.041 | 0.013 | 0.037 | 0.005 | 0.023 | 1 |
| | Sig.(2-tailed) | 0.597 | 0.482 | 0.822 | 0.524 | 0.926 | 0.692 | |
| | N | 148 | 148 | 148 | 148 | 148 | 148 | 148 |

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

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

4.3 Discussions

4.3.1 Impact of Participatory Communication Strategies on Organizational Performance

This study concurs with the study carried out by Joslin and Müller (2015) on communication, personal commitment, social networks, and perceived organizational performance. The study used a correlational research design on a sample of 345 respondents. The study findings indicated the presence of a positive correlation between communication and the performance of public institutions. Adequate communication strategies, willingness, and system stimulate the concluding remarks that circumstances and social connections for the suitable performance of the population. It did not contradict, in Asia, a study of Mangal (2013) conducted research on the effect of communication strategies using an exploratory study design with a representative group of 288. These research findings demonstrated the existence of a budget ranging from 250,000 USD to 10 Million USD dynamically included in organizational management. Unsuitable use of communication involvement stimulates adequate communication and dialogue between farmers and organizational management. It emanated from challenges related to the dissemination of

information necessary for taking decisions in organizational steps stimulating its low level of executing service. Attaining the agreement and compromise on the opinion conditions and significance areas impeded stimulating poor management in the procedure to make decisions that undesirably impacted the organizational outcomes. The study agreed with Elegbe and Ibikunle (2015) who examined the adequacy of involvement in communication and making decisions in chosen firms in Nigeria. The study adopted qualitative and quantitative approaches. The research established the communication involvement by accepting worker's participation. The study was descriptively conducted. Results evidence the application of the communication involvement approach in the process of resolving disputes. These share insights, observations, and skills as well as the general aim to fortify and support the reduction of social deviations within the society among organizational managers and beneficiaries who affect the land dispute settlement procedure which assists the process of making decisions.

4.3.2 Impact of Results-Driven Communication Strategies on Organizational Performance

The findings from the present research concur with the work undertaken in sub-Saharan African countries, Ngozi and Ifeoma (2015) who did a study by assessing the most commonly adopted communication knowledge which determined a higher level of performance, evidenced that the house building organizational management team allocated 76% of its time to disseminating data. The research demonstrated the effect of listening and considered a pertinent factor of skills in disseminating facts and pieces of evidence. It is the same with Shonubi and Akintaro (2016) who conducted a research on the effect of suitable dissemination strategies of information on the institutional performance in Nigerian firms. The researcher employed desk review and observational protocol. The research accepted that seminars done in any institution used a result-based communication approach to manage stakeholder participation and ameliorate organizational outcomes and execution. The research highlighted the strong effect of dissemination of information that in turn increases the product level of any organization. In this regard, the Result-Oriented Communication approach refers to the assurance of a firm's capacity to rely on the improvement of organizational quality and organizational outcomes.

4.3.3 Impact of Multi-Channelled Communication Strategies on Organizational Performance

The study is relevant with the work of Kiradoo (2017) on the steps, contained the association of goals, targets, beneficiaries' expectations, problems, and facts and was necessary for making the entire progress of trust and cooperation. This research evidenced that communication strategies transferred information and gave a chance to team management on the public service provision to advocate for their service beneficiaries. The researcher proposed that when some persons have the freedom to acquire skills and have access to information, their interactions may be fortified and adequate communication in managing the service team may be observed as symptoms of willingness and trusting service team members. In European countries, the procedure of disseminating information, whether the existence of data, or previous technological advancement will be accessible to stimulate how information is accessed. For instance, technological accessibility would taken into account (Pheng, 2018). It did not contradict the work of Mulili (2018) who explored the effect of communication as change management strategies on the organizational performance of Turnkey Africa Kenya Ltd. The study applied a case study research design. The study found that a multi-channelled communication approach affected the sustainability of change programs which in turn impacted the achievement of business objectives in the firm. According to the study, using a multi-channelled communication approach cultivated a broad base of interactive opportunities that opened up the ability to impact the lives of all stakeholders at different touch points in their organizational lives. With the multi-channel approach, repetitive messages from different channels and perspectives were easier to process and understand which enhanced the efficiency of strategic communications in the firm. The study found that the organized use of the several channels led to active information and feedback gathering.

V. CONCLUSIONS & RECOMMENDATIONS

5.1 Conclusions

This section concludes the key findings in connections to the research hypotheses and objectives of the study. The study variables (indicators) were participation communication, result based communication and multi-channelled communication strategies. The specific objectives were to assess the effect of participatory communication strategies on the organizational performance of Office of the Auditor General of state finances in Rwanda, to examine the effect of results-driven communication strategies on the organizational performance of Office of the Auditor General of state finances in Rwanda, and to determine the effect of multi-channelled communication strategies on the organizational performance of Office of the Auditor General of state finances in Rwanda. To the first objective, the study concludes that in participatory communication, the following strategies were applied communication openness and transparency, dialogue and consultation, and knowledge and information sharing, and shared decision making. Furthermore, results

from correlational analysis demonstrated the significant correlation between the dialogue and consultation and time schedules ($r=.206$; $p\text{-value}=.000$). This was statistically correlated given the p value was <0.005 proposing that increase in dialogue and consultation has led to a time schedule. To the second objective, the study concludes that in managing the result driven communication, the OAG used articulation of performance expectations, provision of performance feedback, task communication, and use of information in problem solving. Results demonstrated that the effect on provision of performance feedback on cost efficient, time schedules, service quality, the study ascertained that provision of performance feedback is statistically significant with cost efficient ($r=0.122^*$; $p\text{-value}=0.035$) since the p -value was 0.05 , meaning that cost efficient. Task communication felt that it is significantly correlated with an increase of cost efficient ($r=0.123^*$; $p\text{ value}=0.034$). To the third objective, the study concludes that the parameters of multi-channelled communication strategies assessed were number of channels used in delivering messages, efficiency in integrating multiple channels, and cohesiveness and consistency of multi-voiced messages and reporting data. Results show a significant correlation between cohesiveness and consistency of multi-voiced messages and time schedules ($r=0.105$, $p\text{-value}=0.071$). All the correlations were statistically significant given that the p value was < 0.05 proposing that an increase in cohesiveness and consistency of multi-voiced messages was insignificant with the quality of services increase cost efficient, time schedules and service quality and vice versa.

5.2 Recommendations

This research recommends that public institution officers should continuously adopt effective communication strategies from the conception to the execution. The study recommends assumed communication strategies for effective provision of public services. The study recommends that public servants should use communication strategies to encourage the attainment of expected goals. Public officers should know that decisions made are based on the outcomes from all stakeholders. Therefore, effective communication skills in public service delivery would lead to suitable public image and reputation for organizations. The study suggested that further studies should gather information from human resources personnel, clients as well as other stakeholders in order to enrich empirical literature in accordance with interview methods. There is a need to use large sampled population and to explore more communication theories.

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