



EFFECTIVE COMMUNICATION: A STIMULANT TO EMPLOYEES' PERFORMANCE IN AN ORGANIZATION

Sanusi Aderibigbe Maroof¹, Adesiyan Oyinade Funke²,

Abobarin Adewale Adebajo² and Adegbite Ismaila Olawale^{3*}

¹Department of Science and Social Science, Directorate of General Studies, Osun State Polytechnic, Iree, Nigeria.

²Department of Languages and Humanities, Directorate of General Studies, Osun State Polytechnic, Iree, Nigeria.

³Department of Statistics, Osun State Polytechnic, Iree, Nigeria.

*Corresponding Email: adegbiteonline@gmail.com, Tel: +2347039625838

Cite this article:

Sanusi A.M., Adesiyan O.F., Abobarin A.A., Adegbite I.O. (2023), Effective Communication: A Stimulant to Employees' Performance in an Organization. International Journal of Literature, Language and Linguistics 6(2), 1-10. DOI: 10.52589/IJLLL-3K66O99I

Manuscript History

Received: 26 Feb 2023

Accepted: 14 April 2023

Published: 8 May 2023

Copyright © 2022 The Author(s). This is an Open Access article distributed under the terms of Creative Commons Attribution-NonCommercial-NoDerivatives 4.0 International (CC BY-NC-ND 4.0), which permits anyone to share, use, reproduce and redistribute in any medium, provided the original author and source are credited.

ABSTRACT: *Communication is a corporeal part of everyday life. People see communication differently in their own perspective. Some may regard it as an act, a way of expressing eloquent ideas to others; some use it as a way of earning a living, like being in customer service sector; while some people may treat it as a therapeutic way of just sharing personal thought to someone dear to them. Many industrial disputes originate due to failure in communication. Hence, it is important to stress that in communication, emotions, environment, psychological and technical characteristics of the medium is relevant to enhance the organizational performance. This paper is however aimed at examining effective communication as a stimulant for employees' performance. To achieve this, statistical tools of descriptive and inferential tools of Chi-square and correlation were employed on 40 sampled respondents from employees of International Breweries Plc, Ilesha, Osun State, Nigeria using stratified random sampling technique. The analysis showed that effective communication stimulates decision making process, encourages effective communication among employees, and that there is the presence of effective communication in International Breweries Plc, Ilesha, Osun State Nigeria. It is thereby recommended that the management should maintain and proffer more communication strategies between them and the workers.*

KEYWORDS: Communication, Employees, Relationship, Performance, Organization



INTRODUCTION

Communication is a process of transmitting information from one person to another. According to Stephen (2011), communication is a critical factor in directing and mobilizing the workforce towards the accomplishment of the organizational goals or objectives. By creating understanding, it enhances co-operation and promotes effective performance. According to Elving (2005), smart managers understand that effective, straight forward communication between managers and employees is essential for success.

According to Peter (2015), communication is essential to effective team performance and communication for any organization is like blood flow in the human body. Therefore, any organization that understands the importance of communication uses it in their organizational environment since it ensures the coordination of factors of production and most importantly material and human elements of organization as an efficient network of change and advancement.

On the other hand, it would be chaotic if people cannot understand each other; thus, effective communication is imperative in connecting with other people, particularly in workplaces where teamwork is very much important for the success of an organization. Apart from intelligence, productivity and dedication, effective communication is important in achieving success through organizational development. It is unimaginable to have a workplace environment where the employees do not communicate with each other. From the technical aspect of jobs, like submitting orders and presenting reports, communication goes down to the roots of interpersonal skills; it plays a large role in self-growth.

Moreover, effective communication builds a strong foundation of trust and confidence between the employees. Respect becomes evident regardless of the position in the company. If the stakeholders should be given respect, so should the employees.

Communication in clear term should be established before an employee is hired; each party should understand what is expected of them and how these expectations are going to be evaluated. As job duties as well as personal development are the basis of salary increase and promotions.

Many industrial disputes originate due to failure in communication. Hence, it is important to stress that in communication, emotions, environment, and psychological and technical characteristics of the medium are relevant to enhance the organizational performance. In the view of Banihashemi (2011), psychological transmission goes beyond reception of information but understanding and feedback. Most organizational conflicts have been traced to a break in communication as supported by Akan (2011).

Communication covers all activities that an individual does when he wants to make a transformation in someone else's mind. This is a bridge between an individual or individuals and an organization. Communication is a process that contains expressing, listening and understanding (Peter, 2015). Similarly, emphasizing the social aspect, communication that takes part in the base of social life and forms the content of organizational structure is a process which aims at conducting good relationships between groups and organizations (Falope, 2000). Elving and Hansma (2008) defined organizational communication as the degree to which information about the job is transmitted by an organization to its members.

Adegbuyi et al. (2015) observed that communication is needed to establish and disseminate the goals of the enterprise.

In explaining the meaning of effective communication, it is good to look at the subject matter of communication in details. Meaningful communication informs and educates employees at all levels and motivates them to support the strategy (Barrelas, 2010). Communication is viewed by Chudi-Oji (2013) as the imparting of ideas and making oneself understood by others. It is a continuous process between the two parties involved and it occurs in many levels, such as intra-individual communication level (Roethsbergent & Dickson, 2001). Effective communication is a transaction of ideas, directory command or guide into oral or written words or actions on the path of the communicator in such a way that the receiver gets the same message and reacts in a manner envisaged by the communicator (Weimann et al., 2010).

Elving and Hansma (2008) carried out an interview research between management and employees during organizational change. The most important conclusion drawn was that the success of the dissemination and adaptation of organizational change significantly depends on the communicative and informative skills of managers at all levels.

The Communication Process

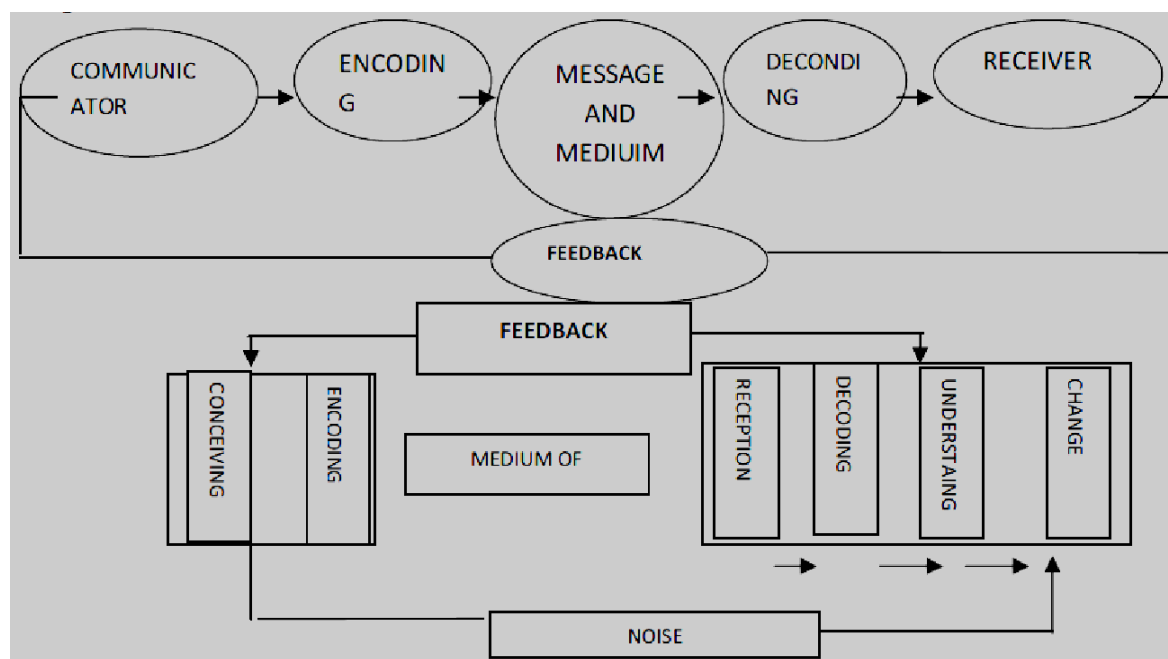


Figure 1: Communication Process Model

Source: Barrelas (2010); An Experimental Approach to Organization Communication.



Communication can be internal and external, and it aids in management control, mental understanding and cooperation between management and staff. It acts as an instrument for directing and coordinating the activities of all categories of worker. Also, it is used to establish and disseminate the goal of an organization. Lack of proper planning, unclarified assumption, poor evaluation, communication load and information underload are barriers to effective communication.

Performance when compared to goals and objectives within the private and public sectors differs. In the private sector, the three primary performance outcomes are financial performance, market performance and shareholder value performance. However, the public sector is concerned with service delivery, public opinion/satisfaction and distributive development of the economy. In fact, a performance management system aims at improving the results of people's efforts by linking them to the organization's goals and objectives. Yeh and Taylor (2008) defined performance is an act or process of carrying out actions and activities to accomplish an intended outcome. Performance measurement is the process of collecting, analyzing, and/or reporting information on the performance of an individual, group, organization, system, or component (Upadhya, Munir, & Blount, 2014). Shilburi et al. (2014) measured performance on the basis of capabilities in carrying out obligations by the personnel in an organisation (Shafique et al., 2015).

This paper therefore examines the impact of effective communication as a stimulant on employees' performance in an organization. Organizational performance was not only the outcome, it was a continuous process of different activities. Performance level is a function of the efficiency and effectiveness of enterprise operations in which effective communication is one of the prime factors.

Aim and Objectives

The aim of this study is to examine the effects of effective communication on employees' performance in an organization. The objectives are to:

1. Determine the relationship between effective communication and employee performance.
2. Examine how communication techniques enhance employees' performance.

Statement of Hypotheses

The following hypotheses in their null forms were formulated:

Ho₁: There is no significant relationship between effective communication and employees' performance.

Ho₂: Communication techniques do not enhance employees' performance.



METHODOLOGY

The study population was the management staff of International Breweries Plc, Ilesha, Osun State, Nigeria. Stratified random sampling technique was employed to select forty (40) samples (respondents) from about 500 staff, casual workers inclusive. The data used for analysis was primary data as questionnaires were employed in data extraction. Chi-square and correlation analysis were employed to test for the hypotheses while table, percentage and bar-chart were used for the descriptive analysis with the aid of SPSS version 23 software. This study is limited to International Breweries Plc, Ilesha, Osun State, Nigeria but can be extended to the larger society.

Chi-square

$$\chi^2 = \sum_{i=1}^n \frac{(O_i - E_i)^2}{E_i} \quad (1)$$

with the degree of freedom $(r-1)(c-1)$. where O_i is the observation frequency and E_i is the expected frequency, and it is computed as:

$$E = \frac{(\text{row total}) \times (\text{Column total})}{\text{Total Sample size}} \quad (2)$$

ANALYSIS

Descriptive Presentations

Table 1: Demographic Structure of Respondents

Variable	Options	Frequency	Percentage (%)
Sex	Male	24	60
	Female	16	40
Age	Below 25 years	8	20
	25–45 years	18	45
	Above 45 years	14	35
Marital Status	Single	11	27.5
	Married	29	72.5
Organization status	Top management	5	12.5
	Middle management	15	37.5
	Low management	20	50.0
	Others	0	0

Education Qualification	Primary School	1	2.5
	Secondary School	1	2.5
	NCE/OND	11	27.5
	HND/BSC	17	42.5
	Postgraduate	10	25.0
	Others	0	0
Years spent in the company	Below 5 years	4	10
	5–10 years	12	30
	Above 10 years	24	60

Source: Field survey, 2023.

Comment: As indicated in Table 1, 24 (60%) out of the 40 respondents are males while females account for 16 (40%). Eight (20%) of the respondents are below 25 years of age, majority of the respondents are of ages between 25 and 45 years old (16; 45%), while the rest (14; 35%) are above 45 years old. The distribution of designation (organization status), qualification and years spent in the company are as stated in Table 1 above.

Does effective communication stimulate employees' performance?

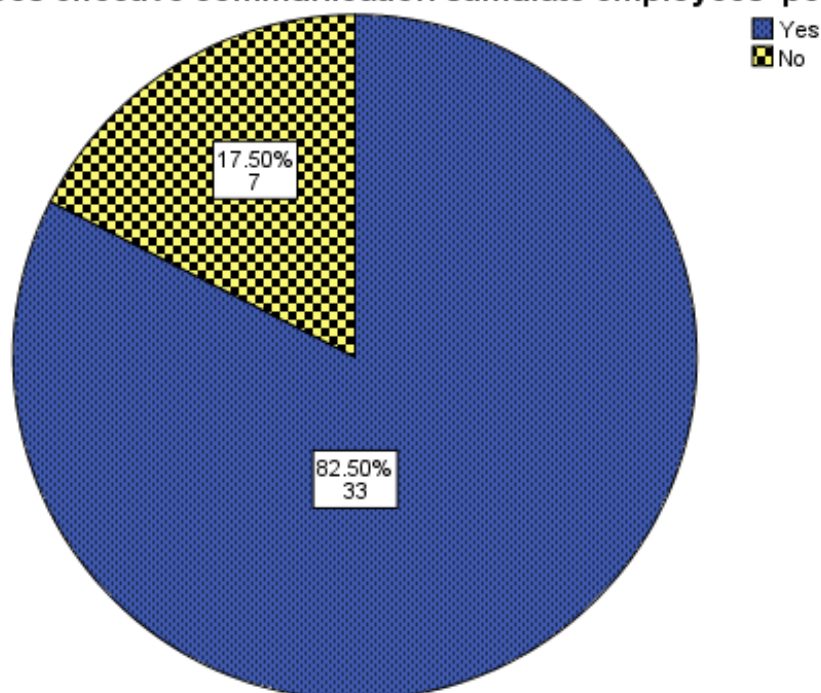


Fig. 1: Effective communication as a stimulant for employees' performance.

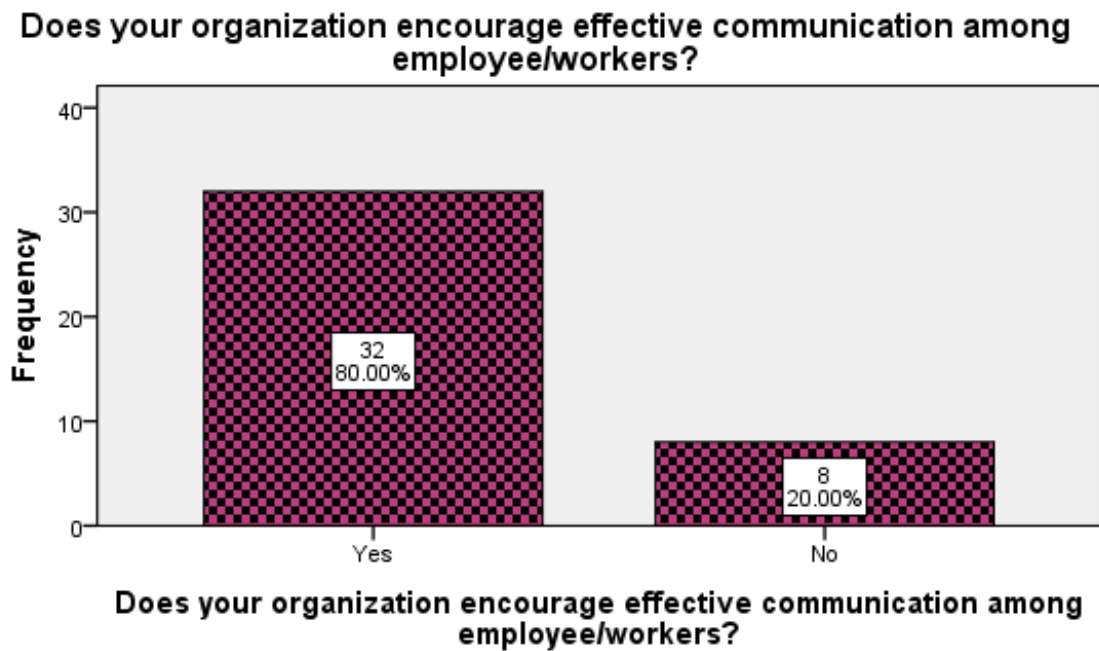


Fig. 2 : *Organization encouragement of effective communication among employees.*

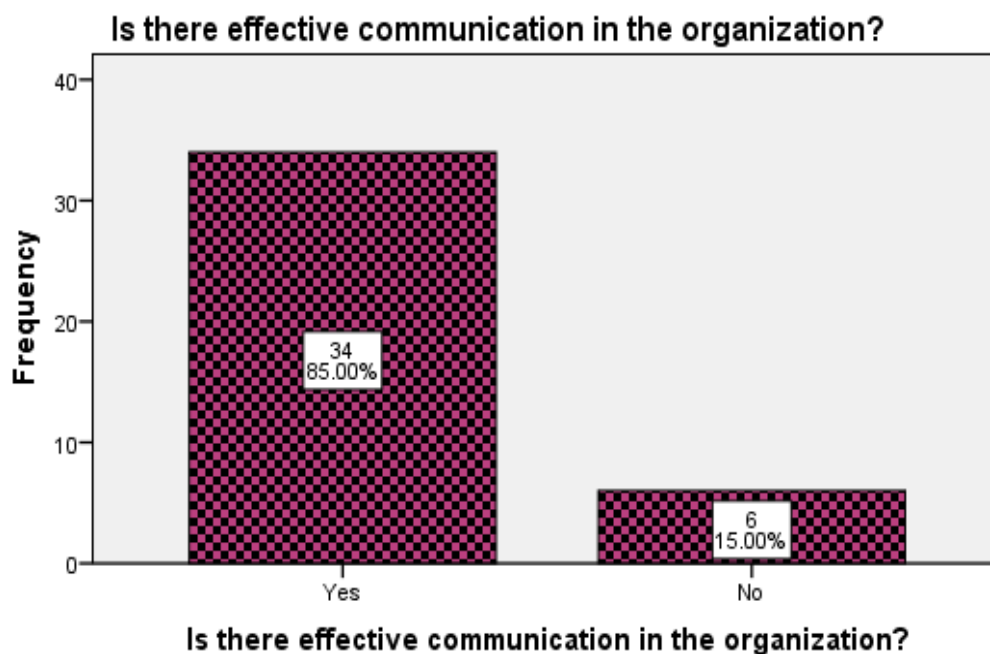


Fig. 3: *Effective communication in the organization.*



Fig. 1 depicts that majority, 33 (82.5%) of the respondents agreed that effective communication stimulates employees' performance; this implies that effective communication actually improves organization performance. Also, Fig. 2 shows that organizations encourage effective communication among employees as 80% of the respondents said Yes. Fig. 3 depicts that there is the presence of effective communication in International Breweries Plc, Ilesha, Osun State, Nigeria.

Test of Hypotheses

Hypothesis 1

H₀₁: There is no significant relationship between effective communication and employees' performance.

H₁₁: There is a significant relationship between effective communication and employees' performance.

Cross Tabulation

Table 2: Count Table

	Does communication related to employees' performance?		Total
	Yes	No	
Is there effective communication in the organization?	34	0	34
	5	1	6
Total	39	1	40

Table 3: Relationship/Symmetric Measures

	Value	Asymp. Std. Error ^a	Approx. T ^b	Approx. Sig.
Interval by Pearson's R	.781	.179	2.542	.015 ^c
Ordinal by Spearman Correlation	.781	.179	2.542	.015 ^c
N of Valid Cases	40			

a. Not assuming the null hypothesis.

b. Using the asymptotic standard error assuming the null hypothesis.

c. Based on normal approximation.



Decision: From Table 3, since the P-value (0.0150) is less than the level of significance (0.05), the alternative hypothesis is accepted.

Conclusion: There is significant relationship between effective communication and employees' performance.

Hypothesis 2

H₀₂: Communication techniques adopted do not enhance employees' performance.

H₁₂: Communication techniques adopted enhance employees' performance.

Chi-Square Test

Frequencies

Table 4: Do communication techniques enhance employees' performance?

	Observed N	Expected N	Residual
Yes	37	20.0	17.0
No	3	20.0	-17.0
Total	40		

Table 5: Test Statistics

	Do communication techniques enhance employees' performance.
Chi-Square	28.900 ^a
Df	1
Asymp. Sig.	.000

a. 0 cells (0.0%) have expected frequencies less than 5. The minimum expected cell frequency is 20.0.

Decision: The p-value is 0.000, which is less than the 0.05 level of significance. The alternative hypothesis is thereby accepted.

Conclusion: Communication techniques enhance employees' performance.

General Comment

The analysis shows that effective communication stimulates and enhances employees' performance in International Breweries Plc, Ilesha, Osun State. Also, the analysis infers that there is a significant relationship between effective communication and employees' performance. Furthermore, communication techniques adopted enhance employees' performance.



REFERENCES

- Adegbuyi, O.A., Adunola, O., Worlu, R. & Ajagbe, A.M. (2015). *Archival Review of the Influence of Organizational Strategy on Organizational Performance*. International conference on African Development Issues (CU-ICADI): Social & Economic Models for Development Tacks. 334-340.
- Akam, V. (2011). *Business Communication Today*: Englewood Cliffs, NJ: Prentice-Hall. Randon House Inc; New York, 97-101.
- Banihashemi, S.A. (2011). The Role of Communication to Improve Organizational Process. *European Journal of Humanities and Social Sciences1* (1), 13-24.
- Barrelas, A. (2010), *An Experimental Approach to Organization Communication*: Heinemann Publishers, London, 28-35.
- Chudi-Oji, C. (2013). *Behaviour Organization and Managing the Human Side of Work*. Allyn and Bacon Inc; New York, 92-98.
- Elving, W. (2005). The Role of Communication in Organisational Change, *Corporate Communication an International Journal*, 10(2); 129-138.
- Elving, W & Hansma, L. (2008). Leading Organizational Change: On the Role of Top Management and Supervisors in Communicating Organizational Change. Paper presented at the annual meeting of the International Communication Association, Montreal, Quebec, 1-45.
- Falope S.A. (2000). *Harmonized Technical English and Communication Skill*. Osogbo, Adepoju Printing & Publishing Company.
- Peter, L.(2015). *Effective Business Communication*, McGraw Hill Inc. New York. 18-24.
- Roethsbergent, I.J. & Dickson, W.J. (2001). *Management and the employee*. London: Pitman Press.
- Shafique, M.N., Ahmad, N., Abbas, H. & Hussain, A. (2015). The Impact of customer relationship management capabilities on organizational performance: Moderating role of competition intensity. *Arabian Journal of Business and Management Review*, 3(3). 28-47
- Shilbury, D., Ferkins, L., & Smythe, L. (2013). Sport Governance Encounters: Insights from lived experiences. *Sport Management Review*, 16; 349–363. Retrieved from, doi:10.1016/j.smr.2012.12.001.
- Stephen, C. (2011). *Research Methodology in Business and Social Sciences*, Owerri Canon
- Taleghani, M. & Liyasi, M. N. (2013), Organization's Mission Statement and Organizational Performance. *Universal Journal of Management and Social Sciences*. 3(8); 32-39.
- Upadhaya, B., Munir, R. & Blount, Y. (2014). Association between performance measurement systems and organizational effectiveness. *International Journal of Operations & Production Management*, 34(7); 2-2.
- Weimann, P., Hinz, C., Scott, E. & Pollock, M. (2010). Changing the Communication Culture of Distributed Teams in a World Where Communication is Neither Perfect nor Complete; *The Electronic Journal Information Systems Evaluation*, 13 (2); 187 – 196.
- Yeh, C. M., & Taylor, T. (2008). Issues of Governance in Sport Organisations: A Question of Board Size, Structure and Roles. *World Leisure Journal*, 50(1), 33–45. Retrieved from doi:10.1080/04419057.2008.9674525.