

## EMPLOYEE COMMUNICATION AND ORGANIZATIONAL PERFORMANCE

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### ABSTRACT

*Interpersonal relationship is an important aspect in every organization. Employees are valuable assets of an organization. Every organization wants to improve its efficiency in order to survive and compete. In today's fast-moving world, it is very difficult to hire people and retain them. Hence, organizations are trying to maintain the work force and to get the best out of them in that process. They want higher productivity i.e., maximum output with less input. The study concluded that employee communication affects organizational growth in manufacturing firms in Rivers State. Consequently, the study recommends that management should intervene in promoting friendship at work, there should be open lines of communication among employers and employees as this enables them work together towards the ambitious yet extreme goal of ensuring organizational productivity.*

**Keyword: Employee Communication, Organizational Performance, Output Level.**

### INTRODUCTION

The recognition of the significant role of psycho-social environment led to the emergence of organizational psychology, and further the concept of 'quality of work life'. The importance of physical work environment has now been again realized. The modern organizations are making all possible efforts to make work environment more comfortable, safe and healthy, which resulted in emergence of a new branch of industrial/organizational psychology, namely 'occupational health psychology'. This is a more holistic method of looking at the work environment and the health of the workers. Communication is a many-sided phenomenon that means different things to different people. It is a process of a means of access to the mind or thought of another. Today, however, more and more workers find out that an important aspect of their work is communication which is the mutual exchange of understanding, originating with the receiver that leads to effective and efficient work performance in an organization because it is the essence of management.

Salako (2016) posited that communication has been characterized as the "Life blood" of an organization and miscommunication have caused the equivalent of cardiovascular damage in more than one organization. Callaghan (2004) states that communication is the process by which people attempt to share meanings, have a shared identity, share information and have collective actions. The work environment is a multifactorial aspect of people's life that affects organizational leaders and subordinates both in positive and negative ways. An important component of the work environment is the psychosocial working conditions, which are linked to psychological strain (DeLange et al., 2003, p.282). Work is closely related to effort, as well as joy, satisfaction from its creative effects, or the possibility to develop spiritual and physical powers (Strzeszewski, 1978, as cited in Stanislaw et al., 2018, p. 300). Work, therefore a dual activity which, by its nature and requirements to involve physical and mental capabilities, may be the source of well-being, pride, fulfillment, or alternatively cause apathy, frustration, illness or even death (Banka, 1994, as cited in Stanislaw et al., 2018, p. 302). Satisfaction from work can be regarded as an indicator of wellness, especially mental and social in the workplace, but as a factor influencing other spheres of human life (somatic health, family situation).

Work environment on the behavior of its members has been an important issue of discussion and analysis since long back. In industrial context, the problems of increasing production and making the work environment more pleasant have been approached through the introduction of durable changes in the working environment. The environment in work organizations comprises several

components of two major categories, namely, physical and psycho-social. During early days of development of industrial psychology only physical environment in work place was given importance and was considered as a predominant determinant of employees' productivity. Numerous earlier studies examined the effect of illumination, temperature, noise, and atmospheric conditions on productivity of the workers (Bennett, Chitlangia, & Pangnekar, 1977; McCormic & Sanders, 1982; Moreland & Barnes, 1970; Peterson & Gross, 1978; Vickroy, Shaw, & Fisher, 1982 as cited in Kengatharian, 2019). However, no consistent relationship could be noted between these components of physical work environment and performance. After Hawthorne studies industrial psychologists started shifting their attention to the study of social and psychological environment and its effects on employees' job behavior.

## **LITERATURE REVIEW**

### **Employee Communication**

The beginning of the universe was the beginning of communications. There was no beginning which was devoid of communication. Communication is the glue that holds society together. Thus, communication facilitates transformation of the human society (Asamu, 2014, p.75). The ability to communicate enables people to form and maintain personal relationships and the quality of such relationships depends on the caliber of communication between the parties. Communication covers all activities that an individual does when he wants to make a transformation in someone else's mind. (Brennan, 1974 as cited in Mallet-Hamer, 2005).

In every society, humans have developed spoken and written language as a means of sharing messages and meanings. The most common form of daily communication is interpersonal- that is, face-to-face, at the same time and in the same place (Encarta, 2005). Encarta (1998, as cited in Mallet-Hamer 2005) further sited that communication is a vital part of personal life and is also important in business, education, and any other situations where people encounter each other. It is an inevitable aspect of organizational functioning. No organization can function without communication.

Communication is a many-sided phenomenon that means different things to different people. It is a process of a means of access to the mind or thought of another. According to Wilson (1997. as cited in Asamu 2014) communication can also be seen as a reduction of uncertainty. Thus, communication is an exchange of meanings. Banerji and Dayal (2005, p. 35) posited that Communication is a process that contains expressing, listening and understanding. Ince and Gül (2011) defines communication as the exchange of ideas, emotions and opinions through words, letters and symbols among two or more people. They stated that this may be defined as a technical fact. Yet it is uncertain whether symbols are transferred truly or not, to what extent symbols meet the transmitted message and how effective the transmitted fact is on the receiver (p. 106).

Kalla (2005) and Petru (2013) asserts that without communication, through readings, listening (the receptive skills), speaking and writing (the productive skills) mankind would find it difficult to unravel some of the mysteries of life. Those things that we are ignorant of or have knowledge of, or that we have doubts about can be explained to us better through communication.

Communication is vital in organizations such that Orpen (1997, as cited in Asamu , 2014) argued that communication has a vital role in the failure or accomplishment of any organization, it is used for the purpose of resolving the contradictions in work organization in other that such organization may progress. People must come together, think together, work together, learn together and advance together. Human interaction allows man to forge new horizons and explore new possibilities. Thus, by meeting people, they can communicate in the language of themselves.

### **Organizational Productivity**

Glen (2014) stated that the manufacturing sector is an ever-changing beast and every year, the industry is faced with fresh challenges. As a result, the image of manufacturing firms has been

marred by low wages, high labor turnover, inadequate working conditions, poor performance and productivity (Githinji, 2004).

Productivity can be referred to as the quality of work that is attained in a unit of time by means of the factors of production. These factors include technology, capital, entrepreneurship, land and labor. It is the link between input and output and it increases when an increase in output occurs with lesser than comparative increase in input. It also occurs when equal amount of output is generated using fewer input (Golden, 2012).

Bhatti and Qureshi (2007) were of the perspective that productivity can be seen as a measure of performance that encompasses both efficiency and effectiveness. It can also be referred to as the ratio of output or production capacity of the workers in an organization. It is the correlation that exists between the quantity of input and output from a clearly defined process. The performance of a business which determines its continued existence and development is largely dependent on the degree of productivity of its workers. Yesufu (2000) stated that the prosperity of a nation as well as social and economic welfare of its citizens is determined by the level of effectiveness and efficiency of its various sub components.

Productivity is a total measure of the efficiency or capacity to transform input that is raw materials into finished products or services. More precisely, productivity is a measure that indicates how well essential resources are used to accomplish specified objectives in terms of quantity and quality within a given time frame. It is suitable when measuring the actual output produced compared to the input of resources, taking time into consideration. Hence, productivity ratios indicate the extent at which organizational resources are effectively and efficiently used to produce desired outputs. Efficiency takes into account the time and resources required to execute a given task. Therefore, it can be concluded that effectiveness and efficiency are significant predictors of productivity.

Jennifer and George (2006) Argued that the performance of workers contribute directly to an organization's level of effectiveness, efficiency and even towards the achievement of administrative goals. It also stated that a corporation's failure to certify that its workers are motivated has a negative influence on its organizational effectiveness and efficiency thereby affecting employee's productivity levels concerning expected goals and objectives. According Ajalie (2017) postulates that a worker's level of productivity is reliant on the extent at which workers believe that certain desires will be fulfilled. He further stated that workers become demoralized as such less productive once they perceive that their desires cannot be met or gratified (Ajalie, 2017).

## **CONCLUSIONS AND RECOMMENDATIONS**

The study investigated and measured the relationship between employee communication and organizational productivity in manufacturing industry firms in Rivers State. The null hypothesis was rejected, implying that effective communication succeeds when employees and employers communicate and work together towards the ambitious yet extremely goal of ensuring organizational productivity. The researcher concludes that employee communication affects organizational growth in manufacturing firms in Rivers State.

Communication is key for organizational productivity therefore, there is a need for an open communication between employees and the employer, the areas where employees feel dissatisfied should be addressed especially on verbal communication. Informal (verbal communication) should be left out to other issues but issues regarding employees' misconduct. Formal communication should be used often to address employees' misconduct; this will help them realize the seriousness of the matter.

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