COMMUNICATION AND ORGANIZATION PERFORMANCE

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ABSTRACT

Many workplace issues are the result of a communication breakdown. Therefore, it is essential to emphasise how communication, emotions, the environment, psychological factors, and technological aspects of the medium affect organisational effectiveness. The purpose of this study was to ascertain how effective communication affects an organization's ability to succeed in this setting. This study used a descriptive survey research design and a structured questionnaire as the method for gathering data. Members of the academic staff at Federal Polytechnic, Ilaro, Ogun State, make up the population, which is estimated to be 123. The sample size was established using the population estimate. With the aid of SPSS version 23, the data were analysed using descriptive statistics, and the hypotheses were evaluated using regression analysis. While downward communication has a significant impact on reducing uncertainty (t=8.753, p0.000), upward communication has a very strong positive and significant impact on employee participation (t=11.271, p0.05), horizontal communication has a strong positive and significant impact on teamwork (t=9.167, p0.05). The study came to the conclusion that the institution under study's organisational performance is significantly impacted by effective communication based on the data. In order to build effective collaboration that would help the institution achieve its goals, the Federal Polytechnic Ilaro management should promote excellent communication among employees at the same level within the organisation.

KEYWORDS: Downward communication, Horizontal communication, Organization, Performance

Upward communication

1   INTRODUCTION

Using communication, you may bring about change. It is the foundation of any business's growth. The ability of all parties involved in the communication process or chain will be increased if management and employees can connect and understand one another (Lantara, 2019). Every human interaction is a form of communication. Nothing in business can be completed without effective communication among employers, workers, clients, vendors, and customers (Shonubi & Akintaro, 2016).

Importantly, the importance of communication continues to grow as the globe evolves into a global community (Biswakarma, 2016). Many businesses have embraced new technology to improve organizational performance as a result of their desire to become more visible in the world (Oyetunde & Oladejo, 2012). The current business climate is exceedingly difficult all around the world. All production components (people, machinery, and materials) must be managed carefully to remain successful in today's very tough and competitive global market economy (Nabi, Foysol & Adnan, 2017; Asamu, 2014). Human

resource management, according to Shonubi and Akintaro (2016), is the most complex of the production components because, unlike inputs, it involves good control of thoughts, sentiments, and emotions in order to reach maximum output. Effective company communication is crucial in this situation.

Organizational performance refers to the discrepancy between a company's actual outputs (or goals and objectives) and those that were anticipated (Oronje & Wainaina, 2019). In comparison to the goals and objectives of the private and governmental sectors, performance varies. According to O'Boyle & Hassan (2014) and Upadhaya, Munir, & Blount (2014), financial performance, market performance, and shareholder value performance are the three key performance outcomes in the private sector. The public sector is concerned with providing services, public opinion and satisfaction, and the distributional growth of the economy (Kalogiannidis, 2020; Jiang, Du, Zhou & Cui, 2020; Bernstein, 2017).

A Performance Management system actually seeks to enhance employee performance by fusing their efforts with the goals and objectives of the company. Through ensuring that employees are properly acknowledged and rewarded for their achievements, as well as by enhancing communication, learning, and working conditions, employee performance can be increased.

However, in order to improve any given performance, one must first understand what constitutes an excellent performance. As a result, it's critical to comprehend the components that influence any given performance. The process of collecting, evaluating, and/or reporting information on the performance of an individual, group, organization, system, or component is known as performance measurement (Osborne & Hammoud, 2017; Otoo, 2016; Upadhya, Munir, & Blount, 2014). It may entail a review of processes, strategies, techniques, and parameters in order to track performance versus goals.

Statement of the Problem

Many labour disputes start out as a communication failure. In order to improve organisational performance, it is crucial to emphasise the role that communication, feelings, the environment, psychology, and technology aspects of the medium play. The Federal Polytechnic, Ilaro, Ogun State, is the research site for this study. A random sample of polytechnic community members' opinions reveals that there is a communication gap within the organization, which happens in both the members-management and members-members paradigms.

Shonubi and Akintaro (2016) identified three types of communication in their study vis-à-vis horizontal, downward and upward communication. Horizontal communication is said to occur when employees or managers on the same level that cuts across different departments communicate among themselves. The situation within the study area of this research suggests that horizontal communication is not effective due to selfish reasons and a sense of breach of privacy. The implication of this lacuna on the organization is destruction of team work/spirit among the employees. Henri Fayol (1914) posits that an organization that lacks team work will fail to accomplish its stated objectives. Hence, there is a need to investigate into the effect of horizontal communication and effectiveness of team work among the members of staff of the organization.

In the same vein, downward communication is a situation whereby there is a flow of communication from the top management to the least worker in an organization. If there is no effective downward

communication, this could lead to a situation of increase in uncertainty among the workers. Evidence from the institution suggests that the practice of downward communication is not as effective as it should be due to instances of ambiguous directives on the part of the school management which has left many staff and even students in a situation of dilemma and confusion. For instance, in the early weeks of the post-lockdown policy, students and members of staff were confused on the resumption procedure until the very last minute. This threw many stakeholders of the institution into a panic mode. Hence, the justification for investigating the impact of downward communication on the reduction of uncertainty.

Finally, upward communication is said to have occurred when communication originates from below and moves to the top of the organization chart. This is important to the success of an organization because it promotes a sense of belongingness (participation) among the employees of the organization. Again, evidence has shown that upward communication is not effective within the institution. Most of the time, students are discouraged from raising complaints due to fear of being witch-hunted by their lecturers. Also, the members of staff find it difficult to raise their observations about some poor management practice due to fear of having a low employer rating during performance appraisal.

With all these issues in mind, one could conclude that effective communication is very critical to organization success. Hence, this study is spurred into action against this background to empirically investigate the impact of effective communication on organization performance.

Using Federal Polytechnic Ilaro as a case study, the main goal of this study is to experimentally evaluate the effect of good communication on organisational performance.

However, specific objectives are to:

i. Determine the effect of horizontal communication on team work among members of staff of Federal Polytechnic, Ilaro.

ii. Ascertain the impact of downward communication on the reduction of uncertainty among members of staff of Federal Polytechnic, Ilaro.

iii. Investigate the attendant effect of upward communication on employee participation among members of staff of Federal Polytechnic, Ilaro.

The act of conveying messages across numerous platforms is commonly referred to as communication, and it typically consists of spoken or nonverbal cues (Shonubi & Akintaro, 2016). Effective business communication is viewed as essential in enhancing the overall success of various corporate organisations since it influences good coordination between employees and employers, as well as between the company and its clients (Kalogiannidis, 2020). Businesses can improve their organisational management, employee loyalty, profitability, and ultimately overall success by using good business communication (Jiang, Du, Zhou & Cui, 2020; Bernstein, 2017). The most crucial abilities for managers to have are speaking, listening, and the capacity to fully or effectively comprehend both nonverbal and verbal meanings in order to maintain or improve effective communication in their organisations, which is a requirement for optimised productivity and company growth (Osborne & Hammoud, 2017; Odine, 2015).

According to Otoo (2016), putting a high priority on a reliable information flow throughout the organization's entire workforce aids in the achievement of several strategic goals and objectives. Odine (2015) claims that communication encompasses more than just talking, listening, and writing; it also involves people interacting with one another, understanding one another, and exchanging knowledge or ideas on a range of subjects. According to various studies, effective communication aids managers in conveying goals to other internal and external stakeholders of the firm..

Horizontal communication refers to employee communication at the same organizational level (Oronje & Wainaina, 2019). According to Otoo (2016), horizontal corporate communication effectively conveys a message at a certain or specified level in an organisation, and as a result, may not extend beyond that level. Through horizontal communication, staff members can exchange crucial information, take part in problem-solving procedures, and collaborate to complete a variety of jobs and responsibilities successfully (Jiang, Du, Zhou & Cui, 2020; Tian, Shuja, Qalati, Anwar & Khan, 2020; Kalogiannidis, 2020).

Downward communication is the transfer of information from superiors to numerous subordinates within an organisation (Flaherty & Choi, 2014). In this situation, knowledge is transferred from upper management to lower-level staff. Downward communication is the transmission of information from the top to the bottom of the organisational structure. Employees can exchange knowledge and skills with several supervisors at various management levels using this type of communication. Osborne and Hammoud (2017) claim that conversing with and exchanging ideas with the most knowledgeable supervisors or superiors in the firm encourages employees to perform better. This guarantees that everyone at the company is aware of its objectives (De-Nobile, 2016).

Most business academics define upward communication as the flow of information from employees' supervisors or superiors to their employees (Chen, Barber, Chan, Legrand, Okumus, Okumus & Okumus, 2016; Clinton & Guest, 2014). According to study, critical signals and information are transmitted upward through the specified hierarchy of an organisation, starting at the bottom and moving to the top (Buzeti, Klun & Stare, 2016; Budhwar & Debrah, 2013). Typically, subordinates use upward communication when they want their superiors' alternative perspectives or information. According to a study, upward communication encourages different decisions from an organization's top leadership or management. Using a variety of upward communication channels, employees and supervisors or senior management can work together more productively. According to studies, open communication among employees about their job and other important workplace issues is made possible by upward communication in any corporate structure (Binder, Mair, Stummer & Kessler, 2016). This has a significant impact on their ability to carry out their various tasks or commitments effectively.

Performance differs in comparison to commercial and public sector aims and objectives (Lantara, 2019). Financial performance, market performance, and shareholder value performance are the three main performance outcomes in the private sector (Biswakarma, 2016). The public sector is concerned with providing services, public opinion and satisfaction, and the distributional growth of the economy (Herzberg, 2017). A performance management system actually seeks to improve the outcomes of individuals' efforts by fusing their efforts with the goals and objectives of the organisation.

~~It is possible to improve communication, learning, and the working environment while also ensuring that~~ employees receive proper recognition and remuneration for their accomplishments. The three Es (Economy, Efficiency, and Effectiveness) are commonly discussed in literature on public sector performance management (Newstrom, 2014; Gondal & Shahbaz, 2012). Nabi, Foysol, and Adnan (2017) define performance as the act of carrying out the assigned task and producing the anticipated outcomes. Since they are most directly related to an organization's strategic goals, customer happiness, and financial contributions, it is better to refer to them as work results.

The study's foundation was the Leader-Member Exchange theory (LMX), a theory of interaction that focuses on how managers and team members can strengthen their relationships. The LMX hypothesis states that a leader develops relationships with his or her followers, and that the effectiveness of these ties is influenced by employee competence, dependability, and interpersonal compatibility (Duchon, Green, & Taber, 1986; Graen & Cashman, 1975; Graen & Scandura, 1987). According to Duarte, Goodson, and Klich (1994) an employee can be defined as either an in-group member in a high-quality exchange relationship that is characterised by trust, or as an out-group member in a low-quality exchange relationship that is characterised by distance Nabi, Foysol, and Adnan (2017).

Although the LMX emphasises interaction between supervisors and subordinates, feedback is a crucial component of the social environment (Steelman, Levy, & Snell, 2004). Due to the feedback's reliance on provided information and the reliability and qualities of the information source, employees may be reluctant to take action or get in touch with their supervisors (Robson & Robinson, 2013). According to study, employees who consider their subordinates as transformative leaders are more inclined to ask them for information (Crommelinck & Anseel, 2013). As a result, when a supervisor and subordinate get along well, information sharing increases.

According to Dulebohn, Bommer, Liden, Brouer, and Ferris (2012), developing supervisor-subordinate relationship boosts a subordinate's performance, organisational citizenship behaviour, and commitment; as a result, feeling empowered encourages job engagement. Information seeking is associated with greater job satisfaction, happiness with supervisors, empowerment, role ambiguity, and role conflict; yet, behavioural intents that forbid seeking information are strongly associated with quit intention and higher turnover (Dulebohn et al., 2012; Duarte et al., 1994).

The impact of effective business communication on employee performance was investigated by Kalogiannidis (2020). The study employed a cross-sectional survey design, which involved gathering information via an online survey form from a range of people chosen from several Greek financial organisations. The results showed that employee success in a company is significantly influenced by corporate communication. According to the findings, when good communication is stressed at work, employees are more inclined to share information, ideas, skills, and abilities, enabling them to meet the employer's expectations. It has been proven that there is a positive and substantial correlation between downward communication and employee performance. According to the literature, effective downward communication increases the quantity of leadership-based communication, typically through frequent updates on an organization's activities.

Oronje and Wainaina (2019) studied business communication and employee performance in Kenya. A descriptive study technique was utilized to investigate the influence of corporate communication on

employee performance. According to the study, employee performance is significantly impacted by organisational communication culture, employee attitude toward organisational communication, feedback, and communication channels (p.05). Because employee attitudes toward organisational communication have been shown to affect employee performance, organisations must make an effort to foster and maintain a positive employee attitude toward organisational communication by boosting employee engagement and fostering a welcoming work environment.

To assess the effect of good communication on organisational performance, Nebo, Nwankwo, and Okonkwo (2015) used Nnamdi Azikiwe University in Awka as a case study. Disagreements and a lack of information that could have improved staff performance led to the investigation. The study's conclusions showed that successful and effective management performance depends on strong communication within an organisation. The researcher contends that in order to prevent the loss of important information, reduce organisational conflict, clear up misunderstandings, and enhance information management, every business should work to incorporate good communication into its management practises.

2   METHODOLOGY

The research design for the study was survey-based. All academic staff members of Federal Polytechnic's School of Management Studies in Ilaro, Ogun State, make up the study's population. The School of Management Studies has an estimated One Hundred and Twenty-three (123) Academic Staff (Field Survey, 2022).
The whole population was retained as the sample size in order to improve the generalization of the findings of the study.
In this study, the data collection instrument was a structured questionnaire. The questionnaire that was used as the primary research tool for this study was divided into two sections: Section A and Section B. Section A gathered demographic information from respondents, whereas Section B focused on the topic's constructs. The questions in Section B were created using a 5-point Likert scale, with Strongly Agree (SA), Agree (A), Disagree (D), Strongly Disagree (SD), and Fairly Agree (FA) being the most common responses (FA).
The research instrument was analyzed using Cronbach Alpha's test to ascertain the internal consistency of the research instrument. As regards the validity, content validity was carried out using expert opinion.

Table 1: Reliability Table

Variable	Cronbach's value	No of Item
Horizontal Communication & Team Work	0.761	5
Downward Communication & Reduction of Uncertainty	0.782	5
Upward Communication & Employee Participation	0.705	5

Source: Author's Computation, August 2022

Multiple Regression Analysis with the help of Statistical Package for Social Sciences was used to examine the acquired data using descriptive and inferential statistics (SPSS v21).

Model Specification
The model for this study is specified below:
y= f(x)
where:
y = Dependent variable i.e. team work, uncertainty reduction and employee participation

x = Independent variable i.e. horizontal communication, downward communication and upward communication.

Thus:

TW = β0+ β1HCOMM + µ1 ………. (1)
UR = β0+ β2DCOMM + µ2 ………. (2)
EP = β0+ β3UCOMM + µ3 ………. (3)

Where:
TW = Team Work
HCOMM = Horizontal Communication
UR = Uncertainty Reduction
DCOMM = Downward Communication
EP = Employee Participation
UCOMM = Upward Communication
β1, β2, β3 = Coefficients of variables
β0 = Constant
µ1, µ2, µ3 = error term

3.   RESULTS

Test of Hypotheses

Decision criteria: If the p-value is greater than 5%, accept H0 and reject H1. But if the p-value is less than 5%, accept H1 and reject H0.

Hypothesis One:

H0: Horizontal communication has no significant effect on team work among members of staff of Federal Polytechnic, Ilaro

H1: Horizontal communication has a significant effect on team work among members of staff of Federal Polytechnic, Ilaro

Table 2: Model Summary[a]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.698[a]	.487	.474	1.76673

a. Predictors: (Constant), Horizontal Communication
b. Dependent: Team Work
Source: Author's Computation, August 2022

The model summary of the variables examined in this study is shown in Table 2 below. Table 2's R2 value of.487 shows that the independent variable, horizontal communication, accounted for 48.7% of the variation in teamwork, while variables not included in the model accounted for the remaining 51.3%.

Table 3: ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	351.978	3	117.326	37.589	.000^b
	Residual	371.437	119	3.121		
	Total	723.415	122			

a. Dependent Variable: Team Work
b. Predictors: (Constant), Horizontal Communication
Source: Author's Computation, August 2022

The ANOVA results for the study's variables were shown in Table 3. Given F=37.589, the data in table 3 show that there is a significant positive association between the variables. Furthermore, the significance value of.000, which is less than the permitted 5%, in Table 3 indicates that there is a statistically significant association between the variables. This conclusion suggests that horizontal communication has a significant impact on teamwork in the research domain, and the study rejects the null hypothesis H0 and accepts the alternative hypothesis H1.

Hypothesis Two:
H_0: Downward communication has no significant impact on the reduction of uncertainty among members of staff of Federal Polytechnic, Ilaro.
H_1: Downward communication has a significant impact on the reduction of uncertainty among members of staff of Federal Polytechnic, Ilaro.

Table 4: Model Summary^b

Model	R	R^2	Adjusted R^2	Std. Error of the Estimate
1	.838^a	.702	.695	2.16643

a. Predictors: (Constant), Downward Communication
b. Dependent: Reduction of Uncertainty

Source: Author's Computation, August 2022

The model summary of the variables examined in this study is shown in Table 4 of the report. According to table 4.2.4, the R2 value of.702 shows that downward communication accounts for 70.2% of the variation in uncertainty reduction, with variables not included in the model accounting for the remaining 29.8%.

Table 5: ANOVA^b

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1316.019	3	438.673	93.466	.000^b
	Residual	558.517	119	4.693		
	Total	1874.537	122			

a. Dependent Variable: Reduction of Uncertainty
b. Predictors: (Constant), Downward Communication
Source: Author's Computation, August 2022

The ANOVA results for the study's variables were shown in Table 5. Given F=93.466, the result shown in table 5 shows that there is a significant positive association between the variables. Furthermore, the significance value of.000, which is less than the allowable 5%, in Table 5 indicates that there is a statistically significant association between the variables. This result implies that Downward Communication significantly reduces uncertainty among workers in the research area, rejecting the null hypothesis H0 and supporting the alternative hypothesis H1.

Hypothesis Three:
H0: Upward communication has no significant impact in promoting employee participation among members of staff of Federal Polytechnic, Ilaro
H1: Upward communication has a significant impact in promoting employee participation among members of staff of Federal Polytechnic, Ilaro

Table 6: Model Summary[c]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.847[a]	.717	.700	1.23698

Source: Author's Computation, August 2022
a. Predictors: (Constant), Upward Communication
b. Dependent Variable: Employee Participation

Table 6 provided the model output for the variables. According to table 6's R2 value of 0.717, upward communication accounts for roughly 71.7% of the variation in employee engagement. The strength of the model is also shown by the R2 value of.717; the closer the value is to one, the better the outcome. The modified R2 indicates that the model may be able to account for about 70% of the systematic variance in employee engagement after taking the degree of freedom into account.

Table 7: ANOVA[c]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	521.045	3	173.681	135.582	.000[b]
	Residual	152.495	119	1.281		
	Total	673.540	122			

a. Dependent Variable: Employee Participation
b. Predictors: (Constant), Upward Communication

Table 4.2.8 shows a substantial positive relationship between employee participation and upward communication at the 5% level of significance. This is supported by the finding of (3/135) = 382.451, P 0.05. This indicates that the alternative hypothesis is accepted and the null hypothesis is rejected at a 95% confidence level. This outcome leads the study to reject the null hypothesis H0 and support the alternative hypothesis H1, which leads to the conclusion that Upward Communication affects employee participation in the research field in a statistically meaningful way.

4.   DISCUSSION

The results of this study showed that horizontal communication and teamwork had a significant positive association (t=9.167). Furthermore, the results of the study showed that horizontal communication affects teamwork in the study region in a statistically significant way (p 0.05). According to these results, horizontal communication encourages teamwork among the institution's members.

Similarly, the research' conclusion demonstrates that Downward Communication and the Reduction of Uncertainty have a positive association (t=8.753). Additionally, the outcome demonstrates that downward communication has a statistically significant impact on staff members' ability to reduce uncertainty in the research region (p 0.05). This is a sign that top-level management is communicating in a straightforward and unambiguous manner.

Finally, the findings indicate that upward communication has a very strong positive connection (t=11.271) with the level of employee engagement in the organisation. Additionally, the outcome demonstrates that Upward Communication has a statistically significant impact on the degree of employee engagement in the research area (p 0.05). This finding suggests that the institution's staff members feel a sense of loyalty to the business since management values their contributions.

5.   CONCLUSION

Based on the various results obtained in this study, it is concluded that horizontal communication has a major impact on teamwork in the research organization.

Similarly, the study's findings revealed that Downward Communication has a positive and significant impact on Reduction of. The study draws the conclusion that downward communication significantly lowers employee uncertainty in the organisation under discussion.

Finally, the findings showed that Upward Communication had a very strong positive and significant effect on employee participation As a result of the data, this study comes to the conclusion that Upward Communication has a major impact on employee participation in the institution under investigation.

The study comes to the conclusion that effective communication significantly affects the operation of the organisation at the institution under inquiry.

The following suggestions are made in light of the study's findings:

i.   The management of Federal Polytechnic Ilaro should encourage effective communication among employees on the same level within the institution in order to foster efficient team work which will contribute tremendously towards the attainment of set objectives.

ii.   In the same vein, the findings of the study revealed that Downward Communication impact significantly on the reduction of uncertainty in the institution. Thus, the study recommends that management of the institution should ensure that at all times, policies, tasks and objectives are clearly defined and communicated to its members of staff.

iii.   Finally, this study recommends to the management of the institution to improve channels of communication between itself and its employees by encouraging its members of staff to share their opinions and ideas on how to improve the efficiency of the institution. This will make the members of staff feel more responsible and committed to the organization.

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