

The Impact of Effective Communication skills on Employee Work Performance.

Genuine Communication and Information Technology Company.
Located in Jeddah, Saudi Arabia.

“Case Study”

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Graduation Project – 1

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Acknowledgment

Dedication

Abstract

Purpose:

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1. Chapter 1: Introduction

1. Introduction:

In modern organizations, the evaluation of individual work performance plays a critical role in measuring the contribution of individuals to the success of a company. Indeed, work performance can be defined as the individual behavior capable of generating value and competitive advantage for the organization. Platania, S., Morando, M., Gruttadauria, S. V., & Koopmans, L. (2023).

In the 1950's, research on the effects of feedback on employee performance and climate research was initiated. The problem of upward communication distortion was the focus of attention and research methodologies like ECCO (refers to Episodic Communication Channels & Organizations Davis, 1953). were developed. The term “communication audit” was first used by Odiorne (1954). as a description of the process used to assess the accuracy of management's perceptions of subordinates'

communication. Communication audit methodologies advanced a general systems approach to the study of organizational communication.

In modern days, we understand ‘communication’ as one of the most dominant and important activities in organizations (Harris & Nelson, 2008). Fundamentally, relationships grow out of communication, and the functioning and survival of organizations is based on effective relationships among individuals and groups. In addition, organizational capabilities are developed and enacted through “intensely social and communicative processes” (Jones et al., 2004).

Communication helps individuals and groups coordinate activities to achieve goals, and it's vital in socialization, decision-making, problem-solving and change-management processes.

Puth (2002) opined that management with an organization have resorted to use workplace journal or publication to dialogue with employees, nonetheless major related channels of communication are not used effectively. He mentioned that in-house publications may not have any strategic bearings to sustain an organization rather, encouraging two-way communication does the thrill to dominate workforce.

Puth (2002) perceived that performance within an organization could be improved significantly by way of sharing information with employees and involving them in policy making. However, this increases general employee satisfaction and productivity within an organization. In some cases, the communication gap that exists between managers and employees makes them to generally, sense not trustworthy, respected or valued to be responsible in their field of work. In his studies, it was argued that the largest valuable resources within an entity are the employees; therefore, it is the responsibility of managers to encourage two-way flow of information to optimize organization's performance as well as employee productivity. According to Williams smart managers understand that the end effective, straight forward communication between managers and employees is essential for success. Williams C (2007). According to McKinney et al communication is essential to effective team performance and communications for any organization is like blood flow in the human body. McKinney EH, Barker JR, Smith DR, Davis KJ (2004).

Most organizational conflict has been traced to breakage in communication as supported by Lee. According to Chudi-Oji, despite the laudable role of effective communication in improving organizational performance, Ineffective communication is detrimental for managers, employees and organizations; it can lead to poor performance, strained interpersonal relations, poor service and dissatisfied customers. Chudi-Oji C (2013).

For an organization to be effective and gain a competitive advantage, managers at all levels need to be good communicators. Waddell D, Devine J, Jones GR, George JM (2011).

We can quote Lukaszewski who says "The greatest continuing area of weakness in management practice is the human dimension. In good times or bad, there seems to be little real understanding of the relationships between managers, among employees, and interactions between the two. When there are problems, everyone acknowledges that the cause is often a communication problem. (Jim Lukaszewski, 2006).

Communicating effectively in a government bureaucratic organization is a skill based on scientific knowledge. the science of communication as scientific knowledge requires a systematic process of thinking and analysis, so it is not just a natural process as a Living being (Littlejohn & Foss, 2009).

In order to have better performance, it is important for organizations" management to focus on the aspect of communication at workplace (Jiang & Men, 2017).

The important role of communication skills as one of the elements of communication competence has been extensively studied in relation to leadership (Madlock, 2008; Westerman et al. 2015; Sager et al., 2015), employee performance (Payne, 2005; Mikkelsen et al., 2015), and job satisfaction of employees within an organization (Steele &Plenty 2015).

Communication gives team members the decision-making skills they need to build and maintain a positive social environment. Only in a positive social atmosphere can people work at their full capability and achieve synergy with others (Scarpello Ledvinka, 1988).

However, lack of communication in different organizations has led to poor decision making, ineffectiveness in policy implementation, inability to develop sense of belongingness amongst staff members, low performance, more to that poor communication has increased the rate of conflict, reduced commitment and morale of employees towards objectives of the companies. This in the long run has a negative impact on the performance of the employees (Randall S. Schuler and George, 1992).

In the context of human resource management, the performance of an employee is needed to achieve work performance for the employee himself and for the success of the company. To improve employee performance is not an easy job, it cannot be done quickly but requires a process to achieve it. Based on research by Syardiansah, et al (2021) performance can be significantly influenced by work motivation and organizational culture. Likewise, the way that can be done by the company to improve the performance of its employees by paying attention to the ability of communication between employees and superiors to foster organizational commitment and will create job satisfaction for employees.

Employees who have organizational commitment can be seen from their readiness to work and have a high sense of responsibility which will lead to a desire to remain in the company (Syardiansah, et al, 2020).

Nowadays, in order to achieve the goals of organization, employees' performance have been put in the first place (Balyan & Balyan,

2012). This suggests that employees' performance has significant influence on the performance of organizations. This is because when employees performed poorly, the poor performance will bring negative effect to organizations, such as downgrading the reputation of company (Gitonga, Kingi, & Jean, 2016).

4. Research Problem

The business is on the understanding of the workers. When there is a communication gap between the employer and the employees, that creates problems of understanding which affects performance and productivity in the workplace.

1. Theoretical Gap

Effective communication skills significantly impact employee work performance. However, there are several theoretical gaps in understanding this relationship comprehensively. Some of these gaps include lack of standardized tools and methodologies, the need for communication training and the distinction between interpersonal communication (between individuals) and organizational communication (within the organization).

1. **Mechanisms of Influence:** There is a theoretical gap in understanding the specific mechanisms through which communication skills impact work performance. How do skills, such as active listening, empathy, or clarity, directly influence productivity and efficiency?
2. **Impact on Different Performance Metrics:** There is a need for research that distinguishes between how communication skills affect various performance metrics, such as task accuracy, speed, creativity, and collaboration.
3. **Role of Technology in Communication:** With the increasing use of digital communication tools, the impact of technology on communication effectiveness and employee performance remains under-explored.
4. **Cross-Cultural Differences:** The influence of cultural differences on communication effectiveness and work performance is often overlooked, suggesting a need for more cross-cultural studies.

2. Practical Gaps

Effective communication skills significantly impact employee work performance in various ways. However, practical gaps often hinder the full realization of these benefits. Lack of Clarity and Conciseness often leads to misunderstandings and errors, Also Inadequate Feedback Mechanisms, Over-reliance on Digital Communication and Inconsistent Communication Channels. Therefore, this research sought to address this main Question:

” How can management improve their communication skills to enhance employee performance implementation at Genuine Communication and Information Technology Company. Located in Jeddah, Saudi Arabia?”

Research Significance

The research will provide meaningful information to the management. The study will enable managers to gain awareness concerning the influence of effective communication skills and work towards improving communication to boost employee performance.

1. Theoretical level

The significance of effective communication skills on employee performance is multifaceted, influencing information flow, employee engagement, organizational culture, conflict resolution, change management, team dynamics, leadership effectiveness, and psychological safety. These theoretical perspectives offer a comprehensive understanding of why and how effective communication is crucial for enhancing employee performance.

1. **Complexity of Communication:** Researching communication in organizational settings allows for a deeper understanding of its complexity, including verbal and non-verbal elements, feedback loops, and contextual factors that influence message interpretation.
2. **Organizational Behavior:** Effective communication is a core component of organizational behavior theories, such as Maslow's hierarchy of needs, Herzberg's two-factor theory, and McGregor's Theory X and Theory Y. Studying communication helps elucidate how it affects motivation, job satisfaction, and employee engagement.
3. **Leadership and Management Theories:** Communication is central to leadership styles and management approaches, such as transformational and transactional leadership. Theoretical research can examine how communication styles impact leadership effectiveness and, consequently, employee performance.
4. **Performance Theories:** Theories like Locke's Goal-Setting Theory and Vroom's Expectancy Theory highlight the role of communication in setting clear goals, providing feedback, and aligning expectations, which are crucial for enhancing employee performance.
5. **Team Dynamics:** Understanding the theoretical underpinnings of team dynamics, such as Tuckman's stages of group development, helps elucidate the role of communication in fostering collaboration, resolving conflicts, and enhancing team performance.

2. practical level

Effective communication skills have a significant impact on employee performance. Here are several practical implications and significance at the practical level:

By improving communication skills, organizations can significantly enhance overall employee performance, leading to a more productive, engaged, satisfied workforce, Conflict Resolutions, better decision making and Positive work environment. This, in turn, drives organizational success and growth.

1. **Improved Productivity:** Effective communication ensures that employees understand their tasks and responsibilities clearly, which reduces errors and rework. Clear

communication helps in setting expectations and aligning individual efforts with organizational goals, leading to improved productivity.

2. **Enhanced Team Collaboration:** Good communication skills facilitate better collaboration among team members. When employees communicate effectively, they can share ideas, solve problems, and work together more efficiently, enhancing team performance and fostering innovation.
3. **Increased Employee Engagement:** Employees who communicate well with their colleagues and supervisors tend to be more engaged and motivated. Open lines of communication help employees feel valued and heard, leading to higher job satisfaction and commitment to the organization.
4. **Conflict Resolution:** Effective communication skills are crucial for resolving conflicts in the workplace. Employees who can articulate their perspectives and listen to others are better equipped to address disagreements constructively, maintaining a positive work environment.
5. **Better Decision Making:** Clear communication enables the sharing of information and knowledge, leading to better decision-making. Employees who can convey their insights and understand the viewpoints of others contribute to more informed and strategic organizational decisions.

Research Questions:

To explore the question “How management can improve their communication skills to enhance employee performance”, here are some sub-questions:

- What specific communication skills do managers need to develop to effectively lead their teams?
- What impact does communication between management and employees have on reducing workplace conflicts and misunderstandings?

- How do effective communication skills influence employee job satisfaction and engagement?
- How can managers provide constructive feedback to employees in a way that promotes growth and productivity?

3. Research Objectives:

- Enhance leadership effectiveness and determine the communication abilities that directly contribute to a manager's ability to inspire, guide, and motivate their team members.
- Identify communication gaps and Pinpoint areas where communication breakdowns commonly occur between management and employees, leading to conflicts and misunderstandings.
- Understand employee perceptions and explore employees' perceptions of management communication and how it affects their satisfaction and engagement.
- Explore how employees perceive and respond to various feedback methods and what makes feedback feel supportive and motivating.

4. Research Hypotheses:

Communication is a social interaction that can describe the extent of collective action and cooperation of the parties involved in the communication process (Rickheit & Stoner, 2008). The creation of good relationships and cooperation among employees and other stakeholders is the key to the successful implementation of work tasks.

One of the efforts to improve job performance of employees is through employee involvement in the organizational development process. Employee involvement is always associated with good communication between employees and those responsible for decision making. According

to Macey et al. (2009) engagement is a very powerful concept because it captures the idea of employees, works with passion, and provides a competitive advantage of available human resources. Involvement occurs when employees feel safe to take action that comes from their own initiative.

Main Hypotheses: communication is positively and significantly related to employee performance.

Based on theoretical studies, previous research results, the following is hypotheses in this study:

Hypotheses 1: Individual characteristics of employees have a positive and significant influence on all elements of communication skills.

Hypotheses 2: Work motivation has a positive and significant influence on all elements of communication skills.

Hypotheses 3: Human resource development (HRD) has a positive and significant influence on all elements of communication skills.

Hypotheses 4: Work environment has a positive and significant influence on all elements of communication skills.

Hypotheses 5: All elements of communication skills have a positive and significant influence on the achievement of employee performance targets.

Hypotheses 6: Management characteristics have a positive and significant influence on all elements of communication skills.

Hypotheses 7: Teamwork has a positive and significant influence on all elements of employee's performance.

Hypotheses 8: Technology has a positive and significant influence on all elements of communication skills and employee's performance.

Research Model



5. Scope of The Study:

GENUINE Communication Information Technology Company (CIFIC) located in Jeddah, Saudi:

Founded in 2021, Genuine stands at the forefront of the information technology industry, committed to revolutionizing the landscape through innovative solutions. At the heart of our mission is the drive to deliver genuinely cutting-edge solutions in artificial intelligence, parking management, the internet of things (IOT) and mobile/web development. Our dedication to authenticity, innovation and excellence guides every project we undertake, ensuring that we not only meet but exceed the expectations of our clients.

6. The Suggested Project Structure



1.Chapter 2: Literature Review

1.1. Introduction:

Performance is the result of work that has been achieved by employees in completing the tasks and responsibilities given by the company. Performance can be an illustration of the achievement of the implementation of an activity program or policy in realizing the company's goals, objectives, vision and mission of the company through strategic planning. According to Kasmir (2016) performance is the result of work and work behavior that has been achieved in completing the tasks and responsibilities given in a certain period. Meanwhile, according to Bangun (2012) performance is the result of work achieved by someone based on job requirements. Meanwhile, Mangkunegara (2015) stated that performance is the result of work in quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him. Furthermore Sedarmayanti (2012), says performance is the result of work that can be achieved by a person or group of people in an organization in accordance with their respective authorities and responsibilities to achieve the goals of the organization concerned legally, not violating the law and in accordance with morals or ethics.

According to Sutrisno (2016) job satisfaction is an employee's attitude towards work related to work situations, cooperation between employees, rewards received at work, and matters relating to physical and psychological factors. Meanwhile, according to Hasibuan (2016) job satisfaction is a pleasant emotional attitude and loves his job. Meanwhile, according to Mangkunegara (2015) job satisfaction is a feeling that supports / does not support the employee himself related to his work and with his condition. Furthermore, according to Sunyoto (2013) job satisfaction (job statistics) is a pleasant emotional state in which employees perceive their work. Sudarmanto (2015) states that organizational commitment is an individual's competence in binding himself to the values and goals of the organization. Furthermore, according to Griffin (2014) states that organizational commitment is an attitude that reflects the attitude of the extent to which an individual knows and is bound to his organization.

According to Ivanhevich in Sudarmanto (2015) Organizational commitment is defined as the degree to which employees are involved in their organization and wish to remain members, which contains an attitude of loyalty and willingness of employees to work optimally for the organization

where the employee works. Meanwhile, Neale & Northcraft in Sudarmanto (2015) also stated that organizational commitment includes three things, namely: first, strong belief in organizational goals and values; secondly, a strong will or seriousness in the interests of the organization; third, a strong desire to continue or always be a member of the organization. Communication ability is an ability to choose appropriate and effective communication behavior for certain situations. According to Onong Uchjana (2015) "Communication is the Syardiansah, Dyah Ayu Ardiyanti, Rudi Septian. The Effect Of Communication Skills, Job Satisfaction And Organization Commitment To Employee Performance the process of conveying messages by communicators to communicants through media that cause certain effects". Communication is not just exchanging thoughts and opinions, but activities carried out to try to change the opinions and behavior of other people.

According to Widjaja (2010) the notion of communication appears to have several components or elements covered, which are the occurrence of communication. These components are: 1) communicators (people who deliver messages or information). 2) message (information that will be conveyed by the communicator to the communicant). 3) the media (the channel that will be chosen to convey the message) 4) the communicant (the person receiving the message). 5) effect (Impact that occurs because of the message that has been delivered.) Impact can be positive or accepted, can be negative or rejected).

1.2. Communication Skills:

1.2.1 Communication:

The root of the word "communication" in Latin is communicate, which means to share, or to make common (Weekley, 1967).

Communication is defined as the process of understanding and sharing meaning (Pearson & Nelson, 2000).

Communication is fundamental to the existence and survival of humans as well as to an organization. It is a process of creating and sharing ideas, information, views, facts, feelings from one place, person or group to another. Communication is the key to the Directing function of management.

1.2.2 Communication Skills:

Refer to the abilities and competencies that enable individuals to convey, receive, and interpret messages effectively within various settings, including organizational, interpersonal, and group environments. These skills are crucial for ensuring clarity, reducing misunderstandings, and fostering collaboration among team members and stakeholders.

1.2.3 Process of Communication:

Communications is a continuous process that mainly involves three elements viz. sender, message, and receiver. The elements involved in the communication process are explained below in detail:

1. Sender

The sender or the communicator generates the message and conveys it to the receiver. He is the source and the one who starts the communication

2. Message

It is the idea, information, view, fact, feeling, etc. that is generated by the sender and is then intended to be communicated further.

Browse more Topics under Directing

- Introduction, Meaning, Importance & Principles of Directing
- Elements of Direction
- Incentives
- Leadership

3. Encoding

The message generated by the sender is encoded symbolically such as in the form of words, pictures, gestures, etc. before it is being conveyed.

4. Media

It is the manner in which the encoded message is transmitted. The message may be transmitted orally or in writing. The medium of communication includes telephone, internet, post, fax, e-mail, etc. The choice of medium is decided by the sender.

5. Decoding It is the process of converting the symbols encoded by the sender. After decoding the message is received by the receiver.

6. Receiver

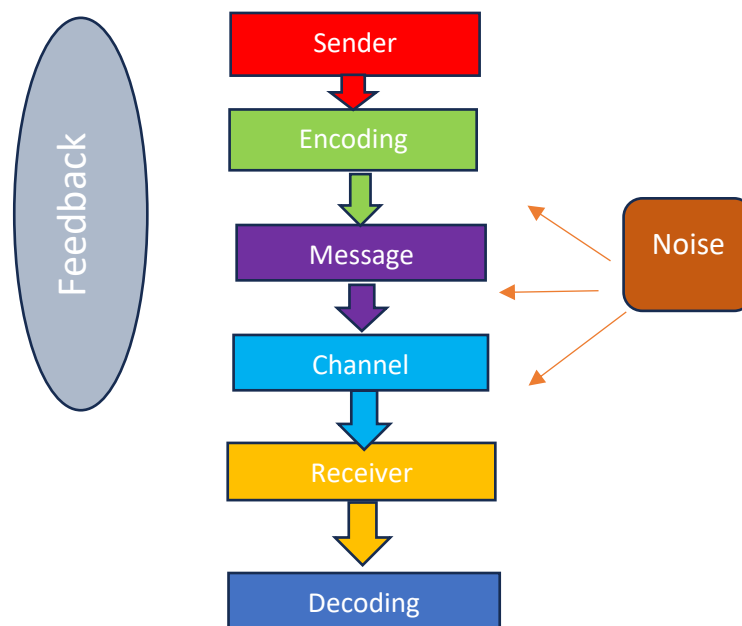
He is the person who is last in the chain and for whom the message was sent by the sender. Once the receiver receives the message and understands it in proper perspective and acts according to the message, only then the purpose of communication is successful.

7. Feedback

Once the receiver confirms to the sender that he has received the message and understood it, the process of communication is complete.

8. Noise

It refers to any obstruction that is caused by the sender, message or receiver during the process of communication. For example, bad telephone connection, faulty encoding, faulty decoding, inattentive receiver, poor understanding of message due to prejudice or inappropriate gestures, etc.



1.2.4 Types of Communication:

1. Formal Communication

Formal communications are the one that flows through the official channels designed in the organizational chart. It may take place between a superior and a subordinate, a subordinate and a superior or among the same cadre employees or managers. These communications can be oral or in writing and are generally recorded and filed in the office. Formal communication may be further classified as Vertical communication and Horizontal communication.

2. Vertical Communication

Vertical Communications as the name suggests flows vertically upwards or downwards through formal channels. Upward communication refers to the flow of communication from a subordinate to a superior whereas downward communication flows from a superior to a subordinate.

Application for grant of leave, submission of a progress report, request for loans etc. are some of the examples of upward communication. Sending notice to employees to attend a meeting, delegating work to the subordinates, informing them about the company policies, etc. are some examples of downward communication.

3. Horizontal Communication

Horizontal or lateral communication takes place between one division and another. For example, a production manager may contact the finance manager to discuss the delivery of raw material or its purchase.

Types of communication networks in formal communication:

- **Single chain:** In this type of network communications flows from every superior to his subordinate through a single chain.
- **Wheel:** In this network, all subordinates under one superior communicate through him only. They are not allowed to talk among themselves.

- Circular: In this type of network, the communication moves in a circle. Each person is able to communicate with his adjoining two people only.
- Free flow: In this network, each person can communicate with any other person freely. There is no restriction. Inverted V: In this type of network, a subordinate is allowed to communicate with his immediate superior as well as his superior's superior also. However, in the latter case, only ordained communication takes place.

4. Informal Communication

Any communication that takes place without following the formal channels of communication is said to be informal communication. Informal communication is often referred to as the 'grapevine' as it spreads throughout the organization and in all directions without any regard to the levels of authority.

Informal communication spreads rapidly, often gets distorted and it is very difficult to detect the source of such communication. It also leads to rumours which are not true. People's behaviour is often affected by rumours and informal discussions which sometimes may hamper the work environment.

However, sometimes these channels may be helpful as they carry information rapidly and, therefore, may be useful to the manager at times. Informal channels are also used by the managers to transmit information in order to know the reactions of his/her subordinates.

1.2.5 Barriers of Communication:

communication barriers may prevent communication or carry incorrect meaning due to which misunderstandings may be created. Therefore, it is essential for a manager to identify such barriers and take appropriate measures to overcome them. The barriers to communication in organizations can be broadly grouped as follows:

1. Semantic Barriers

These are concerned with the problems and obstructions in the process of encoding and decoding of a message into words or impressions. Normally, such barriers result due to the use of wrong words, faulty translations, different interpretations, etc.

For example, a manager has to communicate with workers who have no knowledge of the English language and on the other side, he is not well conversant with the Hindi language. Here, language is a barrier to communication as the manager may not be able to communicate properly with the workers.

2. Psychological Barriers

Emotional or psychological factors also act as barriers to communication. The state of mind of both sender and receiver of communication reflects in the effective communication. A worried person cannot communicate properly, and an angry recipient cannot understand the message properly.

Thus, at the time of communication, both the sender and the receiver need to be psychologically sound. Also, they should trust each other. If they do not believe each other, they cannot understand each other's message in its original sense.

3. Organizational Barriers

The factors related to organizational structure, rules and regulations authority relationships, etc. may sometimes act as barriers to effective communication. In an organization with a highly centralized pattern, people may not be encouraged to have free communication. Also, rigid rules and regulations and cumbersome procedures may also become a hurdle to communication.

4. Personal Barriers

The personal factors of both sender and receiver may act as a barrier to effective communication. If a superior thinks that a particular communication may adversely affect his authority, he may suppress such communication.

Also, if the superiors do not have confidence in the competency of their subordinates, they may not ask for their advice. The subordinates may not be willing to offer useful suggestions in the absence of any reward or appreciation for a good suggestion.

1.2.6 Communication Channels:

communication channels are the means by which people in a company communicate and interact with one another. Without the proper communication channel, it is exceedingly difficult for employees to align with the business objectives and goals, as well as drive innovation and progress in the workplace.

Along with Formal and Informal Communication Channels, we also have a few different types of channels used in business organizations. They are as follows:

1. Digital communication channels –To reach and engage their staff, most firms use digital communication platforms. They include a variety of online tools that employees utilize to stay in touch with one another and stay up to date on corporate news and developments. This form of communication channel is thought to be the most effective of all.

A few examples are social media, intranets, employee collaboration software, project management tools, feedback software, etc.

2. Face-to-face communication channels –Face-to-face communication is still vitally crucial in the workplace, despite the fact that electronic forms of communication are gaining over. It is still crucial since many situations require nonverbal communication (body language, gestures, signs, facial expressions, etc.).
3. Written communication channels –Within corporations, this sort of communication is nearly extinct. However, textual communication is still required when communicating critical policies, letters, memos, manuals, notices, and announcements to employees. But, for external communications with the customers, retailers, distributors and other individuals, written communication is still the most effective.

A few examples are emails, live chat, text messages, blogs, newsletters, written documents, etc.

1.2.7 Verbal Communication:

Vocal communication is accompanied by auditory signals produced by a vibrating organ, such as the larynx in mammals' throats. Vocal communication is the process through which speakers' express emotions by changing the nonverbal components of their speech, and listeners use nonverbal aspects of speech to infer the speaker's emotional experience. This comprises aspects of the voice such as intonation, stress, volume, speed, and accent interference. We use vocal communication to frame our message more effectively. This form of communication, as well as voice features such as pauses and focus stress, are used to build a structure that allows the listener to follow your message.

- **Intonation** – Intonation defines how the pitch of your voice increases and falls during a speech. A shift or variation in pitch can have an impact on the meaning of what we say.
- **Stress** – Stressing is the process of emphasizing a word or statement in order to bring attention to it. Stress syllables and words are said louder, for a longer period of time, and with a higher pitch. When the speaker is monotone, these crucial cues are missing, and the message becomes puzzling.
- **Pauses** – The pause allows the speaker to gather his or her thoughts before making the final argument. This allows the audience to stay up with you while also giving them time to process what you just stated.
- **Focus Stress** – The listener's attention is drawn to a certain word or phrase when there is focus tension. The employment of focus stress is used to clarify, emphasize, or demonstrate the difference.
- **Pace** – Pace is the rate at which you speak. The pace might be rapid, slow, or moderate, and it can fluctuate throughout. It is claimed to vary the tempo, quickening up at times and then slowing down depending on the scenario and the significance of the context, in order to keep the audience's attention.

1.2.8 Nonverbal Communication:

Non-Vocal Communication is the technique of transmitting meaning without the use of written or spoken words. Non-verbal communication refers to any communication between two or more people that involves the use of facial expressions, hand motions, body language, postures, and gestures. These non-vocal cues can provide insights, supplementary information, and significance in addition to spoken communication.

Non-vocal elements such as unspoken symbols, signs, and signals to express meaning are examples of verbal communication. Non-vocal elements such as body language, gestures, facial emotions, and eye contact are examples of nonverbal communication.

- **Signals**

Signals are movements that are used to express to others one's wants, desires, and feelings. Signaling is a type of expressive communication. The primary goal of signals is to change a single environmental aspect in order to attract attention and convey meaning.

- Signs

Signs do not belong to any specific language, although they are found in practically every region of the world. The primary distinction between a sign and a signal is that a sign (such as traffic lights or a police officer's badge) has inherent meanings, but a signal (such as a scream for aid) is only a means through which extrinsic meanings can be formulated.

- Symbols

The symbol has been defined as any device that can be used to create an abstraction. Symbols are visual representations of an event, activity, object, person, or location that can be used to convey information about that event, action, thing, person, or location. Symbols can be used to communicate in both receptive and expressive modes. The more closely a symbol resembles what it represents, the more tangible it is.

- Icons

An icon is a visual representation of an application, a capability, or another concept or distinct thing that has meaning for the user. Icons are typically thought to be dense collections of linked and unconnected symbols.

- Gestures

A gesture is a movement of the hand, arms, or other bodily part meant to express or accentuate something, most often while speaking. Gestures can also develop a communication lexicon that is more or less unique to each culture.

- Proxemics

Proxemics is the study of how people from diverse cultures use time and space, as well as body positions and other elements, to communicate. The proxemics is the study of what people express by standing closer or farther apart. Standing very close to someone to whom we are

about to disclose something private is one example. Another example is backing away from someone when we feel our personal space is being infringed upon.

3.1. Employee Performance:

3.1.1 Employee Performance

Employee performance is commonly defined as the behavior exhibited by an employee while performing a particular task assigned by the employer. It also relates to the outcome produced by a particular employee in an organization. Fuertes et al. (2020). indicates that employee performance is associated with the achievements of every employee in accordance with the different rules, regulations or expectations of the organization or employer. According to Jiang et al. (2020), the nature of employee performance reflects the abilities and capabilities of each individual employee in an organization. In this case, most competent and skilled employees tend to exhibit a high level of expertise and commitment on the job which leads to greater employee performance as compared to those with less expertise and skills. However, most scholars assert that there are additional factors that influence the level of employee performance other than skills, competence and expertise or professionalism, effective communication in an organization is among the most essential factors that influence employee performance and productivity levels. Fuertes et al. (2020) assert that excellent employee performance is essential in the creation of high-quality services for customers and higher profitability for organizations. These benefits of enhanced employee performance tend to lead to sustainable competitive advantage in the long run. The zeal and commitment of employees is normally boosted when the other employees or managers in the organization are undertaking their jobs effectively. The nature in which the organization interacts or communicates with the employees plays a key role in improving employee performance since it acts as a source of motivation and new knowledge, or skills Jiang (2020).

Employee performance is a measure of how an employee fulfils the duties of their role and behaves within a workplace. It is important to every aspect of the business because it can affect

customer satisfaction, the company's bottom line, company culture, and staff retention rates, to name a few consequences.

Employee performance includes the quality, efficiency, and effectiveness of an employee's output. An employee's performance is also indicative of how valuable they are to the organization. Employees are an investment, so their return on investment is essentially calculated by their performance.

3.1.2 Measuring Employee Performance

There are various ways to measure employee performance. The metric you choose to use will likely depend on the nature of your business. That being said, let's look at some of the standard ways to calculate employee performance:

1. Effectiveness

All of the upcoming measurements are fruitless unless they are effective. Effectiveness comes down to measuring the degree at which the work is successful at producing desired outcomes. So, rather than focusing on the means to the end, you must focus on the end itself.

Many companies will focus all their efforts on evaluating employee performance based on efficiency, but if the work that's being done might not actually be helping the organisation reach its goals or could be producing waste, then efficiency is a moot point (and can even be counter-productive). Ultimately, you want your employees to deliver value to the customer and business (all the while being efficient, see next point).

2. Efficiency

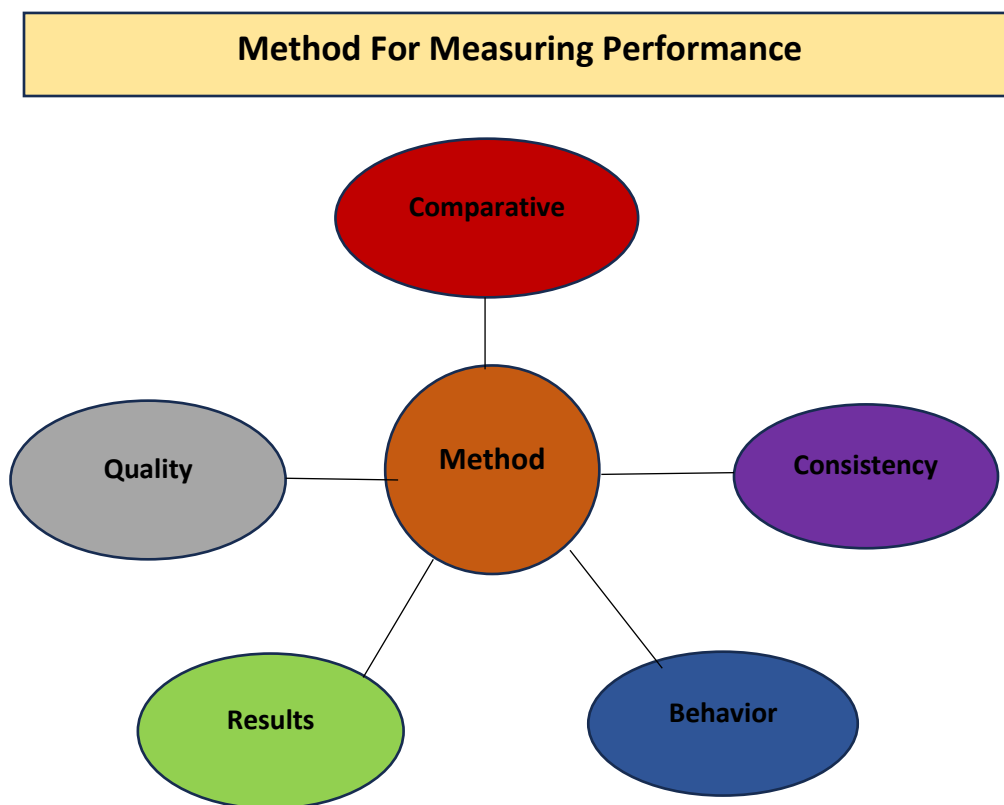
In some cases, an employee's output is easily quantifiable. For these types of work environments (i.e. sales, technical work, etc), you can measure an employee's speed and efficiency. Maximum efficiency results from achieving the highest outputs at the lowest costs. To deduce efficiency, answer questions like: How much did said employee accomplish in X amount of time, and was that in line with what was expected? Have deadlines been met? Is the work product the best it can be?

3. Quality of Work

A key performance indicator often comes down to the quality of the work produced. This requires a set of standards to be set in advance by which the work can be evaluated against. When an employee's quality of work is impacted, there are direct effects to the business, including decreased customer satisfaction, costly mistakes, and unhappy co-workers. That's why it's of great importance to keep an eye on work quality and address issues as they arise.

4. Consistency

Trust and consistency are pivotal within a workplace. Part of employee performance will come down to how well they work overtime and whether or not they can reliably complete tasks on time and independently. Employees who feel aligned with business objectives tend to care more about their work and can therefore more reliably fulfill tasks to the best of their ability while upholding the company's standards.



Designed by researcher

3.1.3 Employee Performance Influences

A workplace is an ecosystem in which many variables come together to impact overall outcomes.

When it comes to employee performance, personal preferences, employers, goals, expectations, support systems and the like all play a role in how an employee works, feels, and behaves.

Let's take a look at some of the key factors that affect employee performance:

- Job satisfaction
- Training and development
- Goals and expectations
- Employee engagement
- Company culture

All of these things have something in common, namely how an employee is made to feel and does feel while doing their work. An employee's emotions impact their behavior and work, and therefore, the overall company goals and customer experience.

Employees need to be aware of how they feel so that they can continue to deliver their best work. Employers can help empower employees to do so by incorporating an employee wellbeing tool within the organization. These tools help both employers and employees.

With these tools employers can assess your employee's mood anonymously, by providing true insights of what makes an impact on employee mental health and wellbeing. This enables employers to provide proactive support based on real time data.

The tool also helps employees better understand their emotions through self-diagnosis, so they proactively support their own mental wellbeing and performance.

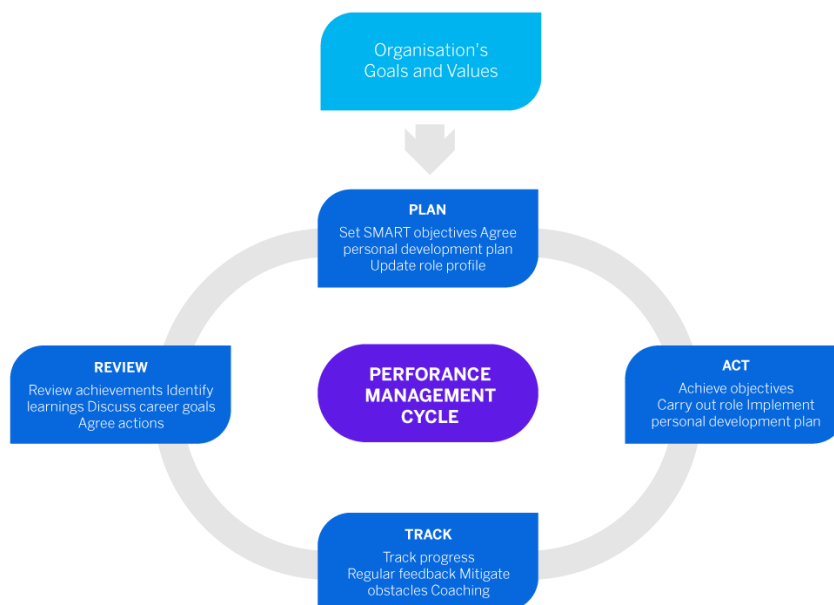
When employees have the time to analyze how they feel and actually be made aware of it, they will be equipped to resolve any issues or tension so that their performance doesn't have to suffer, and they can get the support they need.

3.1.4 Performance Management Cycle

Traditionally, performance management processes would run on a yearly cycle. An employee would sit down with a manager at the start of the year and set objectives with them, then 12 months later they would analyze how they'd done. They usually followed this routine:

- **Plan:** Setting SMART (Specific, Measurable, Agreed, Realistic and Timely) objectives, and other types of development planning.
- **Act:** where the employee gets down to the business of working and achieving their objectives, with consistent coaching from their managers and the wider organisation.
- **Track:** employees logged progress at any time, reaching milestones on their way to bigger targets.
- **Review:** a more formal performance appraisal sit-down between a manager and employee, to look at how things went, and either maintain or evolve individual objectives.
- **Reward:** Employees with high performance are recognized for their sterling work with rewards such as an annual bonus, salary increase, promotion, autonomy or awards.

The performance management cycle



3.1.5 performance management system

It's a mechanism for tracking employees' performance consistently and measurably.

Spreadsheets and manual tools are out, in favour of performance management software, powered by AI, natural language processing (NLP) and machine learning.

Employees can report regular, candid feedback on how they're performing against their individual goals, then evolving those objectives as they're reached or become irrelevant due to changing business priorities. It also includes giving constant and job-specific coaching in between major reviews. Practically speaking, your performance management system can include many different, interconnected processes, such as:

- Personal achievements: a list of major successes in an employee's career aligned to the company's strategic objectives
- Employee journey: from application to exit and all the moments in between
- Attendance statistics: how many days absence and presence Individual goals and objectives: these should be matched to the job description and required competencies
- Surveys: including pulse, 360 feedback and employee engagement
- Personal development plans: with actions and objectives for the employee
- Performance appraisals: annual or quarterly, usually led by a manager
- Leadership development programs: to nurture your current leaders and identify your future ones

3.1.6 Best Strategies for Improving Employee Performance

- Set clear goals
- Reward and recognize your employees
- Have open lines of communication
- Identify and solve the root causes of poor performance
- Provide training opportunities
- Continuously monitor employee performance
- Keep deadlines realistic
- Balance accountability and authority

- Consider remote working options
- Enable employees with collaborative learning opportunities
- Avoid micromanaging
- Overcome skill gaps with reskilling and upskilling opportunities
- Offer internal leadership opportunities and clear career paths

3.1.7 Common Causes of Employee Performance Problems

Employees face many challenges to remain productive. From personal to cultural issues, here are a few root causes that negatively impact employee performance and result in problems in 2024:

1. Unengaging work

Everyone wants to do meaningful work, the work that puts their talents and abilities to good use. When managers fail to assign roles and responsibilities to the employees according to their expectations and skillset, or when employees don't feel challenged in their job role, they tend to get disengaged from their work. They will give you their time, but not their best effort or best ideas. And their degree of commitment towards your organization begins to suffer. The cost of employees being disengaged from their work is employee turnover, absenteeism, and low performance levels. On the other hand, engaged employees are 44% more productive than workers who are just satisfied in their roles, and overall, it improves employee performance. Employee engagement can't be forced and there are a lot of factors that influence how engaged an employee is on the job. Work culture, team communication, company reputation, and personal factors all play a role. Here are some of the ways to improve employee engagement in your organization: Leaders must effectively communicate with their employees on everything from day-to-day expectations and responsibilities to larger company goals and organizational decisions. Increase meaningful work and reduce repetitive work. Analyze employee skills and competencies to assign suitable roles and responsibilities. Invest in employee development plans to promote growth and development. Show recognition and appreciation. Ask for employee feedback frequently.

2. Poor employee onboarding, training, and support processes

Attracting, developing, and retaining high-performing employees are the core of successful companies making effective training and onboarding imperative for organizations. Less knowledge and training lead to a lower level of performance, resulting in less profit. On the other hand, well-trained employees with the skills necessary to perform their job deliver high-quality work and positively impact the organization. Manually creating individual onboarding and training programs that align with your employees' training goals is time-consuming and inefficient—and if your company has over 100 people, it is likely impossible. To overcome this challenge, invest in employee onboarding and training software like What fix to create personalized learning programs. What fix integrates with your digital tools to provide automated, personalized, and engaging employee onboarding and training programs at scale by assigning learners contextual task lists containing interactive walkthroughs. Walkthroughs are a series of step-by-step prompts that show users how to complete a specific process by guiding them through each step, showing them relevant knowledge videos, or providing informative articles. DAPs work hand-in-hand with learning management systems and eLearning software like xAPI and SCORM for you to track learners' progress and build more relevant content in the future.

3. A digital skills gap

The rapid changes due to emerging technologies and disruptive forces lead to a difference between an employee's current abilities and the skillset best suited for their job. According to a recent CareerBuilder survey, 45% of respondents reported that a gap in skillsets caused a loss in overall productivity. To respond to this skills gap, organizations must assess their existing workforce and develop active training programs and recruitment strategies to meet the moment. Conduct a skill gap analysis that results in a list of skills your employees already have, where they need to improve, and what they need to develop. From there, organizations can address these skill deficiencies using online courses and training programs to build a team of skilled workers that align with your company's needs. Technology can make solving skills gaps easier, especially in the new remote business environment. Instead of spending hours and money giving employees in-person walkthroughs of new tech, consider using a digital adoption platform (DAP) to enable on-demand employee training. DAPs deliver step-by-step in-app guidance on key workflows within the new application or software to train users in real-time. The platform

allows you to create task lists and self-help widgets for employee training within the application to empower users to become proficient quickly and avoid any skill gaps.

4. Reliance on outdated software and business processes

Technology evolves at an alarming rate, and by the time you adopt new technologies and systems, there's something new and more efficient coming along right behind it. If you're still using outdated tech, it immediately impacts your business performance. Your employees need technology to have a system with accurate customer information, details on quoting, inventory, asset knowledge, and provide the best customer service. Without the right technology, it is nearly impossible, and your business may fall short. Investing in new and improved enterprise technology solutions is an expensive and challenging process, but it's something that no business should ignore. However, technological changes are often improperly defined and poorly communicated, which scares and frustrates your employees and ultimately leads to resistance. When introducing new technology, you must have a solid transition plan. People want to know why technology is necessary, what makes it better than previous solutions, and how you will support them during the transition. For example, if you plan to switch from an outdated CRM to Salesforce, start by justifying the change. Explain that Salesforce will allow the team to manage leads while engaging with current customers. Be sure to point out key benefits, like keeping marketing, customer relations, and detailed analytics all in one place. You can build confidence in the change by explaining that the transition will be supported by various change management tools that offer capabilities such as in-app training, weekly check-ins, and an internal chat for handling questions.

5. No goals defined

Setting goals is an important practice in any organization. It's an essential part of the performance management process and is used to achieve business objectives. A clearly defined set of goals visualizes and actualize success, driving employee performance. The SMART goals method simplifies this process by providing five criteria points for creating goals – specific, measurable, achievable, relevant, and time-bound. Defining these parameters ensures that the objectives are attainable within a particular time frame. This approach eliminates generalities and guesswork, assigns a clear timeline, and sets employees up for success. Defining SMART goals makes it easier for managers to track their employees' progress while completing the goals.

6. Cultural, political, and world issues

A hostile work culture can affect employee productivity, increase turnover, and make employees feel disconnected from their work and workplace.

When organizations promote a culture of transparency, set clear expectations, provide continuous feedback, and offer the right recognition, employees understand what is expected of them and become more productive and efficient. A positive organizational culture, when used right, can retain your top layer of talent, boost performance and productivity, and create self-reliant, independent, and responsible employees.

4.1. The relationship between Communication Skills and Employee Performance:

4.1.1 Introduction

Performance is the result of work that has been achieved by employees in completing the tasks and responsibilities given by the company. Performance can be an illustration of the achievement of the implementation of an activity program or policy in realizing the company's goals, objectives, vision and mission of the company through strategic planning. According to Kasmir (2016) performance is the result of work and work behavior that has been achieved in completing the tasks and responsibilities given in a certain period. Meanwhile, according to Bangun (2012) performance is the result of work achieved by someone based on job requirements. Meanwhile, Mangkunegara (2015) stated that performance is the result of work in quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him. Furthermore Sedarmayanti (2012), says performance is the result of work that can be achieved by a person or group of people in an organization in accordance with their respective authorities and responsibilities in an effort to achieve the goals of the organization concerned legally, not violating the law and in accordance with morals or ethics. According to Sutrisno (2016) job satisfaction is an employee's attitude towards work related to work situations, cooperation between employees, rewards received at work, and

matters relating to physical and psychological factors. Meanwhile, according to Hasibuan (2016) job satisfaction is a pleasant emotional attitude and loves his job.

does not support the employee himself in relation to his work and with his condition.

Furthermore, according to Sunyoto (2013) job satisfaction (job statistics) is a pleasant emotional state in which employees perceive their work. Sudarmanto (2015) states that organizational commitment is an individual's competence in binding himself to the values and goals of the organization. Furthermore, according to Griffin (2014) states that organizational commitment is an attitude that reflects the attitude of the extent to which an individual knows and is bound to his organization. According to Ivanhevich in Sudarmanto (2015) Organizational commitment is defined as the degree to which employees are involved in their organization and wish to remain members, which contains an attitude of loyalty and willingness of employees to work optimally for the organization where the employee works. Meanwhile, Neale & Northcraft in Sudarmanto (2015) also stated that organizational commitment includes three things, namely: first, strong belief in organizational goals and values; secondly, a strong will or seriousness in the interests of the organization; third, a strong desire to continue or always be a member of the organization. Communication ability is an ability to choose appropriate and effective communication behavior for certain situations. According to Onong Uchjana (2015) "Communication is the process of conveying messages by communicators to communicants through media that cause certain effects". Communication is not just exchanging thoughts and opinions, but activities carried out to try to change the opinions and behavior of other people. According to Widjaja (2010) the notion of communication appears to have a number of components or elements covered, which are the occurrence of communication. These components are: 1) communicators (people who deliver messages or information). 2) message (information that will be conveyed by the communicator to the communicant). 3) the media (the channel that will be chosen to convey the message) 4) the communicant (the person receiving the message). 5) effect (impact that occurs because of the message that has been delivered.) Impact can be positive or accepted, can be negative or rejected).

4.1.2 Internal Corporate Communication Process

Management should work on people centric approach and meet the targets assigned within the time frame. The approach would require management to work in teams and ensure the tasks they have undertaken, the efficiency with which they are carried out are performed properly as these are very important parameters. The main aim of their involvement in the tasks they have undertaken, the efficiency with which they are carried out, is a very important parameter, bearing in mind that it requires management to work together in teams. Management deals with the harmonization of their activities, preparation, organization and synchronization of pre-established objectives, levels, budget management and assessments, as a result of the work carried out. These management functions which support work within the organization bring vitality in the work culture. The work force of the organization who put effort and execute the tasks assigned to attain the objectives, will benefit from the results of the strategy or not?

Therefore, a manager who is responsible for management functions will use the processes of communication in order to make it clear to coordinate its business activities, to make decisions and execute them, in order to conclude partnership and cooperation agreements etc.

Communication, from a management point of view, is the process by which people are informed and guided to achieve the best results. To communicate effectively means not only putting your thoughts correctly and presenting them in an accessible way, but also expressing them in a way that would capture the attention of the receiver (Beattie and Ellis, 2014).

Communication makes interaction between team members possible. A manager has to establish common grounds between teams through effective communication. Through communication, organization activities go on correctly. A good manager uses effective communication to obtain feedback and give clear instructions to team members. Members of the team have a vital role to convey any grievances or feedback to the manager and give progress reports to the manager so that the job can be completed on time. Communication is used to make interpersonal connections and to convey issues between team members and colleagues.

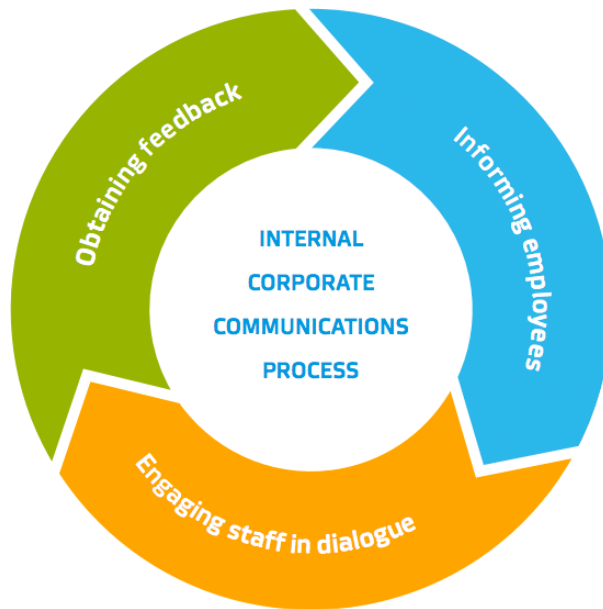


Figure: Internal corporate communication process

Communication, as a management tool, intends to establish work ethics, interpersonal skills, align employees towards the common goal, assist in achieving targets on time.

Managerial communication shall take into account a number of conditions:

- A clear, precise and full message which shall be understood by all team members.
- The accuracy and speed of message delivery.
- The way of communication with the body language of the manager.
- The language of delivery and the comfort of manager and employees
- The choice of words and simplicity.

4.1.3 Communication and organization culture

The fundamental principle for an organization is to create a culture where all relevant persons are involved in the communication loop so that the important information reaches the concerned persons and actions can be taken accordingly. If the information does not reach the relevant persons, the teams will not act diligently, which will not be in the best interest of the organization. This is a crucial point for the management and must be considered in analyzing as to how the communication channels should be designed in an organization.



Figure : Organizational culture and communication (Source: Kandlousi, et al, 2010)

Communication as a asset shall be harnessed and developed for achieving goals which are set by management and are of major importance. Permanent contact with the developing organization creates connections: whether you are with your customers, suppliers, competitors, employees, or other audiences, all of which cannot exist without a communicative potential (Slatten, Göran and Sander, 2011). Organizational communication can be categorized as inside communication and outside communication. Internal communication is information exchange within the organization. Various mode can be used to exchange messages such as telephones, internet, e-mails. In external communication the messages goes outside as well as inside the organization. Brochures, advertisements, letter or any form of contact between persons inside and those outside the Organization are part of this communication strategy. External communication accounts the brand identity, the identity of organization, the company campaigns and the image of organization.

4.1.4 Managing Communication in Organizations

Communication is the key mechanism for achieving integration and coordination of the activities of specialized units at different levels in the organization (Radovic Markovic, 2011). Managing communication in an organization requires more than an understanding of the communication process. Managers must be effective communicators themselves, and they mst also encourage

employees to communicate effectively. They can plan well and control the working of their organizations. They have the skills to transfer their policies, decisions, objectives and job instructions to the persons working with them at all levels. So these skills are quite essential for businessmen to perform their managerial functions. Such communication organizations take the pattern of Interpersonal communication, group communication and internal communication (i.e. the exchange of messages among organizational members). Every organization has a formal communication system in which the flow of information is dictated by the official organisational structure. Formal channels follow the organisation's arrangement of the various levels, divisions, departments and job responsibilities. In an organisation chart, the line of authority that links the chain of command are the formal channels managers and employees use to transmit official information. Formal communications can take many forms including phone calls, memos, report, staff meeting, department meetings, seminars, company's newsletter and official notices. Effective vertical communication provides people on lower level with information about plans, schedules, policies and procedures to help them accomplish their work and it provides upper level management with feedback to determine the responses to messages sent downward. Downward communication is the flow of information from highest to lowest level in the organizational hierarchy. Managers use it to accomplish a variety of key organizational functions and objectives as follows:

- ☐ To clarify and build support for the organization mission,
- ☐ To instruct, direct, query or reward employees,
- ☐ To explain policies, rules, regulations and codes of practices,
- ☐ To provide feedback from management, and
- ☐ To share information about the organization's health and about key elements in the external environments.

On the other hand upward communication is the flow of information from lower to higher levels in the organization. Managers encourage upward communication to perform the following important functions:

- ☐ To gather valuable information,

- ☐ To give employees the opportunity to air grievances,
- ☐ To find out when employees are ready for information from management,
- ☐ To get feedback from the employees in the forms of reports, complaint, suggestions, advice, e.t.c., and
- ☐ To get information about work problems.

4.1.5 Impact of Effective Communication on the Organization

Effective business communication is essential for the success of any organization, as it helps to build a healthy working environment, boost employee engagement and satisfaction, improve organizational performance and help a business outperform its competition. Here are some key reasons why communication is important in business organizations:

1. Setting direction and goals: Effective

communication helps to align the goals and objectives of the organization and its employees at all levels of management. It ensures that everyone understands the direction of the organization and what is expected of them in achieving those goals. Communication facilitates coordination and collaboration between different departments and teams within the organization. It helps to ensure that everyone is working towards the same goals and that tasks are being completed efficiently and effectively.

2. Enhances relationships: Good communication

fosters positive relationships between employees, departments, and external stakeholders. Effective communication can help to build stronger relationships with customers and stakeholders by providing clear and timely information about products, services, and organizational changes. This can lead to better teamwork, increased job satisfaction, increased trust, loyalty.

3. Facilitates decision-making: Effective

communication is essential for making informed decisions. It provides the necessary information, data, and insights that enable managers to make

sound decisions. This enables them to identify opportunities and risks, and make informed decisions that are aligned with the organization's goals and objectives. Without clear and accurate information, decision-making can be compromised, which can have negative consequences for the organization.

4. Increased innovation and creativity: Effective

communication can promote innovation and creativity by encouraging employees to share their ideas and collaborate on new projects. This can lead to the development of new products, services, and processes that can give the organization a competitive edge. Creativity also produces phenomenal results in employees' productivity and encourages them to manage their work with more efficacies.

5. Managing conflicts: Effective communication

helps to manage conflicts and misunderstandings within the organization. When employees feel comfortable expressing their concerns, issues can be addressed before they escalate into larger problems. It also enables managers to address issues and concerns in a timely and effective manner, thereby reducing the negative impact of conflicts on organizational performance.

6. Improves customer satisfaction: Effective

communication also leads to better customer satisfaction. When employees communicate clearly and effectively with customers, it builds trust and helps to meet their needs and expectations.

7. Facilitates change management: Effective

communication is essential during times of change, such as when a new policy is implemented or when the organization is undergoing a restructuring. Clear communication can help to reduce resistance and confusion among employees and stakeholders.

8. Supports organizational culture: Communication

helps to establish and reinforce the culture of an External communication can also have a significant impact on an organization's success or failure.

5.1 Conclusion

Communication is a crucial element in the modern world of global competition, and every business entity, regardless of its location or size, is affected by it. The advancements in technology have made communication much easier and efficient, and it has become an integral part of every business strategy. Effective communication is the foundation of successful relationships and businesses. It enables individuals to express their thoughts, ideas, and concerns, which leads to greater understanding, collaboration, and ultimately success. In the context of corporate organizations, effective communication plays a crucial role in managing change, as it helps employees understand the reasons for the change, the expected outcomes, and their role in the process. This helps build trust and a sense of community, which in turn motivates employees to participate in the change process and work towards the organization's goals. Effective communication can also foster trust and cooperation within an organization, which can positively impact business development. By recognizing the different forms of business communication and understanding their various benefits, businesses can leverage communication to build stronger relationships and achieve their goals more efficiently. Effective communication also helps in building a positive brand image, attracting customers, and building long-term relationships with them. Therefore, it is essential for organizations to recognize the value of communication and invest in developing communication skills among their employees. Technology has come a long way, and as easy as it is for us to communicate with people, it is just as hard to understand. For example, face to face communication is not as common as it once was, therefore, emails and written forms of communication have become more common. Internet services, in conjunction with existing and more widely used communication media, will enable the broadest enhancement of information and communication resources. Although easily accessible, it eliminates the nonverbal parts of communication such as facial expressions, tone, pitch etc. Without this nonverbal form of communication, people are quick to assume and may not always be assuming correctly. In this context, the ability to communicate effectively is an essential quality of a businessman. Through successful correspondence, he leads his business to success. Namely, success of any business lies in effective communication and because of that we can conclude our consideration with a statement, —Take care of communication and success shall take care of itself.

3. Chapter 3: Research Methodology

3.1. Introduction

This section describes the research instruments that were used to collect the required data in order to answer the research questions and test the research hypotheses. Accordingly, the researcher relied on survey method in collecting the quantitative data via questionnaires. The following sections present the instruments that were used to measure the research variables.

3.2. Operational definitions for research variables

- **Communication Skills:**

Refer to the abilities and competencies that enable individuals to convey, receive, and interpret messages effectively within various settings, including organizational, interpersonal, and group environments. These skills are crucial for ensuring clarity, reducing misunderstandings, and fostering collaboration among team members and stakeholders.

- **Employee Performance**

Employee performance is commonly defined as the behavior exhibited by an employee while performing a particular task assigned by the employer. It also relates to the outcome produced by a particular employer in an organization. Fuertes et al. (2020). indicates that employee performance is associated with the achievements of every employee in accordance with the different rules, regulations or expectations of the organization or employer. According to Jiang et al. (2020), the nature of employee performance reflects the abilities and capabilities of each individual employee in an organization.

3.3. Research design (research onion)

This study uses a positivist paradigm with quantitative approach reinforcement. The research problems studied from a positivist view are based on the need to identify the underlying factors that influence the outcome. The selected research strategy is descriptive explanatory survey method, so that later can be explained the causal relationship between the variables studied through the development of concepts and research information.

- Research Philosophy: Positivist.
- Research Approach: Deductive.
- Research Strategy: Case Study.
- Research Choice: Quantitative.
- Time Horizon: Cross-Sectional.
- Data Collection and Analysis Techniques: Statistical Analysis of Survey (Questionnaire).

- Positivism Definition:

Positivism relies on the hypothetico-deductive method to verify a priori hypotheses that are often stated quantitatively, where functional relationships can be derived between causal and explanatory factors (independent variables) and outcomes (dependent variables) Park, Y. S., Konge, L., & Artino Jr, A. R. (2020).

- Deductive:

Deductive research is a methodical approach in scientific inquiry that involves formulating hypotheses and testing them through experimentation to draw conclusions based on logical reasoning and evidence. AI generated definition based on: Research Methods for Cyber Security, 2017.

- Case study:

A case study is an appropriate research design when you want to gain concrete, contextual, in-depth knowledge about a specific real-world subject. It allows you to explore the key characteristics, meanings, and implications of the case. Case studies are often a good choice in a thesis or dissertation.

- Quantitative research:

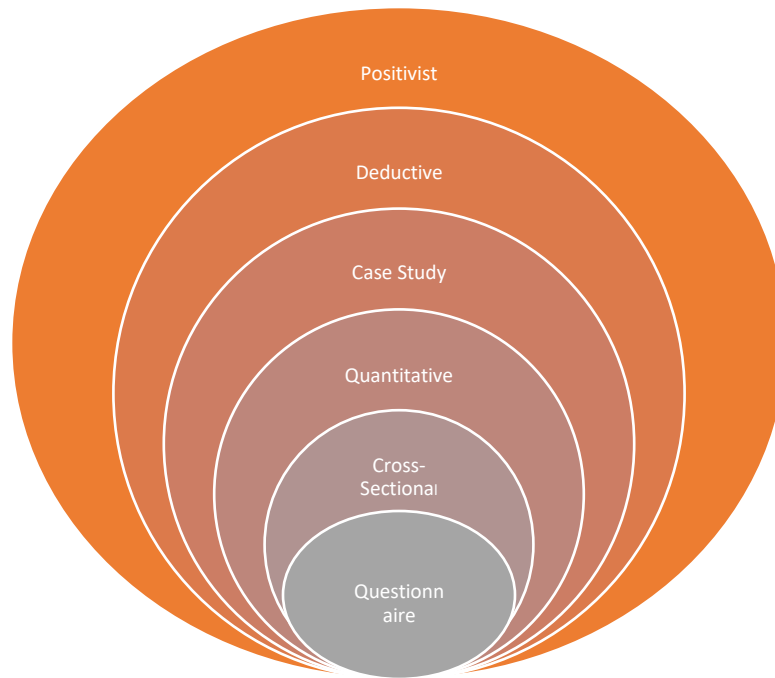
Quantitative research deals with numbers and statistics, while qualitative research deals with words and meanings. Quantitative methods allow you to systematically measure variables and test hypotheses. Qualitative methods allow you to explore concepts and experiences in more detail.

- Cross-Sectional:

Cross-sectional time horizon in research refers to the use of cross-sectional data to analyze and understand phenomena at a specific point in time. It involves examining a sample of individuals, units, or variables at a single point in time to draw conclusions about a population or to make predictions.

- Survey Method:

The methods used to collect survey data have evolved with the change in technology. From face-to-face surveys, telephonic surveys to now online and email surveys, the world of survey data collection has changed with time. Each survey data collection method has its pros and cons, and every researcher prefers gathering accurate information from the target sample.



Designed by: Researcher

3.4. Research population & Sampling methods and technique

This section provides information about the study population and sample. In addition, this section explains methods and techniques Which was developed to select the study sample and determine the sample size.

3.4.1 Research population

GENUINE Communication Information Technology Company (CIFIC) located in Jeddah, Saudi Founded in 2021, Genuine stands at the forefront of the information technology industry, committed to revolutionizing the landscape through innovative solutions. Includes 30 employees' total.

Place of Research	Population
GENUINE Communication Information Technology Company (CIFC) located in Jeddah	33 Employees

Table (1) Research Population Designed by: The Researcher

3.4.2 Research Sample

The research population includes samples of employees. It consists of 33 employees.

3.4.3 Sampling Methods and Technique

Samples are taken from non-probability samples using convenience samples via a questionnaire.

3.5. Data collection method

Data collection is the process of collecting and evaluating information or data from multiple sources to find answers to research problems, answer questions, evaluate outcomes, and forecast trends and probabilities. It is an essential phase in all types of research, analysis, and decision-making, including that done in the social sciences, business, and universities.

3.5.1 Independent variable (Communication Skills)

The researcher relied on the questionnaire of HTC Consulting Communication Skills Self-Assessment Inventory (2016). In order to measure the independent variable communication

skills, in terms of one dimension with overall 12 items for the whole variable. The instrument type is 5 points Likert-scale type

Variable	Dimension	Number Of Items	Source
Communication skills	Communication	12	HTC Consulting Communication Skills Self-Assessment Inventory (2016)

Table (2) A Scale Used to Measure the Independent Variable The Designed by: Researcher

3.5.2 The dependent variable (Employee Performance)

The researcher relied on the questionnaire of Ahmad, H., Ahmad, K., & Shah, I. A. (2010). Relationship between job satisfaction, job performance attitude towards work and organizational commitment. In order to measure the independent variable Employee Performance, in terms of 4 dimensions with overall 12 items for the whole variable. Job satisfaction dimension contains 2 items, Salary dimension contains 2 items, Work experience dimension contains 3 items and Job Performance dimension contains 5 items. The instrument type is 5 points Likert-scale type

Variable	Dimensions	Number Of Items	Source
Employee Performance	Job Satisfaction	2	Ahmad, H., Ahmad, K., & Shah, I. A. (2010)
	Salary	2	
	Work Experience	3	
	Job Performance	5	

		12	Total
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Table (2) A Scale Used to Measure the Dependent Variable Designed by: The Researcher

3.6. Types of data

In this section, it presents the primary data and secondary data that were used in the research.

3.6.1 Primary data:

Primary data was collected by using a questionnaire as the main tool for the study. The questionnaire was carefully designed to cover all aspects of the research topic and achieving the objectives of the study. The questionnaire was distributed to a representative sample of those targeted, and it was obtained at a high response rate. A quantitative analysis of the collected primary data was conducted using advanced statistical programs. Indicators and metrics were extracted. Relevant statistics to draw results and conclusions

3.6.2 Secondary data:

Previous studies related to the research topic were extensively researched. Research, books and articles were reviewed Scientific studies published in relevant journals. The information and data available on the website of the company institution under study were reviewed to understand the context and background Organizational and operational aspects of the topic under consideration. Secondary data was analyzed and interpreted in a systematic manner to build a strong theoretical framework that supports the field study and links the results with previous literature.

3.7. Statistical analysis procedures

This section will deal with statistical procedures for collecting practical data.

After collecting data, it is essential to analyze the information gathered to draw meaningful conclusions. As, the Statistical Package for the Social Sciences (SPSS), specifically version 28, was used to analyze the collected data.

The sample profile test was conducted, via descriptive analysis, to gain insights into the characteristics of the sample population. It helps researchers understand the demographics, preferences, and other relevant information about the individuals involved in the study.

Validity and reliability tests are crucial in ensuring that the data collected is accurate and consistent. Validity tests (Exploratory factor analysis) to determine if the research instruments measure what they are intended to measure, while reliability tests (Cronbach's Alpha test) assess the consistency of results over time.

In order to test the research hypotheses, simple and multiple linear regression tests were employed to test research hypotheses and examine the relationships between variables. These tests help researchers determine the extent to which one variable predicts another, providing valuable insights into the research questions at hand.

By utilizing these various statistical analyses within SPSS version 28, researchers can effectively analyze their data and derive meaningful interpretations to advance their research objectives.

3.8. Conclusion

In this study, the survey questionnaire was used to conduct an assessment and analysis of models of communication in organizations. In the studies which were made available during the research, the question of the efficiency of communication during the implementation of

change has never been supported by a survey. The results of this survey will be applicable in practice (on the management and employee levels) and will enable successful implementation of unavoidable changes as well as reduce the likelihood of unwanted consequences caused by the lack of an adequate method to communicate change.

4. Chapter 4: Statistical Analysis & Findings discussion

4.1. Introduction

This chapter presents the results of the field study that were statistically analyzed using both: SPSS statistical package version 28, and Smart-PLS 3.0 program. The current chapter of statistical analysis includes descriptive statistics for the sample under study using SPSS V. 28. Testing the validity and reliability of the questionnaires used to collect the required data from the current study sample using PLS 3.0. In addition, to test the research hypotheses and the suitability of the model, a simple linear regression analysis was conducted via SPSS 28 and the statistical results were confirmed by using PLS 3.0 S

4.2. Sample profile (descriptive statistics for research sample)

❖ The study sample items were distributed according to gender - age group - number of years of experience - nature of work - and educational level.

❖ The frequencies and percentages of the study sample individuals were calculated and represented in the demographic information that includes:

- Gender, which includes (male, female)
- Age group, which includes (less than 30 years, from 30 to 40 years, from 41 to 50 years, more than 50 years)
- Marital status (Single, Married, Divorced or widowed)
- Nature of work, which includes (Manager / Senior Staff / Junior Staff/Other)
- Educational level, which includes (associate degree / bachelor's degree / master's degree/Doctoral degree)

The following table, graphs and paragraphs clarify the classification of the sample under study, as follows:

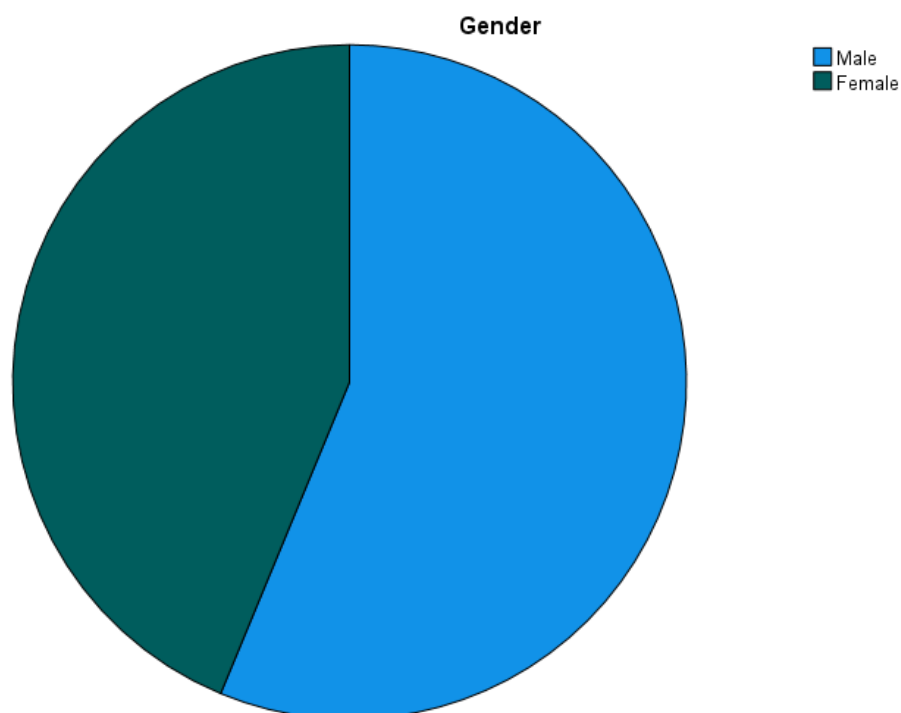
Variable	Classification	Percentage
Gender	Male	43.8%
	Female	53.3%
Age range	Under 20	12.5%
	21-30	43.8%
	31-40	28.1%
	41-50	15.6%
Marital status	Married	40.6%
	Single	34.4%
	Divorced	21.9%
	Widowed	3.1%
Educational Qualification	Associate degree	28.1%
	Bachelor's degree	53.1%
	Master's degree	12.5%
	Doctoral degree	6.3%
Nature of work	Management	37.5%
	Senior Staff	34.4%
	Junior Staff	3.1%
	Other	25%

Source: Prepared by the Researcher based on the statistical results of the field study.

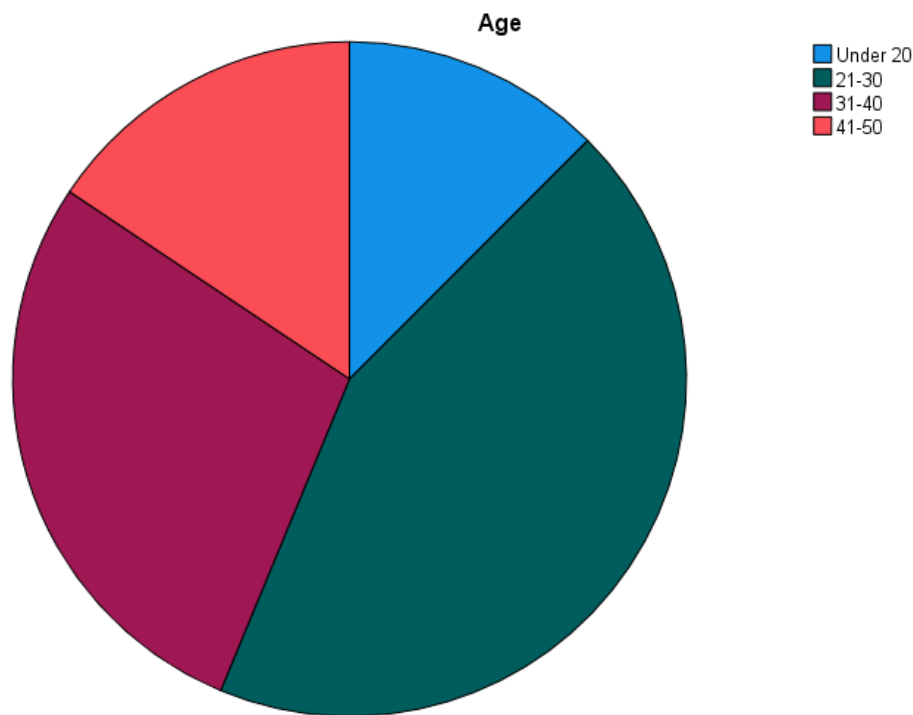
Statistics		Gender	Age	Education	Staff
N	Valid	32	32	32	32
	Missing	2	2	2	2
Std. Error of Mean		.089	.162	.145	.145
Std. Deviation		.504	.915	.822	.818
Variance		.254	.838	.676	.668

From the data in Tables the following results were extracted:

Regarding gender: The statistical results showed that, despite the closeness of the number of males and females in the sample, the number of females is greater than the number of males, as the number of males reached representing 43.8% of the total sample, while the number of females reached, representing 53.3% of the total sample. As shown in the following

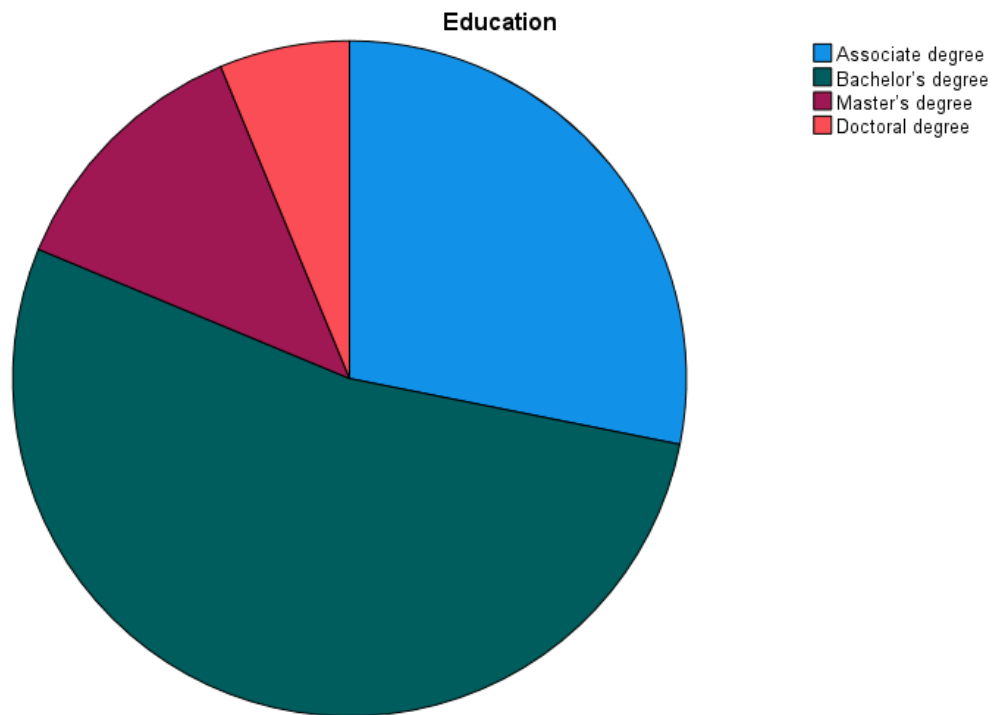


- **Regarding age** We note that most of the study participants belong to the middle age groups. The age group “between 21 and 30” has the highest percentage of 43%. It is followed equally by the age groups “31-40 years” with 28.1% each. As for the younger age group “under 20 years”, it represents the lowest percentage, with only 12.5%. This age distribution indicates that the study included more groups with longer work experience.



- **As for the educational level:** The number of those who hold a qualification of at least Doctoral degree represents 6.3% of the total sample. While the number of those who

hold the most qualification was bachelor's degree representing 53.1% of the total sample.



4.3 Validity & reliability tests for the questionnaires

Assessment of Respondents' opinion on whether the low level of Employee Performance is as a result of poor Internal Communication Processes

Response	Frequency	Percentage %
Strongly Agree	5	29%
Agree	7	41%
Strongly Disagree	0	0%
Disagree	3	18%
Neutral	2	12%
Total	17	100%

Source: Researcher

we discovered that 41% representing a majority of the respondents agreed that the low level of employees' performance in the organization could be attributed to poor internal communication processes. While 29% of the respondents strongly agreed on the assertion that employees' low performance levels could be attributed to poor internal communication processes, 12% of the respondents adopted a neutral stance while the other 18% disagreed. Nevertheless, the researcher, in order to provide an answer to the research question posed, sought to know as well from the participants in the study their awareness or knowledge of the existing communication policies in the organization and the responses of the participants.

Assessment of Respondents' opinion on whether an effective internal communication strategy/program can enhance Employee Performance

Response	Frequency	Percentage %
Strongly Agree	10	59%
Agree	4	24%
Strongly Disagree	2	11%
Disagree	0	0%
Neutral	1	6%
Total	17	100%

Source: Researcher

The respondents strongly agreed that an organization that has a sound and effective internal communication program or strategy will definitely have performant employees who contribute to organizational success. On the other hand 24% of the respondents were of the same view as those who recognized that an internal communication program can go a long way to enhance employee performance. While 11% of the respondents were neutral as to whether a communication program can enhance employee performance or not, 6% disagreed that it does not have any effect on employee performance. Again, the researcher sought to know from respondents what they thought could be done to improve the present internal communication in the organization.

The internal consistency validity of the questionnaire used to measure the study variables was tested, in addition to the experimental validity through the Extracted Variance Average. While the stability of the tangent was tested through the Cronbach's alpha coefficient through the structural equation model using the SPSS 26 statistical analysis program.

-1 Validity of the tangent

Internal consistency validity: It is the extent of consistency of each statement of the questionnaire to the variable to which it belongs.

Experimental validity: It is the average variance between the statements that touch the same tangent through calculating the average variance extracted and its value is greater than 0.05.

The internal consistency validity of the scales used to measure the study variables was tested, in addition to measuring the convergent validity by measuring the average variance extracted (AVE).

- Internal consistency validity: It means the extent of consistency of each statement of the questionnaire to the variable to which it belongs, so the researcher measured the internal consistency of the questionnaires by calculating the correlation coefficients between the score of each statement and the total score of the variable to which it belongs. According to the study of (1974) Kaiser, a correlation coefficient less than 0.5 is deleted from the questionnaire.
- Convergent validity: The average variance between the statements measuring the same scale is measured by calculating the average variance extracted (AVE), which must be greater than 0.5 according to (2006). Hair et al.

Variable	Statements	KMO	Factor loadings	Standard deviation	P Values	Average variance extract
Communication	A1		0.845	0.643	0.00	
	A2	0.630	0.822	0.665	0.00	
	A3		0.818	0.721	0.00	
	A4		0.727	0.874	0.00	
	A5		0.676	0.983	0.00	
	A6		0.717	0.990	0.00	1.00
	A7		0.857	1.234	0.00	
	A8		0.868	1.119	0.00	
	A9		0.620	1.127	0.00	
	A10		0.605	1.133	0.00	
	A11		0.983	1.145	0.00	
	A12		0.990	1.154	0.00	
Performance	B1	0.726	0.453	1.127	0.00	
	B2		0.676	0.734	0.00	
	B3		0.468	0.749	0.00	1.40
	B4		0.844	0.771	0.00	
	B5		0.771	0.553	0.00	
	B6		0.567	0.671	0.00	
	B7		0.856	0.896	0.00	
	B8		0.890	1.345	0.00	
	B9		0.553	1.487	0.00	
	B10		0.642	1.812	0.00	

	B11		0.875	1.560	0.00	
	B12		0.971	0.986	0.00	

Variable 1

- All statements 1A (to 6A) show good correlation coefficients (loadings factor) ranging between 0.676 and 0.883.
- This value indicates the internal consistency of the statements with the first variable.

Variable 2

- Most statements (5B 4, B 2, B 1, B) show very high correlation coefficients (0.844 to 0.983).
- Statement 3B has a relatively low correlation coefficient (0.453), which indicates weakness in its connection with the statement.

2. Experimental validity

- The average variance extracted (AVE) for the first variable is 1.00 and for the second variable is 1.40.
- 3. The P-values are greater than 0.50, indicating good experimental validity for both variables. - All P-values are 0.00, indicating that all relationships are statistically significant at the level of .05

The KMO value for the first variable is 0.630, and for the second variable 0.726. Both values are greater than 0.5, which indicates the suitability of the sample for factor analysis, noting that the value for the second variable is less than the minimum acceptable limit.

4.4. Descriptive statistics for research variables

The internal consistency validity of the scales used to measure the study variables was tested, in addition to measuring the convergent validity by measuring the average variance extracted (AVE).

- Internal consistency validity: It means the extent of consistency of each statement of the questionnaire to the variable to which it belongs, so the researcher measured the internal consistency of the questionnaires by calculating the correlation coefficients between the score of each statement and the total score of the variable to which it belongs. According to the study of (1974) Kaiser, a correlation coefficient less than 0.5 is deleted from the questionnaire.
- Convergent validity: The average variance between the statements measuring the same scale is measured by calculating the average variance extracted (AVE), which must be greater than 0.5 according to (2006). Hair et al.

The following tables show the statistical results for (correlation coefficients, standard deviation, calculated T value, The P-value is calculated between the score of each statement and the total score of the variable to measure the internal consistency validity of the questionnaires. Also, the average variance extracted (AVE) is calculated to measure the convergent validity of the questionnaires, through the structural equation model SEM-PLS,

Descriptive Statistics (Table1)

N	Minimum	Maximum	Mean		Std. Deviation	Variance	
	Statistic	Statistic	Statistic	Statistic	Std. Error	Statistic	Statistic
Job_Satisfaction	32	1	5	3.00	.241	1.362	1.855
Salary	32	1	5	2.42	.168	.951	.905
Working_Experience	32	1	5	2.96	.188	1.063	1.131
Job_Performance	32	1	5	3.02	.186	1.054	1.112
Employee_performance	33	1	4	2.90	.159	.914	.835
Valid N (listwise)	31						

Correlations (Table2)

Job_Satisfacti on	Salary	Working_Ex perience	Job_Perfo rmance	Employee_per formance	commun ication		
Job_Satisfacti on	Pears on Correl ation	1	.398*	.783**	.663**	.89 8**	.23 4
	Sig. (2- tailed)		.024	<.001	<.001	<.0 01	.19 8
	N	32	32	32	31	32	32
Salary	Pears on Correl ation	.398*	1	.470**	.207	.55 2**	.39 2*
	Sig. (2- tailed)	.024		.007	.265	.00 1	.02 7
	N	32	32	32	31	32	32
Working_Expe rience	Pears on Correl ation	.783**	.470**	1	.428*	.81 9**	.33 7
	Sig. (2- tailed)	<.001	.007		.016	<.0 01	.06 0
	N	32	32	32	31	32	32
Job_Performa nce	Pears on	.663**	.207	.428*	1	.85 7**	.21 4

	Correlation						
	Sig. (2-tailed)	<.001	.265	.016		<.001	.247
	N	31	31	31	32	32	31
Employee_performance	Pearson Correlation	.898**	.552**	.819**	.857**	1	.374*
	Sig. (2-tailed)	<.001	.001	<.001	<.001		.035
	N	32	32	32	32	33	32
communication	Pearson Correlation	.234	.392*	.337	.214	.374*	1
	Sig. (2-tailed)	.198	.027	.060	.247	.035	
	N	32	32	32	31	32	32
* Correlation is significant at the 0.05 level (2-tailed).							
** Correlation is significant at							

the 0.01 level (2-tailed).							
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It is clear from the table above:

- Scale of application of high-performance work systems: All correlation coefficients for all statements are strongly correlated with their dependent variable, at values greater than 0.7. In addition, the values of all correlation coefficients for the statements are statistically significant at a significant level less than 0.001, accordingly, the internal consistency validity of the scale has been achieved. Also, from the results above related to the value of the average variance extracted AVE,

was accepted. This suggests that ASN employees' communication skills are significantly influenced by factors within themselves. The level of education and training is an indicator of ICoE that can be developed independently by employees. Based on Law No. 5 of 2014, ASN as a profession has the obligation to manage and develop itself as part of the implementation of bureaucratic reform.

Based on the Table 1 shows that there is a positive relationship between communication climate and organizational objective with the Pearson correlation value is 0.470, which indicates that there is a strong correlation between the independent and dependent variable and the significant value is 0.000 which is less than 0.05. Secondly, there is a positive relationship between supervisor communication and organizational objective which the Pearson correlation value is 0.590 that indicates strong correlation between the independent and dependent variable which the significant value also 0.000 which less than 0.05. Thirdly, there is a positive relationship between subordinate communication and organizational objective with the Pearson correlation value is 0.434 which means there is strong correlation between independent and dependent variable and significant value is 0.000 which less than 0.05. In this study shows that all independent variables, which are communication climate, supervisor communication and subordinate communication, have significant correlation with organizational objective. Furthermore, based on Table 2, the F-value 33.820 and significant

value is 0.000 Which means the mode and acceptable and result can be used for hypothesis. Next is the R square value. It is important because result will show the percentage of influence of the independent variable effect the dependent variable. For the R^2 is 0.452 means 45.2 percent of variance in organizational objective (dependent variable) explain by variation in communication climate, supervisor communication and subordinate communication (independent variables). Hence, 54.8 percent can be explained by another factor which is not included in this study. For the standardized coefficient (Beta) value of communication climate has positive impact of 0.299 and significant value is 0.000 which is less than 0.05.

Table (3): Correlation between communication Environment, supervisor communication and subordinate communication for achieving organizational objective

		TCC	TSP	TOO
Total communication Environment	Pearson Correlation	1		
	Sig. (2-tailed)			
	N	127		
Total supervisor communication	Pearson Correlation	.395**	1	
	Sig. (2-tailed)	0		
	N	127	127	
Total subordinate communication	Pearson Correlation	.123**	0.482	1
	Sig. (2-tailed)	0.169	0	
	N	127	127	127

Total organizational objective	Pearson Correlation	.470**	.590**	.434**
	Sig. (2-tailed)	0	0	0
	N	127	127	127
** Correlation is significant at the 0.01 level (2- tailed)				

So, these independent variables influence organizational objectives. Secondly, Beta-value of supervisor communication is positive impact of 0.365 and significant value is 0.000 that less than 0.05, so it is influence the organizational objective. Lastly, Beta-value for subordinate communication is also positive impact of 0.221 and significance value is 0.005 which is less than 0.05 and this influence to organizational objective. In this study, all variables which communication climate are, supervisor communication and subordinate communication are significant because less than p-value 0.05. But the highest influence for achieving organizational objective in PSKNS is supervisor communication because it has highest Beta- value, which is 0.365

-Factors that relate and affect the elements of ASN communication skills Based on Pearson correlation test result in Table 1, it is known that ICoE, work motivation, HRD, and environment are positively and significantly correlated with $\alpha = 0.01$ with all elements of communication skill. The ICoE has a weak relationship with reading and listening skills, but is in moderation with speaking, writing, and using media skills, while work motivation is strongly related to all elements of communication skills. Human resource development has a weak relationship with all the elements of communication competence, while the environment has a weak relationship with the skills of writing, reading, listening, and using media, and has a moderate relationship

with speaking skills. Factors that have correlation with the elements of communication skills, then multiple regression test to determine the magnitude of influence. The results of multiple regression test in Table 2, it is known that ICoE significantly affects all elements of communication skills, so hypothesis 1 was accepted. This suggests that ASN employees' communication skills are significantly influenced by factors within themselves.

The level of education and training is an indicator of ICoE that can be developed independently by employees.

Table (4)

Coefficient of correlation and regression of ICoE, work
motivation, HRD, and work environment communication skills

INDEPENDENT VARIABLE	SPEAKING	WRITING	READING	LISTENING
ICOE	.414**	.429**	.391**	.395**
MOTIVATION	.640**	.638**	.649**	.739**
HRD	.345**	.333**	.320**	.388*
ENVIRONMENT	.427**	.335**	.247**	.342**

-Work motivation is a factor that has the highest and most significant influence on all elements of communication skills compared with other independent variables, these results also indicate that hypothesis 2 was accepted.

HRD has a significant effect on employee skills using media. These findings can be an indication that HRD conducted by agencies has had a positive and significant impact in developing employee skills using communication media technology.

The work environment as an external factor outside of the employee has a significant influence on employee speaking skills, but it does not influence other elements of communication skills.

- To test the interdependency between job satisfaction and performance, Pearson correlation is applied (Table 5). Results show a very weak relation between job satisfaction and performance. It indicates that there is no significant relation between job satisfaction and performance. As mean of performance is greater than job satisfaction it suggests that respondents perceive their performance as better than their colleagues and they expect greater reward as compared to their coworkers.

Table (5): Correlation between job satisfaction and performance

		Job Satisfaction	Performance
Job Satisfaction	Pearson Correlation	1	-.008
	Sig. (2-tailed)		.893
Performance	Pearson Correlation	-.008	1
	Sig. (2-tailed)	.893	

Table (6): Mean and standard deviation of job satisfaction and performance

	Mean	Std. Deviation
Job Satisfaction	3.4458	.44369

Performance	4.1409	.50586
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Table (7) scale of Validity variable1:

Descriptive Statistics

	Mean	Std. Deviation	Analysis N
A1	2.06	1.216	32
A2	2.38	1.157	32
A3	2.19	1.306	32
A4	2.06	1.294	32
A5	2.69	1.447	32
A6	1.94	1.105	32
A7	2.59	1.341	32
A8	2.66	1.335	32
A9	3.19	1.491	32
A10	2.47	1.502	32
A11	2.00	1.270	32
A12	2.13	.976	32

Table (8) scale of Validity variable1:

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.630
Bartlett's Test of Sphericity	Approx. Chi-Square	157.517
df		66
Sig.		<.001

Table (9) scale of Validity variable1:

Component Matrix^a

	Component			
	1	2	3	4
A1	.609	.295	.104	.406
A2	.494	-.138	.416	.553
A3	.606	.000	-.195	.444
A4	.609	.548	.101	.097
A5	.599	.535	-.001	-.383
A6	.583	.351	-.213	-.183
A7	.812	-.018	-.004	-.301
A8	.807	-.342	-.046	-.122
A9	.434	-.101	.788	-.149
A10	.500	-.611	.127	-.175
A11	.502	-.214	-.595	.232
A12	.748	-.297	-.205	-.178

Extraction Method: Principal Component Analysis.

a. 4 components extracted.

Table (10) scale of Validity variable1:

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.841	.847	12

Table (11) scale of Validity variable1:

Item-Total Statistics					
	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
A1	26.28	75.628	.517	.441	.829
A2	25.97	78.096	.421	.427	.835
A3	26.16	74.910	.505	.380	.829
A4	26.28	74.725	.521	.630	.828
A5	25.66	73.717	.492	.681	.831
A6	26.41	77.410	.484	.492	.831
A7	25.75	70.323	.708	.770	.813
A8	25.69	70.351	.711	.805	.813
A9	25.16	76.394	.362	.560	.842
A10	25.88	75.081	.411	.573	.838
A11	26.34	77.910	.380	.499	.839
A12	26.22	75.983	.653	.722	.822

Table (12) scale of Validity variable2

Descriptive Statistics			
	Mean	Std. Deviation	Analysis N
BA1	2.94	1.413	31
BA2	3.19	1.537	31
BB1	2.32	1.194	31
BB2	2.61	1.086	31
BC1	3.19	1.424	31
BC2	3.23	1.283	31
BC3	2.65	1.082	31
BD1	2.81	1.302	31
BD2	3.23	1.407	31
BD3	2.87	1.565	31
BD4	3.26	1.365	31
BD5	2.81	1.327	31

Table (13) scale of Validity variable2:

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.723
Bartlett's Test of Sphericity	Approx. Chi-Square	163.900
	df	66
	Sig.	<.001

Table (14) scale of Validity variable2:

Component Matrix^a

	Component		
	1	2	3
BA1	.799	.164	-.264
BA2	.841	.012	-.039
BB1	.441	.339	.620
BB2	.283	.642	.167
BC1	.795	.075	-.323
BC2	.504	.632	-.276
BC3	.613	.437	.197
BD1	.689	-.342	-.207
BD2	.622	-.317	.385
BD3	.663	-.294	.302
BD4	.580	-.482	.286
BD5	.692	-.304	-.383

Extraction Method: Principal Component Analysis.

a. 3 components extracted.

Table (15) scale of Validity variable2:

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.867	.863	12

Table (16) scale of Validity variable2:

Item-Total Statistics					
	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
BA1	32.16	84.340	.720	.668	.845
BA2	31.90	81.224	.774	.697	.840
BB1	32.77	94.714	.382	.477	.866
BB2	32.48	98.725	.237	.590	.873
BC1	31.90	84.690	.698	.748	.846
BC2	31.87	93.049	.417	.604	.865
BC3	32.45	92.523	.545	.519	.858
BD1	32.29	88.680	.598	.683	.854
BD2	31.87	88.849	.535	.448	.858
BD3	32.23	85.847	.577	.534	.855
BD4	31.84	90.606	.483	.560	.861
BD5	32.29	88.546	.589	.604	.854

4.5. Testing Hypotheses

basically, gives the results of the hypothesis.

	Correlations	Management	Channel of communication
Channel of Communication	Pearson	1	-0.50
	Correlation		0.642

<i>Management</i>	Sig. (2-tailed)		
	N	88	88
	Pearson	-0.50	1
	Correlation	0.642	88
	Sig. (2-tailed)	88	
	N		

Table (1) Management/channel of communication.

Correlations	Effective communication	Channel of communication
Channel of	<i>Pearson</i>	<i>1</i>
Communication	<i>Correlation</i>	<i>0.219*</i>
		<i>0.041</i>
	<i>Sig. (2-tailed)</i>	<i>88</i>
	<i>N</i>	

<i>Effective communication</i>	Pearson	0.219*	1
	Correlation	0.041	88
	Sig. (2-tailed)	88	
	N		

Table (2) Channel of communication/effective communication.

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

NUMBER OF HYPOTHESIS	HYPOTHESIS STATEMENT	RESULTS
H1	There is a positive relationship between management and the channel of communication.	Rejected
H2	Channel of communication used by can positively lead to effective communication.	Accepted
H3	Effective communication has a positive effect on organizational performance.	Accepted

Table (3) Summary of hypothesis results.

Table 1 shows the results of whether there is a relationship between management and channel of communication used. A Pearson correlation coefficient of 0.642 was found which is statistically insignificant if the (sig. 2-tailed) < 0.05. Therefore, we fail to reject the null hypothesis as there was no statistically significant relationship between the two variables.

Table 2 shows the results of whether there is a relationship between channel of communication used and effective communication and results showed a significance of 0.041 at 5% level between communication channel variable; channel normally used and effective communication variable; receives information from preferred sources. Therefore, we reject the null hypothesis.

Table 3 shows the results of whether there is a relationship between Effective communication and organizational performance. The results showed that effective communication has a positive effect on organizational performance. At 5% Reliable information from other

departments has a positive effect of 0.012 on organizational performance. Therefore, we reject the null hypothesis.

-The SPSS. The findings from the study are presented as follows:

The researcher's findings on the first objective which was to determine the effect of organizational communication on worker's performance the findings showed that number of organizational communications has significant effect on worker's performances. The relationship between the two variables is moderate and significant. The second objective, the researcher's findings was to Examine how communication influences workers' performance the findings revealed that the positive strong correlation is significant. The third objective was to determine the extent to which communication affects the level of worker's commitment. There was a significant and strong positive relationship observed between communication and worker's commitment. There exists a similarity in this finding and the findings which determined the problem of enhancing the organizational performance through customer relationship management capabilities and found customer relationship management capabilities had positive relationship with organizational performance and customer interaction management capability had positive relationship with organizational performance. The findings of the study are as presented in the last chapter and the summary of the finding is presented; thus, H1: There is a significant relationship between organizational communication and worker's performances ($r = 0.521$, $p\text{-value} = 0.05$). H2: Communication has significant influence on worker's productivity ($r = 0.714$, $p\text{ value} = 0.05$). H3: There is a significant relationship between communication and worker's commitment ($r = 0.813$, $p\text{-value} = 0.05$)

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.374 ^a	.140	.111	.854

a. Predictors: (Constant), communication

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	3.566	1	3.566	4.885	.035 ^b
	Residual	21.903	30	.730		
	Total	25.469	31			

a. Dependent Variable: Employee_performance

b. Predictors: (Constant), communication

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B	
		B	Std. Error	Beta			Lower Bound	Upper Bound
1	(Constant)	1.840	.488		3.774	<.001	.844	2.836
	communication	.434	.196	.374	2.210	.035	.033	.835

a. Dependent Variable: Employee_performance

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.698 ^a	.487	.162	.830

a. Predictors: (Constant), A12, A4, A9, A6, A3, A10, A2, A1, A11, A7, A5, A8

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	12.394	12	1.033	1.501	.208 ^b
	Residual	13.075	19	.688		
	Total	25.469	31			

a. Dependent Variable: Employee_performance

b. Predictors: (Constant), A12, A4, A9, A6, A3, A10, A2, A1, A11, A7, A5, A8

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B	
		B	Std. Error	Beta			Lower Bound	Upper Bound
1	(Constant)	1.649	.511		3.227	.004	.580	2.719
	A1	.078	.164	.105	.479	.637	-.264	.421
	A2	.019	.170	.025	.114	.910	-.337	.375
	A3	-.168	.145	-.242	-1.159	.261	-.471	.135
	A4	.061	.189	.087	.321	.752	-.335	.457
	A5	.249	.182	.397	1.364	.189	-.133	.630
	A6	-.203	.189	-.247	-1.072	.297	-.598	.193
	A7	.114	.232	.169	.492	.628	-.371	.599
	A8	-.009	.253	-.013	-.036	.972	-.539	.521
	A9	.235	.151	.387	1.561	.135	-.080	.551
	A10	.122	.152	.202	.803	.432	-.196	.439
	A11	.147	.166	.206	.888	.386	-.200	.494
	A12	-.302	.290	-.325	-1.043	.310	-.909	.304

a. Dependent Variable: Employee_performance

Findings Discussion

- Based on the findings of the study, organizational communication enhances the relationship between managers and employees. Organizational communication provides clear leadership

messages regarding organizational goals and objectives. Good communication between managers and employees promotes clarity, reduces misunderstandings, develops trust and assures alignment with organizational goals. Based on research findings, it can be demonstrated that there is a significant relationship between employees' educational background and their organizational communication.

This finding is in line with the study of MacLeod and Clarke (2009), they highlight communication as a critical factor for enhancing performance through employee engagement. Communication abilities of leadership teams are recognized as important in driving employee engagement. Kahn (1992), identified communication as an underlying factor associated with employee engagement. Poorly done and ambiguous communication in nature can lead to the dissatisfaction of employees, distrust and employee turnover. Also, Paradise (2008), postulated that communication of clear vision for long term success by the higher management are critical factors in building employee engagement.

The second hypothesis established the fact that compensation management has a significant influence on employee engagement. The result of these findings implies that when compensation is fair and equitable to employees, they tend to be more engaged. The majority of Nigerian workforce are in the range of poor and middle class, so a good compensation plan can have a positive influence and give them a strong desire to achieve the best work ever. As a result, compensation plays a fundamental role in keeping and improving employee engagement. This coincides with the study of Corporate Leadership Council (2004) which states that Compensation management can powerfully influence employee engagement. Herman & Gioia, (2000), implies that compensation is a key issue considered by employees as important, therefore they anticipated financial rewards as critical elements of success for any organisation. When employees receive rewards and recognition from their organisation, they will feel obliged to respond with higher levels of engagement (Saks and Rotman, 2006).

4.6. Conclusion

As a conclusion, this study aimed to investigate the most frequent effect of organizational communication towards employees' productivity and the significant relationship between educational background and employees' organizational communication. It was found that organizational communication enhances the relationship between managers and employees and contributes to transparent communication. When employees have effective communication with the managers, they can have an open discussion in completing the task. Furthermore, it was found that educational background has a significant relationship towards effective organizational communication. Employees with strong educational fundamentals were able to analyze various situations and provide feasible solutions, which can impact the overall communication in the organization.

The data from the questionnaire revealed that different communication styles from management are the biggest barrier to effective communication.

5. Chapter five: Research limitations, Recommendations & Conclusion

5.1. Research Limitations & Future Research

5.2. Research Recommendations

5.3. Conclusion

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APPENDIX

EFFECTS OF EFFECTIVE COMMUNICATION ON EMPLOYEE PERFORMANCE

MIDOCEAN UNIVERSITY DEPARTMENT OF PROJECT MANAGEMENT

QUESTIONNAIRE

Dear Respondent,

I am Amirah Mohammed Soliman a student of Midocean University, conducting a research study on The Impact Of Effective Communication Skills on Employee Performance as a requirement for the award of a Bachelor's Degree in Project Management.

I kindly request you to spare some time and fill out this questionnaire. The information given will be used for academic purposes only and will be treated with the utmost confidentiality. Your cooperation will be highly appreciated.

Thank You.

Yours sincerely,

Amirah Soliman.

SECTION 1

BACKGROUND/ PERSONAL INFORMATION

(Please tick in the most appropriate answers)

1. Gender

Male ☐ Female ☐

2. Age range

Under 20 ☐ 21-30 ☐ 31-40 ☐ 41-50 ☐

3. Marital status

Married ☐ Divorced ☐ Single ☐ widowed ☐

4. Highest educational qualification

Associate degree ☐ Bachelor's degree ☐ Master's degree ☐
Doctoral degree ☐

5. Staff Category

Management ☐ Senior Staff ☐ Junior Staff ☐

Communication Skills – Self Assessment Inventory

Please tick the box under the score which you feel best describes you	Exactly Like me	Very like me	Somewhat like me	A little like me	Not like me at all
Statement	5	4	3	2	1
1. I am willing to change my viewpoint based on the valid opinion of others.					
2. I prepare for all communications and think things through before I speak					
3. I find it easy to listen to what other people have to say without interrupting					
4. I am good at making eye contact with people when I am talking to them.					
5. I am not intimidated by situations where I must communicate with difficult employees.					
6. I am good at reading the body language of others.					
7. When group discussions get heated, I am good at keeping everyone calm and on the point.					
8. When other people in the group are quiet, I encourage them to contribute.					
9. I am good at summarizing the key points of conversations which I have with people					
10. I don't start planning my response whilst					

the other person is talking.					
11. I can keep my cool when talking to other people even if I feel angry about what they say.					
12. I don't shout at people when we have a heated conversation.					

Likert Scale Questionnaire for measure Employee Performance of the

Crest Fashions Pvt. Ltd.

Please specify your agreement or disagreement with the following statements by marking the appropriate response where as 1= strongly disagree, 2= disagree, 3 is interpreted as a neutral response, 4= agree and 5=strongly agree.

Questions	Strongly Disagree 1	Disagree 2	Neural 3	Agree 4	Strongly Agree 5
Job Satisfaction					
1-Work makes the best use of my abilities.					
2- Having physical working conditions that are safe and not stressful.					
Salary					
3- I receive right amount of salary for my work.					
4- I'm being paid fairly in comparison to others.					

Working Experience					
5- I feel that workplace training opportunities encourage me to work better					
6- I am valued as a hardworking individual within my organization					
7- I need assistance in performing tasks.					
Job Performance					
8- I have the tools and resources I need to do my job					
9- My supervisor actively listens to my issues and suggestions					
10-In my job, I am satisfied with how often I take part in problem solving.					
11- I am enthusiastic about my Job.					
12-People who “do things the easy way” are the smart ones.					