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Project Management



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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Contents

1. Chapter 1: introduction.....	
1.1 Introduction:	3
1.2 Research Problem	5
1.2.1 Theoretical Gaps.....	5
1.2.2. Practical Gaps.....	
1.3. Research Significance.....	7
1.3.1 Theoretical level	7
1.3.2 . practical level	7
1.4. Research Questions:.....	8
1.5. Research Objectives:.....	8
1.6. Research Hypotheses:	9
1.7. Research Model	10
1.8. Research Methodology	10
1.9. Scope of The Study:.....	11
1.10. The Suggested Project Structure	12
1. Chapter 2: Literature Review.....	13
1.1. Introduction	14
1.2. The independent variable	14
1.3. The dependent variable.....	14
1.4. The relationship between the independent and the dependent variables.....	14
1.5. Conclusion	15
References.....	16

1. Chapter 1: Introduction

2. 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).

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).

3. 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).

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?”

3. 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.

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.

4. 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?

5. 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.

6. 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.

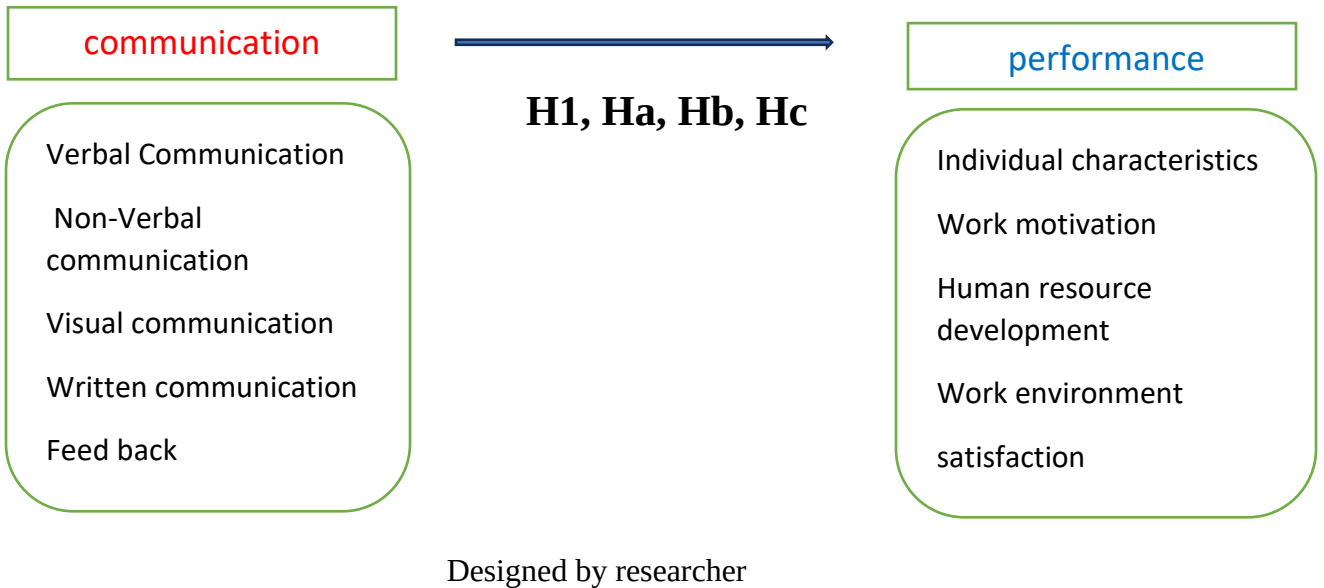
Hypotheses 2: Work motivation has a positive and significant influence on all elements of communication skills.

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.

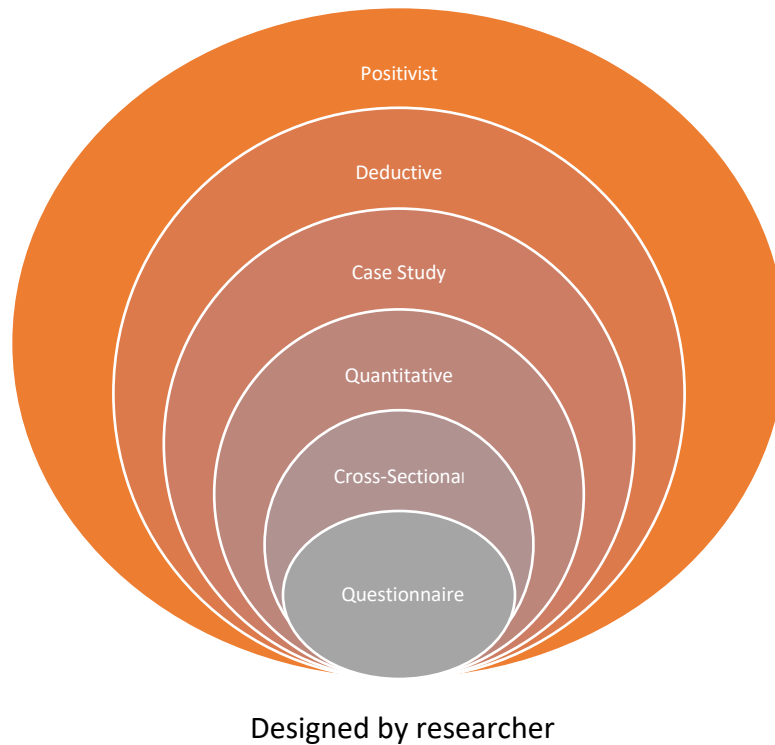
7. Research Model



8. Research Methodology

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).



9. Scope of The Study:

GENUINE Communication Information Technology Company (CIFIC):

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.

10.The Suggested Project Structure



1.Chapter 2: Literature Review

1.1. Introduction

Brief introduction for the chapter

1.2. The independent variable

1.3. The dependent variable

1.4. The relationship between the independent and the dependent variables

1.5. Conclusion

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