

Influence of Corporate Communication in Organisational Efficiency in South -South Nigeria

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doi: <https://doi.org/10.37745/ijbmr.2013/vol12n92034>

Published October 14, 2024

Citation: Harvey G.O. Igben and Dorka Better Naenwi (2024) Influence of Corporate Communication in Organisational Efficiency in South -South Nigeria, *International Journal of Business and Management Review*, Vol.12, No.9, pp.20-34

Abstract: *This paper examined the influence of corporate communication in organisational efficiency in South-South Nigeria. Three (3) research questions offer the guide for this study. This study adopted descriptive research design. The population of this study comprises staff including managers and administrative staff from twenty-nine (29) organizations in South-South, Nigeria. From the study population of approximately seven thousand and fifty-six (7056) staff extracted from twenty-nine (29) organizations in South-South, Nigeria, a sample size of one hundred and forty-nine (149) was through a simple random sampling technique. The sample size which comprised the managers and administrative staff were selected from thirteen (13) organizations in South-South, Nigeria. A self-administered research instrument was used for primary data collection. Findings showed that there is a significant relationship between effective communication and workers' efficiency in South-South Nigeria. The study recommends that management of organization should establish and implement regular transparent communication strategy, digital communication infrastructure and prioritized employee oriented interaction.*

Keywords: communication, efficiency, organisation, corporate, management, employee

INTRODUCTION

Effective communication is a crucial element of organizational success, and it is the lifeblood of any organization. In today's fast-paced business environment, corporate communication plays a vital role in enhancing organizational efficiency, building trust, and fostering a positive work

environment. Despite its importance, many organizations in the South-South region of Nigeria appear to struggle to achieve optimal levels of organizational efficiency due to inadequate or ineffective corporate communication.

Corporate communication is a critical aspect of organizational management, as it helps to facilitate the flow of information, build relationships, and foster a positive work environment (Kotler & Keller, 2016). In today's digital age, organizations are expected to communicate effectively with their stakeholders, including employees, customers, and investors. Effective corporate communication can lead to improved organizational efficiency, increased employee satisfaction, and enhanced reputation. However, despite the importance of corporate communication, many organizations in the South-South region of Nigeria face challenges in implementing effective communication strategies. This is due to various factors such as lack of resources, inadequate training, and poor communication infrastructure (Akanbi & Oyedele, 2018).

Effective corporate communication is a crucial aspect of organizational success, as it plays a vital role in enhancing organizational efficiency. Corporate communication refers to the exchange of information and messages between an organization and its stakeholders, including employees, customers, investors, and the public. Research has consistently shown that corporate communication has a significant impact on organizational efficiency. For instance, a study by the Society for Human Resource Management (SHRM) found that effective communication can boost employee productivity by up to 25% (SHRM, 2019). This is because employees who are well-informed about their organization's goals, values, and strategies are more likely to be motivated and engaged in their work.

Moreover, corporate communication has a positive impact on customer satisfaction. In a study the American Customer Satisfaction Index (ACSI) conducted, it was found that companies that communicate effectively with their customers tend to have higher levels of customer satisfaction and loyalty (ACSI, 2018). This is because customers who feel informed and valued are more likely to become repeat customers and recommend the organization to others.

In addition to its impact on employee engagement and customer satisfaction, corporate communication can also have a positive impact on organizational efficiency by facilitating effective decision-making. A study the Harvard Business Review conducted established that organizations that communicate effectively tend to have faster decision-making processes and are better able to respond to changing market conditions (HBR, 2017). This is because effective communication enables stakeholders to share information and insights, leading to more informed decision-making.

Corporate communication plays a vital role in enhancing organizational efficiency. Effective communication between an organization and its stakeholders, organizations improve employee

engagement, enhances customer satisfaction, facilitate effective decision-making, and build trust with their stakeholders. It is essential for organizations to prioritize corporate communication in their strategic planning efforts. Despite the increasing importance of corporate communication in today's fast-paced business environment, many organizations struggle to achieve optimal organizational efficiency. Effective corporate communication is crucial for ensuring that employees, stakeholders, and customers are informed and aligned with the organization's goals and objectives. However, there is a growing concern that ineffective corporate communication can lead to misunderstandings, miscommunication, and decreased employee engagement, ultimately affecting organizational efficiency.

Statement of the Problem

Lack of effective corporate communication in organizations has been of increasing concern in the South-South region of Nigeria resulting to reduced organizational efficiency, low employee morale and decreased customer satisfaction. In the contemporary business environment, effective communication is recognized as a critical factor for organizational success. In South-South Nigeria, where businesses operate in a dynamic and often challenging socio-economic landscape, the role of corporate communication in enhancing organizational efficiency has become increasingly significant.

Despite the acknowledged importance of corporate communication, many organizations in South-South Nigeria have continued to grapple with communication challenges that hinder their operational efficiency. These challenges include inadequate communication channels, cultural and linguistic barriers, technological limitations, and a lack of strategic communication planning. As a result, there is often a disconnect between management and employees, poor dissemination of information, and ineffective stakeholder engagement. These issues can lead to misunderstandings, reduced employee morale, and ultimately, decreased organizational performance.

The problem this study seeks to address is the extent to which corporate communication practices influence organizational efficiency in South-South Nigeria. Specifically, it aims to investigate how different aspects of corporate communication such as internal communication, external communication, and crisis communication impact organizational processes and outcomes. Furthermore, the study will explore the barriers to effective corporate communication and propose strategies for enhancing communication practices to improve organizational efficiency.

This study aims to bridge the gap in knowledge regarding the influence of corporate communication on organizational efficiency in South-South Nigeria. This provides actionable recommendations for organizations to enhance their communication strategies and, consequently, their overall efficiency and performance.

Objective of the Study

The main objective of this study is to examine the influence of corporate communication in organisational efficiency in South-South Nigeria. The specific objectives of this study are:

1. To examine the influence of communication on organizational efficiency in South-South Nigeria
2. To find out the relationship between effective communication and workers' efficiency in South-South Nigeria
3. To find out the relationship between leadership style of communication and organizational efficiency in South-South Nigeria

Research Questions

This study seeks to answer the following research Questions:

1. What is the influence of communication on organizational efficiency in South-South Nigeria?
2. What is the relationship between effective communication and workers' efficiency in South-South Nigeria?
3. What is the relationship between leadership style of communication and organizational efficiency in South-South Nigeria?

LITERATURE REVIEW

Influence of Communication on Organizational Efficiency

Numerous studies have investigated the influence of communication on organizational efficiency. For instance, a study by Podsakoff et al., (2020) posted that communication is positively related to organizational efficiency, as it enables employees to understand their roles and responsibilities effectively. Another study by Amabile et al., (2020) argued that communication is a critical factor in enhancing organizational creativity, which in turn affects organizational efficiency. The rise of digital communication has also changed the way organizations communicate. A study by Kim and Lee (2018) stressed that digital communication technologies such as email and instant messaging can improve communication speed and accuracy, leading to increased organizational efficiency. Another study by Wang et al., (2019) is of the view that digital communication can also enhance employee participation and engagement, which in turn affects organizational efficiency.

Husain, (2020) opined that effective communication implementation in business is important factor of success. To bring effective changes in an organization employee play key role in it. So, for this it is important for management organizations to address the issues and problems of their employees and appreciate them when necessary. It is important to reduce job insecurity and create an environment of community so that employees know their responsibilities well. Reforms in organization and their advantages would inspire the employees to invest in and implement the transition program. Conferring (Kibbe, 2014) studied the possible relationship between strategies of communication and organizational performance for this he used a descriptive research design

and questionnaires were distributed among 132 workers. Results of study showed that there for any organizational performance to be effective, an open communication environment should be encouraged. Once members of the organization feel free to share feedback, ideas and even criticism at every level it increases performance.

Berry & Otieno, (2015), investigated the impact of communication among workers on performance of an organization in horticulture department of Kenya. This study was conducted in farms of flowers. He takes all farms of flowers as population and size of sample is 14 which were registered flowers farms of Kenya. A total of 2460 respondents were targeted by the study out of which 1888 responded giving a response rate of 76.7%. Correlation and regression analysis were used to test on the relationship between the variables of the study. The results of study showed that communication helps in exchange of information and opinion within the organization that communication helps in improving efficiency of daily routine operations which improved the organizational performance. From this it is concluded that communication is an important component of organization performance. So, organizations must develop effective communication plans which helps in passing of information in external and internal environment of organization which improve performance.

Relationship between Effective Communication and Workers' Efficiency

According to Tabugbo & Okafor, (2021) effective communication is good to look at the subject matter of communication in details. Meaningful communication informs and educates employees at all levels and motivates them to support the strategy. Haiemann (2011) maintained that communication is the imparting of ideas and making oneself understood by others. It is also the process by which information is passed between individuals and/or organizations by means of previously agreed symbols. Communication is the process by which one party (a sender) transmits information (i.e. message). It is a continuous process between the two parties involved and it occurs in many levels, such as intra-individual communication level (Keith, 2014). Information is transmitted in two ways for example, from a sensory organ to the brain and secondly, interpersonal level is a situation in which the transmission of information is just between two individuals. Communication can also occur within or between an individual or group. Effective communication is a process by which sender of message, received feedback from receiver in intended (Peter, 2015).

Effective communication starts from the sender to its decoding by the receiver. It is said to be ineffective communication when receiver of the message did not decode the intended of the sender. It is through feedback that information achieves its desired results. Berrelas (2010) cited in Tabugbo & Okafor, (2021), argued that effective communication takes place when the person to whom it is intended, subsequently, the receiver understand the meaning intended and reacts accordingly. Effective communication is a transaction of ideas, directory command or guide into oral or written words, or actions on the path of the communicator in such a way that the receiver

gets the same message and reacts in manner envisaged by the communicator (Akam; 2011). It is believed by a lot of experts that communication could consciously or unconsciously take place by writing, reading, taking, listening or moving and any part of the body. All these things mean something to some person, or group. It must be stressed that communication in an organization can take place in any of these means. Communication is a process of effecting change to a system. As long as organization reforms and globalization is evident, new communication techniques should be developed to stand the change. Therefore, it becomes important for positive attitudes to change to lead to vital successful change programmes as resistance to change is one of the biggest barriers to overcome (Tabugbo & Okafor, 2021),. Likewise, effective communication requires a degree of cognitive organizational reorientation“ comprehension and appreciation of the proposed change.

Elving & Hansma cited in Tabugbo & Okafor, (2021) carried out interview research between management and employees during organizational change. The most important conclusion drawn was that the success of the dissemination and adaptation of organisational change significantly depend upon communicative and informative skills of managers at all levels. Although leaders appear to be aware of fast change within organisation (Tabugbo & Okafor, 2021), communicating that change is difficult. Tabugbo & Okafor, (2021) found that along with the role of management on the contribution of the workforce to the impending change, distribution of information and actual communication regarding the need for the change and the objectives of the modification in business organisation are also critical.

Communication skill as a predictor of employee performance is very controversial as prior researcher expressed mixed results. Growing research links communication with job productivity and an organization's capacity to impact its bottom line (Muda, et al., 2014). With excellent communication, a corporation may have strong coordination across its teams or units; without it, business operations would suffer, or relationships will be damaged. People participating in communication processes require fundamental skills and talents, otherwise, information may not be understood properly. It also relies on the facilities provided in companies and the actions of managers to see the acceptability of accurate information deliverance Chen, cited in Owusu and Arboh (2022). Furthermore, managers have also been encouraged to study employee feedback, which influences their job motivation (Muda et al., 2014).

Relationship between Leadership Style of Communication and Organizational Efficiency

According to Jing, (2017) the essence of leadership style is, in fact, that the leader can recognize and connect his or her values and needs with those of the employees. The specific leadership style used depends on several factors, such as the personality of the leader and the subordinates (Edelman and van Knippenberg, 2018). The behaviour of the organization and the environment, and the overall goals and needs of the leader, the group, and the organization (Lentner et al., 2019).

According to Karácsony (2019), when some organizations seek efficient ways to enable them to perform, they focus on the effects of leadership.

Cetin et al., (2012) have conducted research which led them to the conclusion that leadership styles have strong connection with communication competency of bank managers. In addition, the research of Wikaningrum and Yuniawan (2018) revealed that there is a strong connection between leadership styles and communication skills; to be more specific their research, which was conducted in a sample of employees working at private Islamic universities in Semarang City revealed that there is a very strong and positive connection between task-oriented leadership style and employees' communicating satisfaction, and even a stronger positive effect of relationship-oriented leadership style and employees' communicating satisfaction. Moreover, the importance between leadership and interpersonal communication was raised by the research of Vries et al., (2009). They were one of the first researchers who used a comprehensive communication styles instrument in the study of leadership (Vries et al., 2009).

Furthermore, Terek et al., (2015) studied the effect of leadership on the communication satisfaction on a sample of primary school teachers in Serbia. The findings of their research suggested that there is a strong positive connection between leadership and communication satisfaction of the teachers, especially the dimensions of core transformational leadership behaviour, contingent reward behaviour, and intellectual stimulation seem to have the strongest connection. Finally, according to Crews et al. (2019) research on manufacturing organizations in South Africa, idealized influence (a dimension of transformational leadership) had a positive effect on all communication styles.

Furthermore, Crews et al., (2019) suggested that communication styles were significantly predicted by contingent rewards and passive management-by-exception (dimensions of transactional leadership). Although there are several researches regarding leadership and communication in educational or manufacturing or banking organizations, there seems to be a research gap when investigating leadership and communication in the tourism and hospitality industry. After a thorough investigation in global scientific databases (such Google Scholar, Web of Sciences, Elsevier Scopus), only few researches regarding leadership and communication in hospitality/tourism industry appeared. More specifically, Prikshat et al., (2021) studied the role of transformational leadership and interpersonal communication on the growth satisfaction of hospitality employees. The data were collected from 159 hotel employees in India. The results of their research showed that (a) transformational leadership is positively related to follower interpersonal communication satisfaction with the leader and (b) interpersonal communication satisfaction with the leader mediates the relationship between transformational leadership and follower's trust.

As far as team effectiveness is concerned, there seems to be also a research gap in the connection between communication and team effectiveness in the hospitality industry. According to Mohanty & Mohanty (2018), communication has a significant positive effect on team effectiveness regarding the hospitality industry. In addition, Salman and Hassan (2016) investigated the connection between effective communication and effective teamwork. The results of their research, which collected data from 107 employees of an entertainment company in Kuala Lumpur, showed that there is a significant and positive relationship between effective communication and team performance. Finally, Giudici and Filimonau (2019) discovered the linkage between managerial leadership, communication and teamwork in the event delivery. In other words, the employees of an event delivery can have an effective outcome as a team when they are led by a managerial leader who has advanced communication skills.

Research Methods and Procedure

This study will adopt a descriptive survey as the research design. The population of this study comprises staff including managers and administrative staff from twenty-nine (29) organizations in South-South, Nigeria. The population of this study is approximately seven thousand and fifty-six (7056) staff from the twenty-nine (29) organizations in South-South, Nigeria. The sample size of the study is three hundred and forty-nine (149). The simple random sampling technique by balloting was used to select the managers and administrative staff from thirteen (13) organizations in South-South, Nigeria. The rationale for adopting the simple random sampling technique is to ensure that all participants have equal chances of being selected. A self-designed research instrument was used for the collection of primary data while a simple percentage was the statistical techniques used for the analysis of data collected.

Presentation of Results

Research Question One: What is the influence of communication on organizational efficiency in South-South Nigeria?

Table 1: Percentage of the Influence of Communication on Organizational Efficiency in South-South Nigeria

S/N	Items	SA	A	SD	D
1.	Management only use electronic means for efficient communication	45(32.61%)	35(25.36%)	28(20.29%)	30(21.74%)
2.	I receive regular updates on organizational goals and objectives through communication	50(36.23%)	47(34.06%)	19(13.77%)	22(15.94%)
3.	There is timeliness communication within the organization	58(42.03%)	53(38.41%)	15(10.87%)	12(8.70%)
4.	Communication has a positive impact on organizational efficiency	60(43.48%)	32(23.19%)	25(18.12%)	21(15.22%)
5.	Effective communication is essential for achieving organizational productivity	39(28.26%)	54(39.13%)	28(20.29%)	17(12.32%)

Table 1 shows that 45(32.61%) and 35(25.36%) of the respondents strongly agree and agree that management only use electronic means for efficient communication, while 28(20.29%) and 30(21.74%) of the respondents strongly disagree and disagree with it. Fifty (50(36.23%) and 47(34.06%) of the respondents strongly agree and agree that they receive regular updates on organizational goals and objectives through communication, while 19(13.77%) and 22(15.94%) of the respondents strongly disagree and disagree with it. Fifty-eight (58(42.03%) and 53(38.41%) of the respondents strongly agree and agree that there is timeliness communication within the organization, while 15(10.87%) and 12(8.70%) of the respondents strongly disagree and disagree with it. Sixty (60(43.48%) and 32(23.19%) of the respondents strongly agree and agree that communication has a positive impact on organizational efficiency, while 25(18.12%) and 21(15.22%) of the respondents strongly disagree and disagree with it. Thirty-nine (39(28.26%) and 54(39.13%) of the respondents strongly agree and agree that effective communication is essential for achieving organizational productivity, while 28(20.29%) and 17(12.32%) of the respondents strongly disagree and disagree with it..

Research Question Two: What is the relationship between effective communication and workers' efficiency in South-South Nigeria?

Table 2: Percentage of the Relationship between Effective Communication and Workers' Efficiency in South-South Nigeria

S/N	Items	SA	A	SD	D
1.	I receive clear and concise instructions from your supervisor	55(39.86%)	40(28.10%)	28(20.29%)	15(10.87%)
2.	I usually receive feedback on your work performance	49(35.51%)	62(44.93%)	16(11.59%)	11(7.97%)
3.	My superior uses phone to communicate with me	42(30.43%)	47(34.06%)	26(18.84%)	23(16.67%)
4.	I often experienced communication barriers at your workplace	38(27.54%)	52(37.68%)	28(20.29%)	20(14.49%)
5.	I often encountered language barriers at work	58(42.03%)	45(32.61%)	19(13.77%)	16(11.59%)
6.	Effective communication has a positive impact on your work efficiency	50(36.23%)	47(34.06%)	19(13.77%)	22(15.94%)
7.	Effective communication can help reduce mistakes and errors at work	58(42.03%)	53(38.41%)	15(10.87%)	12(8.70%)

Table 2 showed that 55(39.86%) and 40(28.10%) of the respondents strongly agree and agree that they receive clear and concise instructions from their supervisor, while 28(20.29%) and 15(10.87%) of the respondents strongly disagree and disagree with it. 49(35.51%) and 62(44.93%) of the respondents strongly agree and agree that they usually receive feedback on their work

performance, while 16(11.59%) and 11(7.97%) of the respondents strongly disagree and disagree to it. 42(30.43%) and 47(34.06%) of the respondents strongly agree and agree that their superior uses phone to communicate with them, while 26(18.84%) and 23(16.67%) of the respondents strongly disagree and disagree with it. 38(27.54%) and 52(37.68%) of the respondents strongly agree and agree that they often experienced communication barriers at their workplace, while 28(20.29%) and 20(14.49%) of the respondents strongly disagree and disagree to it. 58(42.03%) and 45(32.61%) of the respondents strongly agree and agree that they often encountered language barriers at work, while 19(13.77%) and 16(11.59%) of the respondents strongly disagree and disagree with it. Fifty (50(36.23%) and 47(34.06%) of the respondents strongly agree and agree that effective communication has a positive impact on your work efficiency, while 19(13.77%) and 22(15.94%) of the respondents strongly disagree and disagree to it. 58(42.03%) and 53(38.41%) of the respondents strongly agree and agree that effective communication can help reduce mistakes and errors at work, while 15(10.87%) and 12(8.70%) of the respondents strongly disagree and disagree to it.

Research Question Three: What is the relationship between leadership style of communication and organizational efficiency in South-South Nigeria?

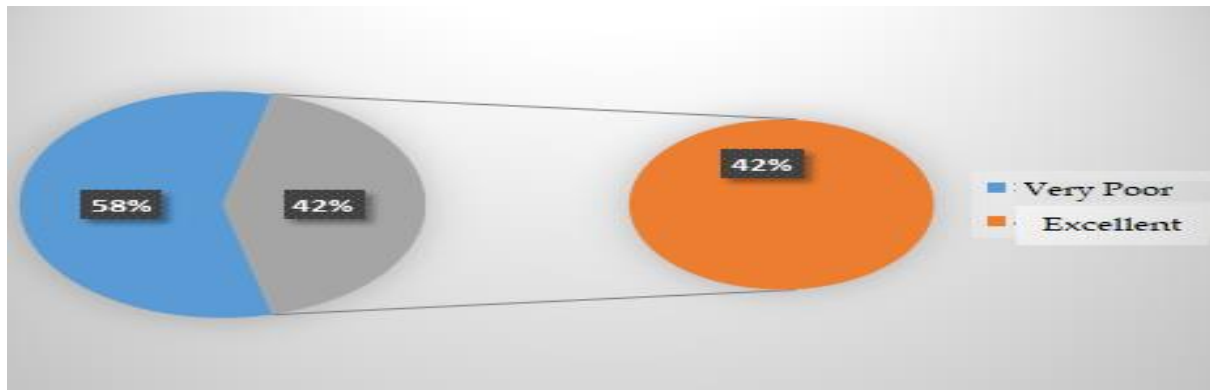


Fig 4.1: How would you rate your supervisor's communication style?

From the above fig 4.1, the study showed that their supervisor's communication style is very poor with 58%, while 42% showed that their communication style is excellent. Thus, communication style of supervisor is very poor in the study area.

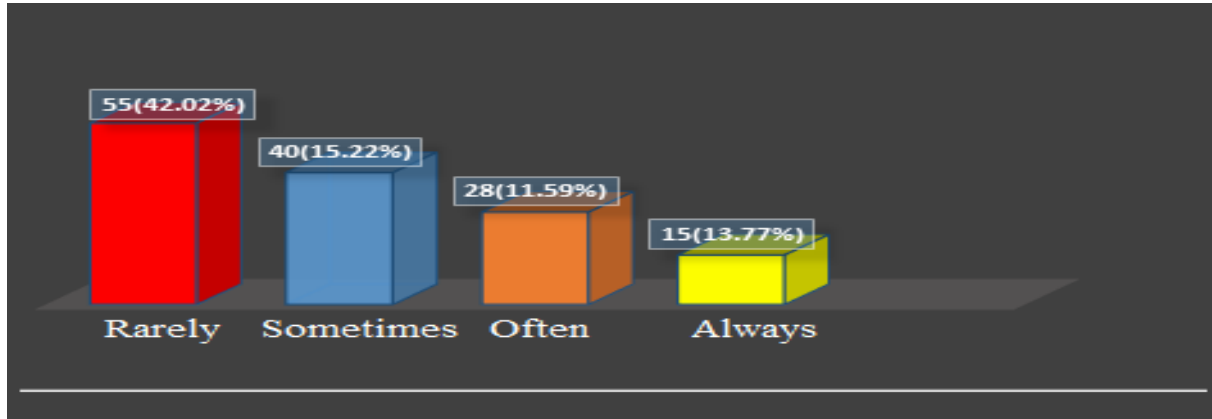


Fig 4.2: How often do you receive feedback from your supervisor?

From the above fig 4.2, the study shows that they rarely receive feedback from their supervisor.

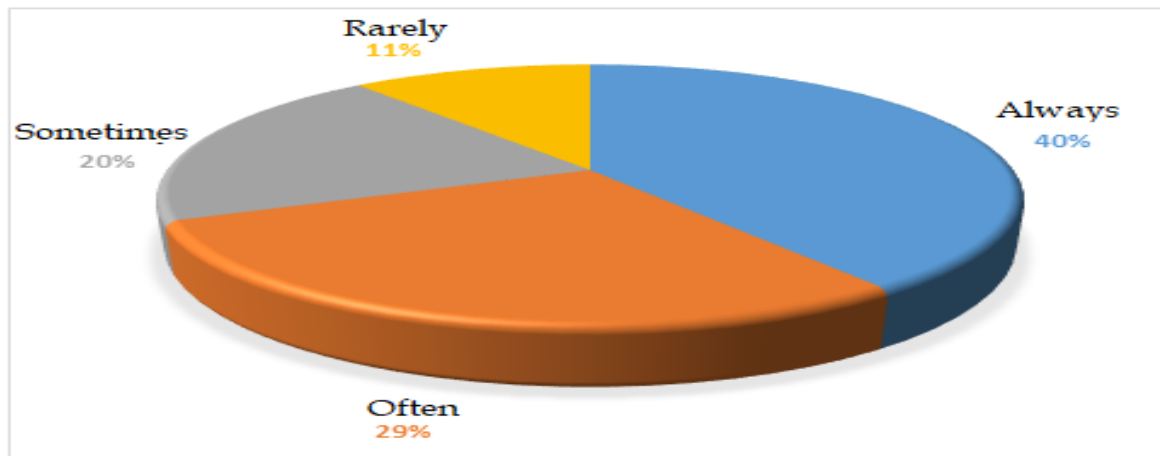


Fig4.3: Does your supervisor involve you in decision-making processes?

From the above fig 4.3, the study showed that supervisor always involve the respondents in decision-making processes in the study area.

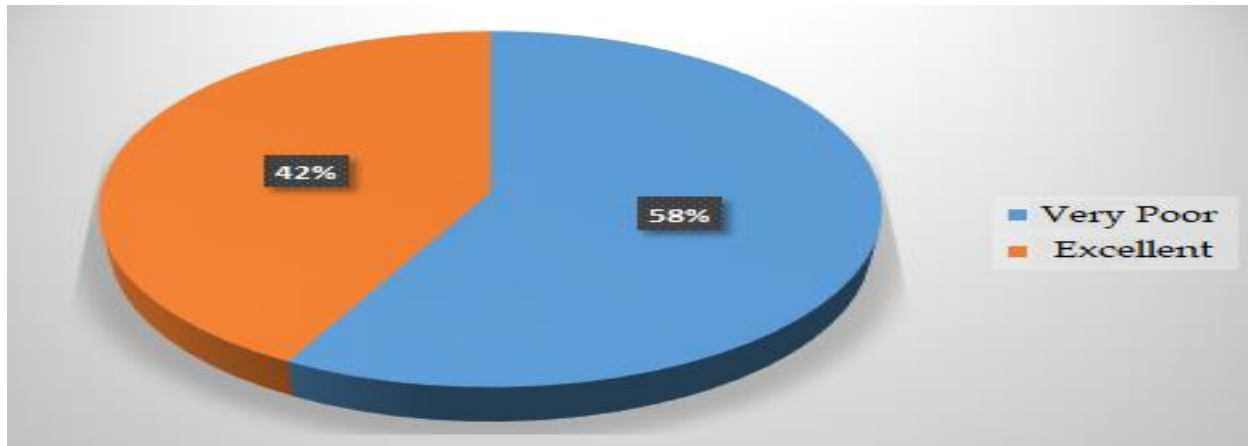


Fig 4.4: How would you rate your supervisor's ability to listen to and respond to your concerns?

From the above fig 4.4, the study shows that the rate at which supervisor's ability to listen to and respond to staff concerns is very poor in the study area.

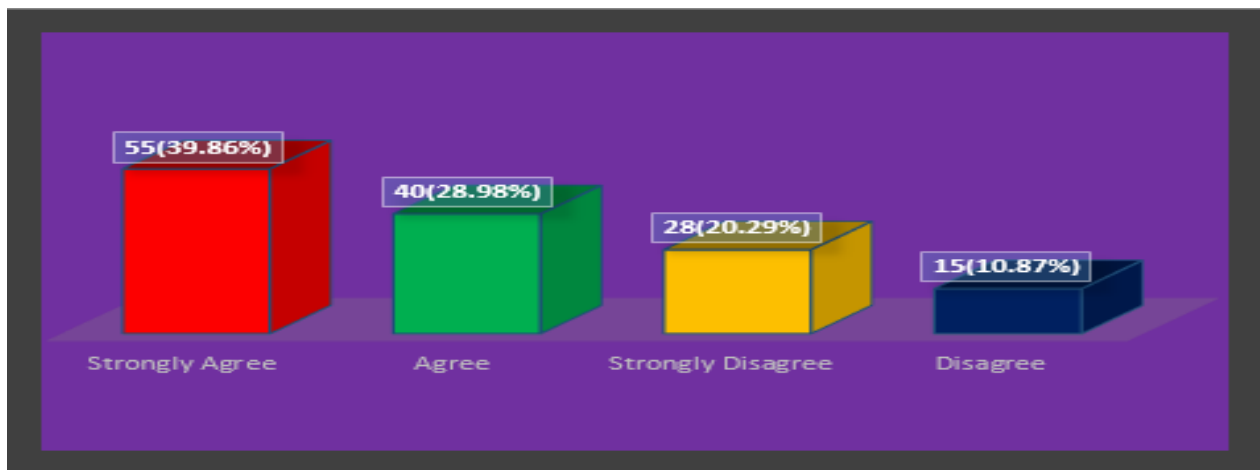


Fig 4.5: Do you feel that your supervisors are transparent in their communication?

From the above fig 4.5, the study shows that 55(39.86%) of the respondents strongly agree that their supervisor is transparent in their communication, 40(28.98%) of the respondents agree to it, while 28(20.29%) of the respondents strongly disagree and 15(10.87%) of the respondents disagree that their supervisor is transparent in their communication. Based on findings, the study shows that supervisors are transparent in their communication.

Summary of the Research

This study examined the influence of corporate communication in organisational efficiency in South-South Nigeria. In executing this study, the researcher raised five (5) research questions as

well as two (2) research hypotheses to guide this study. This study adopted a descriptive research design. The population of this study comprised staff including managers and administrative staff from twenty-nine (29) organizations in South-South, Nigeria. The population of this study is approximately seven thousand and fifty-six (7056) staff from the twenty-nine (29) organizations in South-South, Nigeria. The sample size of the study was three hundred and forty-nine (149). Simple random sampling technique by balloting was used to select the managers and administrative staff from thirteen (13) organizations in South-South, Nigeria. A self-designed research instrument was used for data collection, while simple percentage was used for the analysis of data collected.

Findings

Findings from table 1 above showed that management only use electronic means for efficient communication, they receive regular updates on organizational goals and objectives through communication, there is timeliness communication within the organization, communication has a positive impact on organizational efficiency and effective communication is essential for achieving organizational productivity

Based on findings on table 2, the study showed that they receive clear and concise instructions from their supervisor, they usually receive feedback on their work performance, their superiors use phone to communicate with them, they often experienced communication barriers at their workplace, they often encountered language barriers at work, effective communication has a positive impact on their work efficiency and effective communication can help reduce mistakes and errors at work.

It was also established that communication style of the supervisors was poor. Lack of frequent feedback and poor response to staff needs were prominent in the communication style of the supervisors in the study area.

CONCLUSION

Corporate communication has influence on organisational efficiency. Corporate communication pattern include use of electronic, phone, receiving regular updates and timeliness communication. Most staff receive clear and concise instructions from their supervisor, and they usually receive feedback on their work performance. However, communication style of supervisor is very poor in the study area. Frequency of corporate communication within my organization, their superior conveys important information to staff through corporate communication. Thus, corporate communication affects employee engagement and motivation, and corporate communication could be improved to better support organizational efficiency.

Recommendations

The following recommendations are made, based on the findings of this study.

1. Management of organization should establish a transparent communication strategy that includes regular town hall meetings, email updates, and internal newsletters.
2. Organizational management should implement a robust digital communication infrastructure that includes a user-friendly intranet, video conferencing software, and instant messaging apps.
3. Organizational management should develop a communication strategy that prioritizes employee engagement through regular surveys, recognition programmes, and opportunities for feedback and participation.

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