

THE SIGNIFICANCE OF THE LINKAGE BETWEEN ORGANIZATIONAL COMMUNICATION AND EMPLOYEES' PERFORMANCE : A REVIEW PAPER

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Abstract

In this era, employees' performance has been emphasized by organizations. This is because good employees' performance could enhance the overall organizational performance. It is crucial to look for the factors or antecedents that could improve employees' performance. Organizational communication is known as one of the significant contributors to employees' performance. Based on social network theory, it is important to have good interaction through communication in order to improve the performance among employees in an organization. Therefore, the authors aimed to review the linkage between organizational communication and employees' performance. However, the findings from previous studies failed to provide consistency on the linkage between the variables. The failure of providing consistency for the linkage between the variables has created an awareness to researchers for further investigation. Future researchers are suggested to conduct more studies in future in order to provide consistency of findings on the linkage between organizational communication and employees' performance.

Keywords: Organizational Communication, Employees' Performance, Review Paper

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1.0 RESEARCH BACKGROUND

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). Hence, the accomplishment of organizations is much depending on how poor or how excellent the employees' performance is (Malik, Butt, & Choi, 2015).

In order to have better performance, it is important for organizations' management to focus on the aspect of communication at workplace (Jiang & Men, 2017). This is because communication plays a significant role in affecting employees' behaviour. Hence, it is crucial to ensure that employees always exhibit positive behaviours in organizations, as a consequence, enhancing the outcomes of companies (Jiang & Men, 2017). Among the elements that could affect employees' performance, organizational communication is known as one of the possible factor that could contribute to employees' performance (Neves & Eisenberger, 2012). Organizational communication happens when job scopes are explained, ideas are shared, and information is distributed (Neves & Eisenberger, 2012). Regarding information sharing, organizational communication occurs when information is shared among the stakeholders of organization (Riel, Van, & Fomburn, 2007). Besides information, employees' thought, opinions, views, feelings, and emotions are shared among the staffs of organizations as well (Tayo & Olamigoke, 2006). It is believed that in an organization, it is impossible to enhance employees' performance without effective organizational communication because interaction between employees is needed (Tayo & Olamigoke, 2006). Hence, it is claimed that organizational communication is crucial and dominant activity in organizations (Harris & Nelson, 2008).

An effective organizational communication happens between top management and subordinates as well. It was claimed that organizational communication happens when the top management design organizations' plans, as well as decision execution (Harris & Nelson, 2008). In earlier years, communication in organization is one-way. However, due to the rapid changes in new era, two-way organizational communication happens among top management and subordinates (Bhatia & Balani, 2015). It is believed that communication can enhance employees' performance when top management and subordinates reached mutual agreement through discussions (Femi, 2014). Therefore, it can be seen that organizational communication is vital in affecting employees' performance. However, there is a lacking of researches that examined the linkage between organizational communication and employees' performance (Femi, 2014; Chen, Silverthorne, & Hung, 2006). It was claimed that more researches are needed because communication process is complex which incorporates different departments, units, and functions in organizations (Femi, 2014). Hence, this paper intends to review the linkage between organizational communication and employees' performance in recent years.

■2.0 PURPOSE OF THE STUDY

The main objective of this review paper is to review the linkage between organizational communication and employees' performance, where the selected articles are in the range of year from 2014 to 2018.

■3.0 LITERATURE REVIEW

Organizational Communication

Effective organizational communication has been an important factor in enhancing the effectiveness of organizations. Organizational communication is defined as the process of which the information of job is transferred by organization to the employees (Price, 1997). Organizational communication is known as a crucial role in affecting the failure or the success of employees in organization (Orpen, 1997). This is because effective communication in organizations can help to resolve contradiction that happened among the employees (Orpen, 1997). Organizational communication is also described as the dominant binding force that enhance coordination (Myers & Myers, 1982). It is believed that effective communication in organization can build a better understanding on the behaviours of employees (Rogers, Everett, & Rogers, 1976). The importance of organizational communication could be the foundation of organizations in nowadays (Von Krogh, Kazuo, & Ikujiro, 2000).

Furthermore, organizational communication is defined as the process where ideas, emotions, and views are exchanged via letters, symbols, and words (Ince & Gül, 2011). Organizational communication helps to make sure that symbols are translated correctly, the symbols are meeting the meaning of words, and knowing how effective the transmission is (Kalla, 2005). In organizations, with effective organizational communication, tasks and resources to be carried out can be communicated (Altinöz, 2008). Meanwhile, roles, duties, and expected results could be informed to employees through organizational communication (Altinöz, 2008). Organizational communication is a process where the goals of organization are established and circulated in order to ensure that work behaviour among employees are appropriate and pertinent (Ayatse, 2005). It is believed that organizational communication can enhance the relationship between organizations and employees (Doğan, 2008). This is because organizational communication concerns on expressing emotions, listening, and understanding (Banerji & Dayal, 2005). Organizational communication can boost the process of come together, work together, learn together, reflect together, and progress together (Femi, 2014).

Employees' Performance

Employees' performance plays a significant role in contributing to organizational performance. It was claimed that employees' performance should be targeted to achieve the organizational goals (Ogunola & Akporaro, 2015). Employees' performance is defined as the action which can be observed and measured in jobs that are related to organizational goals (Campbell et al., 1993). It was claimed that employees' performance is an action itself, instead of an outcome of behaviour (Campbell, 1990). In organizations, employees' key performance indicators, productivity, and amount of gained profit are known as employees' performance (Armstrong, 2009). When employees' performance is good, the quality of productivity and commitment will be increased (Samad, 2011). In contrast, when employees' performance is low, it will be known as displeasing experience or personal failure in organizations (Sonnentag & Frese, 2002). When employees' performance is mentioned in organizations, it brings a meaning that employees' competencies are concerned in order to improve organizational performance (Rahman & Taniya, 2017). Good employees' performance is known as one of the pre-requisites to have better career development, as well as being succeed in the market of labour (Ogunola & Akporaro, 2015). Hence, employees tend to show engagement when their employees' performance is observed in organizations (Ogunola & Akporaro, 2015). Employees' performance is described as what has been accomplished and how tasks are completed (Rahman & Taniya, 2017). All these could help an organization to achieve goals, to supply products and services, and to gain competitive advantage (Ogunola & Akporaro, 2015).

Organizational Communication and Employees' Performance

It was claimed that, employees' performance is impossible to be improved without a proper approach of organizational communication (Philips, Umoh, & Amah, 2016). This statement could be supported by several past studies. For instance, organizational communication is capable to bring impact to employees' performance, where it was discovered that communication has significant positive linkage with employees' performance (Femi, 2014). This provided that when organizational communication is improved, employees' performance could be enhanced in organizations. Furthermore, the significance of the linkage between organizational communication and employees' performance is also agreed by Harris and Nelson (2008). This brings a meaning that information of organization should be disseminated effectively in order to improve overall employees' performance. This is because employees' could perform accordingly based on the clear information of organization. Other than that, it is believed that choosing the right medium for organizational communication can significantly enhance employees' performance in organization (Nabi, Foyso, & Adnan, 2017). To summarize from the findings in previous studies, it is hypothesized that organizational communication has significant relationship with employees' performance.

■4.0 METHODOLOGY

The area of organizational communication and employees' performance was comprehensively searched through several journal databases, such as Elsevier and Scopus. In order to obtain recent findings, the authors focused on recent literatures for this review writing. Therefore,

the authors were seeking for the studies which are dated from the year of 2014 to 2018. For the purpose to obtain the appropriate articles for this review writing, the authors were aware of five inclusions. Firstly, only empirical studies were obtained for this paper. Next, since the authors focused on corporate personnel, the authors only obtained previous studies which were carried out among corporate personnel. Furthermore, the authors included the variables which are applicable to this review writing only. Besides, the authors included only self-rated employees' performance, instead of supervisors' rating or peers' rating. Lastly, in order to avoid invalid findings, the authors only included the studies which informed the value of reliability and validity of instrument.

■ 5.0 FINDINGS AND DISCUSSION

To understand the linkage between organizational communication and employees' performance, literature was constructive for this review writing. The linkage between organizational communication and employees' performance was revealed with the facilitation of previous literatures. The effectiveness of communication in organizations is important to influence the level of performance among employees (Harris & Nelson, 2008). From this statement, it can be seen that, if information of organizations is effectively distributed to employees, the tendency of performing good performance among employees might be improved. Limited past researches were found in investigating the linkage between organizational communication and employees' performance. Organizational communication is able to influence employees' performance, where it was revealed that communication has significant positive linkage with employees' performance (Femi, 2014). This indicated that, when organizations clearly communicate relevant information, such as choosing the right medium, the employees' performance will be improved with the clear instruction. Besides, it was revealed that communication in organization is significantly related to employees' performance (Nabi, Foysol, & Adnan, 2017). This shows that organizational communication is an crucial element in affecting employees' performance. However, although communication is dominant in organizations, a scarce of studies were conducted to explore the linkage between organizational communication and employees' performance (Femi, 2014; Chen, Silverthorne, & Hung, 2006).

There are scholars who revealed that there is significant connection between the variables. It was revealed that, organizational communication is significantly related to the performance of employees (Kour & Abrol, 2017). This indicated that when opinions of employees are effectively expressed in organization, the employees tend to perform better. When employees reached mutual agreement with top management through communication, the employee is prone to have better performance (Kour & Abrol, 2017). While, another study showed that there is a very high significant linkage between organizational communication and employees' performance (Atambo & Moyanyi, 2016). It was dissimilar with the previous study, Kour and Abrol (2017) measured employees' performance as "job successes", while Atambo and Moyanyi (2016) measured employees' performance as 'competency and commitment'. To conclude from these studies, it suggested that, different dimensions of variables could bring different intensity of linkage between the variables.

Furthermore, it was claimed that organizational communication has high relationship with employees' performance. The result was consistent with Ogunola and Akporaro (2015) study, where it was mentioned that there is significant relationship between organizational communication and employees' performance. Different from previous studies, Ogunola and Akporaro (2015) measured employees' performance as unidimensional, when the relationship between the organizational communication and employees' performance was examined. On the other hand, Philips et al. (2016) measured the relationship between the organizational communication and the dimensionality of employees' performance. It was discovered that nearly all the organizational communication dimensions have significant relationship with employees' performance, for example, downward communication and upward communication (Philips et al., 2016). In addition, it was revealed that there is a relationship between organizational communication and employees' performance (Rahman & Taniya, 2017). In the study, the scholar measured employees' performance as unidimensional factor. Another study argued that there is moderate and significant relationship between organizational communication and employees' performance (Stella, Joy, & Goodfaith, 2016). Different from Rahman and Taniya (2017), Stella et al. (2016) measured employees' performance with dimensions of 'job commitment and satisfaction'. It can be seen that, different measurement techniques could lead to different and inconsistent results.

Nonetheless, although most of the past studies discovered significant linkage between organizational communication and employees' performance, it was revealed that there is no significant linkage between the variables (Tololiu, 2015). Contrary with previous studies, organizational communication has no impact on employees' performance in the study. On the other hand, it was found significant relationship between organizational communication and employees' performance (Bhatia & Balani, 2015). The dimensions of organizational communication such as internal communication has significant relationship with employees' performance. Different working contexts could be one of the factors, where Bhatia and Balani (2015) respondents worked in public sector, while Tololiu (2015) respondents worked in banking sector. From these studies, it can be seen that the findings of linkages between organizational communication and employees' performance are inconsistent among the scholars, where this leads to confusing result to readers.

As a conclusion, the past studies ranged from the year of 2014 to 2018 had failed to provide concrete and consistent results for future readers. This is due to mixed findings were found among the scholars, where some of them claimed that organizational communication significantly influenced employees' performance, while other scholars did not mutually agree to the results. There are scholars who discovered that organizational communication is not the only one element that could significantly affect employees' performance. Due to these arguments, there is a need to conduct more investigations in future in order to obtain consistent findings on the linkage between organizational communication and employees' performance.

■ 6.0 CONCLUSION

To summarize, effective organizational communication is important to enhance employees' performance, which will help to improve organizational performance. However, the findings from previous studies failed to provide consistency on the linkage between the variables. The failure of providing consistency for the linkage between the variables has created an awareness to researchers for further investigation on the linkage between organizational communication and employees' performance. It is anticipated that the finding from

future empirical studies will be able to provide guidance to corporate personnel in dealing effective organizational communication at corporates in order to perform excellently among the employees. It is recommended that future studies should study thoroughly on the linkage between the variables by examining the dimensions of organizational communication and employees' performance.

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*Dedication:

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