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**Influence of Communication on Organisational Health: A Dyadic Role and Effects of Three Factors of Employee Engagement, Job Satisfaction and Performance in Selected Capital Market Companies in Nigeria**

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**Abstract**

The health status of an organisation is simply a desirable outcome that correlates integrally with its performance and productivity indices; its ability to effectively manage its resources and its solid resilience to withstand stress, threats, and competition. Good organisational health has significant correlations with the happiness, satisfaction, well-being, and positive emotional psyche of the employees. This study sought to evaluate the influence of organisational communication on employee-management relationships and its effect on employee engagement, job satisfaction, and performance in selected Share Registration Companies in Nigeria. Data were collected using quantitative and qualitative research methods. Regression inferential statistics was used to test the hypothesis. The joint correlation showed a strong positive relationship between all the variables with an R-value of (.760) at a 5% significance level. It is statistically significant at .000 which is less than ( $P < 0.05$ ).

Findings reveal that a significantly positive relationship exists between effective organisational communication and employee engagement, performance, and job satisfaction. It is recommended that since communication has such effects and benefits to trigger employee engagement, satisfaction on the job, and optimal performance, business owners should pay greater attention to investing in organisational communication more concretely to attain and maintain a very high organisational health status. It is also recommended that with improved levels of productivity, loyalty, and commitment of employees, more attention should be paid to concrete organizational communication, rather than handling it as a passive managerial tool.

**Keywords:** Organisational communication, Employee engagement, Job satisfaction, Management relationships, Productivity.

**Word Count:** 232

### **Introduction**

Communication is the life blood and life wire of healthy organisations (Babaleye, 2012). When an organisation is healthy, a lot of factors, structures, and behavioural patterns are seen to be entrenched always with effective internal and external communication patterns to foster such a desirable status. A successfully managed organisation is premised on having an organisational culture that is built on solid cultural foundations based on values, shared beliefs, trust, cordial work, emotional relationships, strategies, policies, etc. Compared to other concepts in the field of organisational psychology, organizational health is a relatively current conceptual viewpoint used to define "the ability of an organisation to cope with challenges and yet continue to function within a high-performance workplace culture (Rusinowitz, 2021). A healthy organisation prioritises alignment towards a common goal, clarity of purpose, and clear work process of communication flows; open, cordial,

and participatory communication focused on employee wellbeing and positive employee experience as well as organisational fairness and justice. The core elements of the concept of organisational health propose that along with the profits, employees' well-being should also be an important goal for organisations' (Raya and Panneerselvam, 2013). 'The Culture of an organisation starts with the leadership of the organisation and the culture of an organisation is seen as a DNA that is not visible, but a very powerful tool that shapes what happens in an organisation which becomes the personality of the organisation' and the brand (Ibidunni and Agboola, 2013). Inferring from the conceptual elements of organisational health therefore, when the management culture of an organisation is solid especially as it relates to its communication, relationships, and quest for peaceful co-existence in the workplace, the organisation can be adjudged to be in good health (Alvesson and Sveningsson, 2015).

Organisational communication is a key management resource, tool, platform, and behaviour that enhances organisational health. It is opined that the gains of developing a mutually beneficial and shared organisational communication culture are possible on the foundation of four communication conditions. Firstly, in a communication and interaction process, the sender needs to secure the attention of the audience. Secondly, the sender and audience need to have a sufficiently similar and shared understanding of the language used whether verbal or non-verbal. Thirdly, the sender and the receiver need to interpret communicative acts in a sufficiently similar, emotionally protective, and beneficial manner. Fourthly, the attitudes and values that the audience ascribes to the sender must correspond to the values and attitudes that the sender possesses (Nordby,2020). Communication will therefore not be beneficial if these conditions are not fulfilled per act and per time.

Generally, the concept of communication refers to the process of passing a message from a sender to the receiver and vice versa at a level of mutual

understanding through verbal and non-verbal methods and via a medium (Ogwezzy, 2010). The concept of organisational communication as a subset of communication refers to a comprehensive and strategic form of communication that supports effective information dissemination mechanisms that are inclusive and participatory across all hierarchies and employee levels in human resources and organisational management (Winarso, 2017). Since organisation consists of a group of people with a particular purpose, organisational communication can be viewed as the glue that unites members and actors of an organisation together (Smart and Carol, 2000). The basic components of the workplace itself include elements of its purpose, people, structure, technology, external environment, and the dominant value system of the organization (Adesubomi, 2015). All these elements and parameters are understood, connected, exchanged, and related efficiently and effectively through communication types and concepts of various forms of the following: oral, written graphics, and unwritten types of communication which are hinged on the implicit culture and work procedures of the organisation (Gómez and Dailey, 2019).

The benefit of effective organisational communication is enormous to organisational life. Effective organisational communication in the workplace helps to control organisational members' behaviours in various ways beneficial to the organisation. Research has shown that effective organisational communication promotes motivation in the workplace by informing and making clarifications to the employees about the task to be done, the manner they are to perform the task, and how to improve their performance. (Shmailan, 2016). It also provides avenues for effective information exchange in decision-making. Effective organisational communication plays a crucial role in altering and molding employees' attitudes and behaviours in response to the culture of the organisation. A properly and adequately informed employee will have a better attitude toward work than a less informed one (Richards, 2019).

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Furthermore, effective organisational communication enhances employee satisfaction and engagement (Wambui, 2019). Effective organisational communication strategies premised on good internal public relations practice have always protected organisations from falling into crisis internally and externally (Babaleye, 2005)

Job satisfaction refers to the degree to which employees like or perhaps 'love' their jobs. It is defined as, 'any combination of psychological, physiological and environmental circumstances that cause a person to truthfully say I am satisfied with my job. The concept relates to an individual's positive affective reaction to the target environment as a result of the individual's appraisal of the extent to which his or her needs are met by the corporate environment (Wambui, 2019). In the same vein, employee engagement is ideologically distinct and it focuses on the advanced issues of commitment, satisfaction, and organisational behaviour rather than just being happy and satisfied doing the job (Mone and London, 2010). Having an engaged employee workforce can make a difference in the survival or success of the organisation. A combination of the happiness and engagement of employees on the job is therefore important to achieving an effectively organised setting in the workplace that is super-efficient (Catteeuw, Flynn & Vonderhorst, 2007). Thus, communication is an integral component of any performance improvement approach. (Redding, 1992).

According to Mone et al (2010), for an organisational performance to be effective such communication must be bound in a two-way communication process whereby members of the organisation must be free to share feedback, ideas, and constructive criticisms at all levels of their official interactions. To achieve optimal performance in productivity and organisational health, effective communication must go beyond the art of speaking and exchanging information among human actors in the workplace (Robins and Jones, 1974). It includes non-verbal and non-

physical cues that interpret feelings that the messages and strategies exude from the sender to the receiver and vice versa. The perception of the employees about the influence of organisational communication policies and strategies vis-a-vis the relationship constructs, structures, and interactions in the workplace can boost or damage the level of motivation of the employees and the brand they represent (Musheke and Phiri, 2021).

### **Statement of the Problem**

Business owners often believe they communicate with their employees effectively. Studies have revealed that more often than not, they do not. Sometimes the strategies, structures, and influence of communication rather than having positive effects may be inimical to the health, well-being, and success of businesses. Assumptions and overconfidence on the part of business owners that all is well usually become unfounded because of the true state of the effects and influence of its communication strategies. The perceived assumption without verifiable evidence most times has presented many managers and business owners with a false sense of achievement and well-being of the state of affairs in their organisations. This managerial attitude and superfluous image on the part of the employers usually silently clog the wheel of progress for many organisations. Communication leakages and malfunctions just as they happen in the human body, for example, slowly poisons and make an organisation sick and diseased. A sick organisation cannot operate at its maximum capability or the least, its barest minimum. The cardinal focus of this study thus stemmed from the need to evaluate albeit most significantly, from the employees' perspectives, the influence of the dominant formal and informal organisational communication strategies, nature and essence, and its effect on the employee's engagement, performance and satisfaction on the job across all the active Share Registrations companies in Nigeria. In a total enumeration study, the communication strategies, nature, and essence are evaluated in a communication audit manner to reveal whether the communication

policies of the organisations are effective or ineffective, safe or dangerous to the specific and overall health of the company and its employees.

The study aims to examine the influence of organisational communication on employee engagement levels, performance, and satisfaction on the job in the selected Share companies in Lagos, Nigeria.

### **Theoretical Frameworks**

The research work is premised on the following three theories:

1. **Stanley Deetz's Critical Communication Theory:** The Critical theory of Organisational Communication was postulated by Stanley Deetz'. The theory's main focus seeks to balance corporate and human interests as it relates to workplace relationships and functionalities.
2. **Kent and Taylor's Dialogic Theoretical Framework:** This is another theory employed to support the need for organisations to take communication very seriously and deliberately in a collaborative and participatory manner. It also explains the need for managers to value the contributions and emotional well-being of employees in the communication process (Kent and Taylor, 2002). As a result of their research endeavour, scholars and practitioners are increasingly becoming more sensitive to the use of the terms “dialogic” and “dialogue” to describe ethical and practical approaches to relationship management; be it internal or external (Pang, Shin., Lew and Walther, 2018). The overall wager of the relational communication theory and dialogic theory is that people are more task-oriented and productive when they are more effectively related emotionally rather than talking or doing things off the table in an autocratic and dominance-related fashion (Coyle-Shapiro and Shore, 2007).
3. **Khan's Employee Engagement Theory:** Khan's research was published in 1990 based on two workplace studies that evolved

into a framework for recognizing how an organisation fosters or hinders engagement (Sun and Chanchai, 2019). Khan's study also led to the development of a holistic, encompassing simple, and direct definition of the term engagement which he described as an employee's ability to harness "full self" at work (Scafuri, Buono, Ingusci, and Maiorano, 2019). The fundamental elements of Khan's engagement theory was derived from three psychological conditions he observed in the dynamics of the workplace that contribute to an employee being engaged. The first criterion used to determine engagement is the meaningfulness of work which he explains 'focuses on whether the employees perceive their roles, functions, and tasks as meaningful to them, the organisation and within the context of wider society; to justify that their "full self", total or complete self is being deployed and manifested in the work environment'. The second determining criterion is the feeling of safety both physically and psychologically on the job and work environment. The third is the total and complete availability at work which refers to physical and mental presence and commitment on the job. Kahn's approach tends towards a human-centered focus on employee engagement. His theory stems from the emotional state of mind of the employee and how it influences or affects performance, productivity, and satisfaction on the job.

### **Conceptual Model/Framework**

The crux of the conceptual model of this research is to display the correlations between the variables and their influence on organisational productivity, health, and well-being. The in-depth analysis of various empirical works x-rayed in the literature supported with several theoretical frameworks analyzed in this research study affirms that effective organisational communication has a very significant influence on how engaged and satisfied employees are on the job and how this, in



turn, triggers optimal performance on the job both independently and jointly. In a juggled analysis of the relationship between the variables and how they influence each other, employee engagement is found to have a significant influence on employee job satisfaction and vice versa and these elements when carefully coordinated also have a very significant influence on performance-related behaviours of employees in the workplace (Adekoya, Jimoh, Okorie and Olajide, 2019).

Scholars of communication through various research endeavours conducting on these variables in various climes also posit that 'effective communication to the management and employees is the panacea for sustained and increased productivity of the workforce and organisational performances (Udegbe, Udegbe, Ogundipe, Akintola and Kareem, 2012). They observe that it is not enough to have a good idea and management practice but awareness and participation of staff in the affairs of an organisation help to positively improve the mindset and psyche of employees and enhance organisational performance. Scholars in that school of thought believe that the effectiveness of communication is determined by both parties in a communication process i.e. the leaders and the subordinates. Hence, it becomes necessary that both parties must pursue the same objectives geared at improving the bottom line through their actions. Udegbe et al (2012) further posit that 'all cadres of staff should be involved in decisions and issues that affect their performance because it will positively lead to organisational development. Every organisation must endeavour to make effective communication an essential and integral part of its management strategies to help minimize organisational conflicts with less misunderstanding, improving information management and cordial relationship between management and workforce (Vance, 2006). The conceptual model depicts in clear and in simple analogy, the cause and effect relationship that exists between the variables as well as the gain and benefits it gives the organisation when

effective communication is adopted and applied as an organisational way of life and indispensable management tool such that its policies become binding on all organisational actions, culture, the environment, and the people.

There are two related conceptual frameworks developed to depict and explain the influence of organisational communication on the engagement, satisfaction, and performance levels of employees towards an eventual outcome of organisational productivity, health, and well-being. The first framework depicts the influence of organisational communication on each variable as well as the dyadic relationships that occur independently and jointly as a result of what constitutes communication satisfaction holistically while the second framework breaks down the elements and behaviours of what constitutes each variable; effective organisational communication, employee engagement, satisfaction, and performance.

The direction of the outcome of various kinds of literature and studies conducted on the relationship that exists between the variables as reviewed extensively in this study led to the formulation of a conceptual framework that attempts to present the binary interconnected relationship and cross-functionality between element and features of employee engagement, job satisfaction, and performance triggered and activated by effective organisational communication strategies. The use of arrows in between both frameworks depicts the influence, effects, and relationships between the variables. On the whole, the models show that when organisational communication is effective, it will exude certain elements which when experienced by the employees will result in certain behaviours that bring about satisfaction and engagement and this in turn will result in an optimum level of performance as well as organisational health and well being of staff. The second framework reveals the various elements and behaviours that constitute or contribute to effective

communication or effective communication strategies as well as that of each dependent variable. It also further presents a robust behavioural feature of the independent and dependent variables. The movement of arrows in the second model moves systematically across all the variables which depict the correlating direct and reciprocal relationship that exists between them and how they jointly mediate to guarantee organisational wellbeing. The double-pointed arrows in the second framework also depict the similarities and interrelatedness of all the dependent variables.

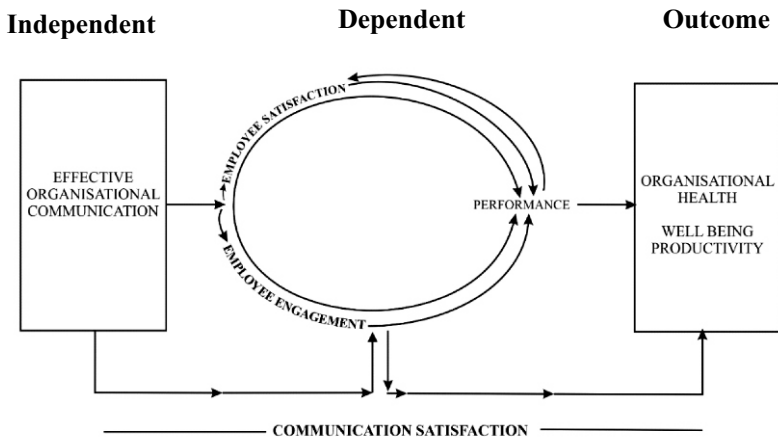


Figure 1. Conceptual Framework/Model

A Dyadic and Diagonal Exhibition and Relationship of the Influence of Organisational Communication on Employee Engagement, Employee Performance and Employee Satisfaction.

### Research Methodology

The descriptive research design was used for the study. Data was collected using a structured instrument titled Organisational Communication, Engagement, Performance and Job Satisfaction Questionnaire (OrCoEnPeJoSaQ). Data was also analysed using

Regression inferential statistics to determine the correlation between organizational communication engagement, job satisfaction, and employee performance.

To achieve the goal of the study, the stock market industry enumeration was attempted. Employees of sixteen out of the seventeen share registration companies in operation in the country as well as the employees of the industry's Institute of Capital Market Registrars were involved. The population of the study was three hundred and sixty-four employees (364). However, 70 management staff and those on leave during the period of data collection were exempted. Thus, a sample population of 294 which accounted for 80.0% of the total employees of the industry was used as respondents for administration of the research instrument. The data were analyzed using frequency counts and percentages.

**Results and Findings**

**Table: Internal Communication Strategies for Employee - Management Relationships**

| S/N | Internal communication strategies and employee management relationships  | SD (%)<br>1 | D (%)<br>2   | A (%)<br>3    | SA (%)<br>4  | Total (%)    |
|-----|--|-------------|--------------|---------------|--------------|--------------|
| 1   | Employee-management relationship, communication flows bi-directionally (top-bottom and vice versa) in my organization all the time                         | 6<br>(2.1)  | 43<br>(15.2) | 179<br>(63.5) | 54<br>(19.1) | 282<br>(100) |
| 2.  | Employee-management communication patterns in daily functions in my department flow in line with the laid down communication strategies of my organization | 16<br>(5.7) | 31<br>(11.0) | 155<br>(55.0) | 80<br>(28.4) | 282<br>(100) |
| 3   | Communication in my organization supports exchange that fosters employee participation in creative contributions to organizational growth                  | 13<br>(4.6) | 37<br>(13.1) | 146<br>(51.8) | 86<br>(30.5) | 282<br>(100) |

Source: Field Research, 2023

Key: SD=Strongly Disagreed; D=Disagreed; A=Agreed; SA=Strongly Agreed

Table 1 reveals that a total of 82.6 % of the respondents agreed and strongly agreed that in employee-management relationships, communication flows bi-directionally (top to bottom and bottom to top) in their organizations all the time. However, 17% of the respondents disagreed and strongly disagreed that there is two-way communication between management and employees in their organisations. A total of 83.4% of respondents agreed and strongly agreed that the employee-management communication pattern in the day-to-day functions in the departments flows in line with the laid down communication strategies of their organizations. On the contrary 17.7% of respondents disagreed and strongly disagreed that communication patterns in their daily interactions in the departments flow according to the laid down communication strategies of their organizations. Another 81.8% of the respondents thought that communication in their organization supports exchanges that foster employee participation in creative contributions to organizational growth, while a total of 18% disagreed with the opinion that communication in their organization supports exchanges that foster employee participation in creative contributions to organizational growth. The overall result, therefore, shows that internal communication strategies adopted by most of the organizations helped employee-management relationships and brought about the overall performance of the selected organizations.

**Table 2. Internal Communication Strategies: Employee-Management Relationships.Contd.**

| S/N | Internal communication strategies and employee management relationship   | SD (%)<br>1 | D (%)<br>2   | A (%)<br>3    | SA (%)<br>4  | Total (%)    |
|-----|--|-------------|--------------|---------------|--------------|--------------|
| 1   | Communication exchanges and contributions in my organization are open and devoid of direct or indirect victimization especially when opinions are different from those of management | 13<br>(4.6) | 37<br>(31.1) | 150<br>(53.2) | 55<br>(19.1) | 282<br>(100) |

|    |   |             |              |               |              |              |
|----|---|-------------|--------------|---------------|--------------|--------------|
| 2. | The communication strategies of my organization are very effective in preventing communication gaps, eliminating frustrations, and preventing conflicts | 13<br>(4.6) | 40<br>(14.2) | 150<br>(53.2) | 79<br>(28.0) | 282<br>(100) |
| 3  | I am a happy employee because of the communication strategies put in place for employee-management relationships in my organisations.                   | 12<br>(4.3) | 42<br>(14.9) | 149<br>(52.8) | 79<br>(28.0) | 282<br>(100) |

Source: Field Research, 2023

Key: SD=Strongly Disagreed; D=Disagreed; A=Agreed; SA=Strongly Agreed.

Still, on the relationship between management and employees in the workplace, Table 2 reveals the essence of the laid down internal communication strategies for Employee-Management Relationships with 72.2% agreeing and strongly agreeing that communication exchanges and contributions in their organizations are open and devoid of direct or indirect victimization especially when opinions are openly mentioned. The table further shows that 35% disagreed and strongly disagreed that the communication strategies of their organizations and contributions are open and devoid of victimization. Another response shows that 81% of the respondents agreed that internal communication in their organisations is very effective in preventing communication gaps, eliminating frustrations, and preventing conflicts. But on the other hand, 16.6% of the respondents disagreed and strongly disagreed.

In another result, the table shows that 80% of the respondents strongly agreed that they are happy employees because of the communication strategies put in place for employee-management relationships in their organizations. However, another 19.3% strongly disagreed with the statement that they are happy employee because of the communication strategies put in place for employee-management relationships in my organizations.

**Table 3. Prevalent Flow of Communication on Employees' Engagement, Performance and Job Satisfaction**

| S/N | The flow of communication on employees' engagement, performance, and job satisfaction   | SD (%)<br>1 | D (%)<br>2   | A (%)<br>3    | SA (%)<br>4  | Total (%)    |
|-----|---|-------------|--------------|---------------|--------------|--------------|
| 1   | The communication strategies put in place for employee-management relationships generate significant levels of employee engagement which results in optimum performance and satisfaction on the job | 7<br>(2.5)  | 44<br>(15.6) | 165<br>(58.5) | 66<br>(23.4) | 282<br>(100) |
| 2.  | On the whole, the organizational communication Strategies put in place for employee-management relationships are very effective and need not be overhauled  | 10<br>(3.5) | 74<br>(26.2) | 143<br>(50.7) | 55<br>(19.5) | 282<br>(100) |

**Source:** Field Research, 2023

**Key:** SD=Strongly Disagreed; D=Disagreed; A=Agreed; SA=Strongly Agreed

Table 3 shows the prevalent flow of communication on employees' satisfaction, performance, and job satisfaction. A total of 82.4% of the respondents agreed and strongly agreed that the communication strategies put in place for employee-management relationships generate significant levels of employee engagement which results in optimum performance and satisfaction on the job. However, 18% of respondents disagreed and strongly disagreed with the notion that communication strategies put in place for employee-management relationships generate significant levels of employee engagement which results in optimum performance and satisfaction on the job. Another 70% of respondents respectively agreed and strongly agreed that on the whole, the organizational communication strategies put in place for employee-management relationships are very effective and need no overhauling. On the contrary, the remaining 29% of the respondents disagreed and strongly disagreed with the majority opinion.

**Hypothesis**

H<sup>0</sup>: There is no significant relationship between the laid down internal communication strategies and employees' engagement, satisfaction, and performance on the job in the selected organisations.

**Table 4.1D: Regression Analysis of Internal Communication vs. Employees' Engagement, satisfaction, and Performance on the Job**

| Model Summary   |                         |                             |                   |                            |         |                   |
|---|-------------------------|-----------------------------|-------------------|----------------------------|---------|-------------------|
| Model   | R                       | R Square                    | Adjusted R Square | Std. Error of the Estimate |         |                   |
| 1   | .760 <sup>a</sup>       | .577                        | .559              | 5.69097                    |         |                   |
| a. Predictors: (Constant), Laid down Internal Communication Strategies      |                         |                             |                   |                            |         |                   |
| ANOVA <sup>a</sup>  |                         |                             |                   |                            |         |                   |
| Model   |                         | Sum of Squares              | df                | Mean Square                | F       | Sig.              |
| 1   | Regression              | 4196.483                    | 1                 | 4196.483                   | 383.276 | .000 <sup>b</sup> |
|   | Residual                | 3076.778                    | 281               | 10.949                     |         |                   |
|   | Total                   | 7273.261                    | 282               |                            |         |                   |
| a. Dependent Variable: Employees' Engagement, Satisfaction, and Performance |                         |                             |                   |                            |         |                   |
| b. Predictors: (Constant), Laid down Internal Communication Strategies      |                         |                             |                   |                            |         |                   |
| Coefficients  |                         |                             |                   |                            |         |                   |
| Model   |                         | Unstandardized Coefficients |                   | Standardized Coefficients  | T       | Sig.              |
|   |                         | B                           | Std. Error        | Beta                       |         |                   |
| 1   | (Dependent Variables)   | 87.830                      | 6.385             |                            | 4.410   | .000              |
|   | Employees' Engagement   | .165                        | .063              | .176                       | 2.633   | .005              |
|   | Employees' Satisfaction | .385                        | .043              | .677                       | 8.877   | .000              |
|   | Employees' performance  | .118                        | .032              | .252                       | 3.667   | .000              |
| a. Predictor : (constant), Laid down internal Communication Strategies      |                         |                             |                   |                            |         |                   |

The correlation coefficient of 0.760 indicates a high relationship that exists between laid-down internal communication strategies and employees' engagement, satisfaction, and performance on the job. According to the R-squared statistics, the fitted model accounts for 57.7% of the variation in employees' engagement, contentment, and



performance at work. This simply implies that about 52.5% of the total variation in the measure of the employees' engagement, satisfaction, and performance on the job is explained by the variations in laid down internal communication strategies. The regression coefficient ( $\beta= 0.165, 0.385,$  and  $0.118$ ) of the above equation for the model implies that unit change in laid down internal communication strategies will exert a positive effect on employees' engagement, a positive effect on employees' satisfaction, and a positive effect on performance. Also, the prob-value of 0.000 at the 0.05 significance level (2-tailed) indicates that the result is statistically significant; therefore the null hypothesis is rejected and it can be concluded that there is a significant and positive relationship between the laid down internal communication strategies and employees engagement, satisfaction and performance on the job in the selected organisations.

### **Discussion of Findings**

On the whole, the cardinal outcomes of this research exercise reveal a significantly positive, symbiotic, and dyadic relationship between the variables of the study. It has been proved that as communication satisfaction levels on the job rise in the workplace, employee satisfaction and employee engagement also rise. This is in agreement with the opinions of Carrière and Bourque, (2009) who postulated that when communication is free between management and employees in a workplace, job satisfaction, cordiality, and commitment of employees are bound to be raised. The contrary of course will produce a reverse cyclic and affective motion. A statistically significant positive relationship thus exists concurrently between effective organisational communication and organisational productivity. Therefore, when employees in an organization successfully communicate around and across all levels of the hierarchy, job satisfaction, engagement, and performance are individually and jointly increased. The result is a successful, peaceful, and progressive growth of the organization. The result of this study also supports the fact wherein it was found that a greater percentage of the employees

population attested positively to statements that relate to their satisfaction, happiness job satisfaction, and engagement on the job. The study also supports previous statements that indeed a positive workplace environment is the result of management and employees having open lines of communication, cordiality, mutuality, and value. The emotional climate of the workplace has crucial effects and influence on the individual and collective mindsets and growth of employees.

The research exercise as with others before reveals a significant correlation between effective communication strategies and employee management relationships. (Arop, Owan, and Akan, 2018). The result of this study has provided evidence that effective employee engagement, performance, and job satisfaction are preceded by effective employee communication in the workplace. Since employee engagement, performance, and job satisfaction are all positively impacted as well as enhanced in organisations, there is also clear evidence that effective internal communication plays an imperative, crucial, and critical role in organisational productivity and health via its positive impact and effects on the employee-management relationship which in turn triggers very high levels of the values and mutual benefits to the employees and the organisation. However, as significant as the positive correlations of this study are, the non-perfect match in the scoring percentages shows the detection of possible communication defects, leakages, malfunctions, and perhaps barriers to effective communication that are dangerous to the health of organisations.

## **Conclusion**

This study has holistically proved and positively supported other existing literature that communication as a total quality management concept is the most important wand in the hands of the business manager and management staff to bring about organisational productivity, health, and success beyond the act of talking and writing alone which is the most

prevalent notion of what communication is all about. Apart from the cognitive work communication exchanges, the 'psychosocial needs' which revolve around the protection of the physical and emotional stability of the people in a workplace perhaps most important to unravel the optimal powers and influence of organisational communication" (Kalimo, EI-Batawi and Cooper, 2007).

### **Recommendations**

It is important that the glass ceiling that may exist in the ambiance of employee-management relationships in the workplace must at all times be shattered should it be present. It is thus recommended that managers have a renewed attitude to improving how employees feel about their management styles, control mechanisms, and operational models. Hence, the need for a regular periodic audit as mentioned and discussed earlier is reverberated.

This points to the need for business owners to also consistently evaluate, detect, strategise, and re-strategise on their communication-related situations and behaviours by conducting periodic litmus tests of their strategies, policies, and relationships and to ensure job satisfaction.

Organisations should make sure that only experienced communication specialists are in charge of organising their internal communication networks and portfolios as a deliberate and conscious effort on their part to keep their employees happy and in their full self on the job.

It is also recommended that organisations should hire people with educational and professional training in communication and human capital management, who are professionally proactive and sensitive for full-time positions so that their internal communication procedures can be handled as delicately and as strategically as they should be.

Finally, as an outcome of this research endeavour and in tandem with the gains of conducting communication audit exercises, the researchers recommend

that a technology-based and role-based employee relationship and communication exchange model cum application that supports the interplay of all the variables of this study should be developed for adoption by human capital managers to support their work to be more effective and more efficient than ever before.

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