

## Effective Communication as a Strategy for Enhancing Organizational Performance

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### Abstract

*This research paper examined the effective communication as a strategy for enhancing organizational performance and this research was conducted on private universities of Jalalabad City. Indeed, in this research paper the Ordinary Least Square (OLS) was used to estimate its results. The results show that there is positive relationship between effective communication and organizational performance. In fact, the results show that flow of communication has positive relationship with organizational performance. For example, if the flow of communication is natural and smooth in an organization that causes good organizational performance and when the communication is effective then employees effectively do their tasks which causes organizational performance. Moreover, if in an organization the barriers to communication rooted out then employees will perform their tasks without doubt and hesitation which causes the organizational performance and knowledge sharing which has a vital role in an organization when there is the habit of sharing knowledge among employees definitely they become very alert which causes the organizational performance. All in all, if an organization wants to have best organizational performance then it should focus on effective communication system.*

**Keywords:** Effective Communication, Nangarhar, Organizational Perform

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## Introduction

As it is clear that, an effective communication strategy is a process through which the organizational works are supported by transmitting information to each other for having better outcomes and performance. Every organization whether that is public or private they need effective communication in order to deliver their ideas, information, solutions regarding communicative problems inside the organizations. 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. As, it is obvious that for organizational success and employee performance employee's communication is a main asset in any organization. Human needs communication in this business world. It is obvious that organizations cannot be succeeded without proper communication with their employees, customers and clients. Indeed, today business market is very competitive and business is very challenging. Then, it is required to well manage all production factors of an organization. Among these factors human factor is really challenging factor and it should be managed wisely. In fact, human's thoughts, emotions, and feelings should be skillfully managed to fortify highest productivity. Some studies reveal that effective communication can increase organizational outputs and productivity (Garnelt, Marlowe, & Pandey, 2008; Pandey & Garnelt, 2006).

The specialists experientially agreed and demonstrated the importance of communication during intended change. Organizational change and communication process are connected and related process (Lewis, 1999). Many studies show that there is positive correlation between many organizational outputs such as job satisfaction, organizational behavior, performance and commitment of organization. On the other hand, failure of communication causes many unfavorable outputs like low trust, job dissatisfaction, stress, and decreases in organizational commitment, division in intentions and absence (Bastien, 1987; Malmelin, 2007) and it can affect the efficiency of organization undesirably.

The following studies indicate that there is positive relationship between effective communication and organizational performance. Ali (2016), Nabi et al. (2017), Gaither (2012), Florence (2015), Abdussamad (2015), Shonubi and Akintaro (2016), Femi (2014), Kibe (2014), Proctor (2014), Gondal and Shahbaz (2012), Husain (2013), Mutuku and Mathooko (2014), Boyaci et al. (2000), Atambo et al. (2016), Singh and Lalropuii (2014), Ince and Gul (2011), Joseph (2016), Otieno et al. (2015), Amechi et al. (2014), Nebo et al. (2015), Angelica and Vecchio (2007), Raihans (2012), Mayfield and

Mayfield (2002), Yan (2011), Kelvin (2016), Uka (2014), Udegbe et al. (2012), Brandes and Darai (2014), Francis and Chyke (2016), Haroon (2018), Stanikzai (2017) and Tahsildari and Shahneai (2015).

It is clear that nowadays effective communication has vital role in organizational performance and it is all because of technological change, diversification, various polices and competitiveness in the marketing place in the current time and as the businesses are expanded all over the world. In fact, organizations can make alert their employees, employers, consumers and customers about technological change, diversification, various polices and competitiveness by effective communication. Moreover, in organizations the main factor is employee's performance which can affect the whole performance of organizations. Many organizations are trying to control inner challenges and barriers which negatively affect the employees' performance. Indeed, one of the main factors of internal challenges, which negatively influence the organizational performance is effective communication (Ali, 2016).

A research was carried by Zhang & Venkatesh, (2013) by effective communication channels organizations can ensure their employees' respond, adjust, receive and improve information flow within an organization. Moreover, organizations which have strong and effective communication channels can guarantee openness, communication structure, employee feedback, adjustment to change and contribute positively to employees' performance. Effective communication is an important factor in today's organizations for overall organizational functioning and success (Mutuku and Mathooko, 2014). Salem (2008) has figured out seven communication reasons why organizations fail to change that include insufficient communication, distrust, poor interpersonal communication skills, and conflict avoidance. Salem indicates that "research shows that up to 70 percent of change programs fail and poor internal communication is seen as the principal reason for such failure. Poor communication between organizations and employees can cause the following problems in organizations such as, losing high and key employees, decrease in motivation, frustration of employees, lack of directions, leading to confusion and misleading to purpose and performance. These factors ultimately fail organizations to achieve their goals and objectives. Statistics has shown that 90% are motivated to deliver added value who are fully informed; while those who are kept in dark almost 80% are not (The Workplace Communication Consultancy, 2005).

Failure of communication can cause many organizational arguments. Therefore, it is crucial to bring focus on effective communication, emotions, environment, psychological and technical characteristics of the medium, which can improve organizational performance. Most organizational clashes has been elevated because of ineffective communication strategies (Lee, 2003 and Scotte, 2004). The continual suspension of accessing information by staff seems to confine their performance, which could create mismanagement in coordinating of organizational activities. Therefore, performance of employees in relation with their duties and responsibility seems to question their communication techniques in terms of performance in the organizations. The main objectives of the study are following. Firstly, to examine the effect of barriers to communication on organizational performance. Secondly, to examine the effect of effectiveness of communication on organizational performance. Finally, to examine the effect of knowledge sharing on organizational performance.

## **2 Literature Review**

Ali (2016) figured out the impact of inner communication channels on employee outputs in non-profit organization. This study is carried out in Somalia and the number of respondents were 136. The findings of this study shows that there is a positive relationship between inner communication channels and employee performance. The result of this study further shows that by effective communication in an organization employee can solve their problems they are facing with. For example, they can solve sophisticated tasks, building coordination and cooperation, and can boost up the performance of the employee. Study recommends that organizations must have effective communication with their employees this would enhance the performance of organization. Indeed, in this study the upward and down ward communication was introduced weakest communication in non-profit organizations of Somalia and further studies are recommended in this regard.

Nabi et al. (2017) examined the business communication role and effect on employee performance and job satisfaction. This research is carried about a case study on Karmasangsthan Bank Limited in Bangladesh and the number of respondents in this research were 120 respondents. This research strongly suggests that there is unquestionable positive relationship between business communication and employee's entire performance and satisfaction. This research suggested these recommendations as well. First, for the betterment of work condition some of the communication approaches should be applied. Second, upward,

down ward and lateral communication should be used in the best ways in order to have great impact on performance and satisfaction of employees. Third, for making the working condition more convenient, contented and relax the managerial communication should be used in proper way. Finally, for the best work atmosphere fitting, convenient and alternate implications should be identified.

Gaither (2012) investigated the role and effect of internal communication on employee engagement. In this study secondary data were utilized for carrying out this research. The researcher collected data from 2010 to 2011 for this research paper. This research was conducted in Kosair Children Hospital (KCH). The research paper disclosed that the outcome of communication team's struggles shows a significant increase in engagement of employees for Kosair Children Hospital (KCH). Let's make it clear that there is a positive relationship between internal communication and employee engagement. The findings of this research paper further states that enhancing and evaluating of the inner communication was the main goals of this research paper. This study recommends that take care of those interventions which can increase employees engagement.

Florence (2015) sought the employees' performance because of communication at Ghana revenue authority, Kumasi. This research was conducted in Ghana/Africa. The number of respondents were 200. Both secondary and primary data were used for carrying out this research paper. Ordinary Least Square (OLS) estimation technique was used. The findings of this research paper indicates that there is positive relationship between employee's performance and communication. Moreover, this research paper examined at GRA the available communication system, measured employee's performance, identified the most useful channel of communication which are considered beneficial by employees and finally the failures and obstacles were also identified at GRA communication system. This paper recommends that communication flow should not only be up ward, but also it should be downward. In fact, upward and downward flow of communication can help in comprehension, smoothness of communication, compatibility, displays good behavior, produce positive output and ensures adaptability of employees to messages communicated. This paper further recommends that feedback should be highly encouraged. At last, bottlenecks communication system should be removed for enhancing the performance of employees.

Abdussamad (2015) examined the impact of communication climate on performance of the employees at government agencies in Gorontalo City (An Indonesian Case Study). This study is carried out in Indonesia. Indeed, the simple linear regression is used in this research paper. The findings of this study shows that there is a vital impact of communication climate on performance of employees at the agency of the cooperation, industry, trade , investment and small and medium enterprise of Gorontalo city. The study recommends that in the cooperation, industry, trade, investment and small and medium enterprise communication climate should be improved.

Shonubi and Akintaro (2016) figured out the effect of effective communication on performance of organization. This research was conducted in Nigeria for seeking the impact of communication on organizational performance. Indeed, secondary data was utilized from 1904 to 1914. The research paper findings show that there is positive relationship between effective communications on performance of organization. This study further states that for effective and efficient performance of organization the management should analyze the purpose of communication clearly, understand the physical and human environment when discoursing, and proper consideration should be given to the content and tone of the message. This research paper recommends that there is need for improving the performance and the management should bring focus on making the ideas clear before communicating and best understanding of human and physical environment when communicating.

Femi (2014) inspected the influence of communication on workers' performance in selected organizations in Lagos State, Nigeria. This study was practiced in Nigeria. The data sort was primary data for this study and the number of respondents were 120. In fact, the findings of this study declares that there is relationship between communication and worker's performance and commitment. Moreover, the study shows that by effective communication reciprocal comprehension can be created between management and workers which helps both parties in building strong relationship with each other. On the other hand, the study reveals that poor communication can affect the performance of workers badly. Therefore, the research paper advises managers to speak out policies, goals and objectives for workers regularly in order to improve their performance and commitment.

Kibe (2014) studied the impact of communication strategies on organizational performance: a case study of Kenya Ports Authority. This study was carried out in Kenya for finding the impact of communication

strategies on organizational performance. The number of respondents were 132 and primary data was used for this study. The result of this study shows that in high-performance communication strategies has greater role because communication strategies nowadays are very common in business world, where they are used as business' plan and telling how to communicate with several business parties. Indeed, in this research paper based on findings there is positive relationship between communication strategies and organizational performance. The study suggests that for taking place effective communication barrier to communication should be rooted out and in organization the communication should flow in all directions then in this regard, concise clarity of language should be used and the receiver of communication should be attentive and pay close attention.

Husain (2013) , Mutuku and Mathooko (2014), Boyaci et al. (2000), Atambo et al. (2016), Singh and Lalropuii (2014), Ince and Gül (2011), Joseph (2016), Otieno et al. (2015), Amechi et al. (2014), Nebo et al. (2015), Rajhans (2012), Mayfield and Mayfield (2002), Yan (2011), Kelvin (2016), Uka (2014), Udegbe et al. (2012), Brandes and Darai (2014), Francis and Chyke (2016), Haroon (2018), Stanikzai (2018), and Tahsildari and Shahnaei (2015) are also in view that an effective communication has a significant positive effects on organizational performance.

### **3. Research Methodology**

#### **a. Research Design**

This research is conducted, for finding the impact of effective communication as a strategy for enhancing organizational performance. Indeed, Adopted questionnaires were distributed for data collection and data was collected via questionnaires. As result, the respondents were (150). The research area is the whole private universities of Jalalabad city such as, Khurasan, Al-Falah, Al-Taqawa, Spinghar and Rohan universities. The whole population was (360). Actually, there are different types of sampling but here the random sampling method was selected for this research. At first, data was recorded in Excel Spreadsheet and then it was converted to EvIEWS software and through Ordinary Least Square (OLS) the data was estimated.

#### **b. Population**

Population is the large collection of individuals or objects which is the main focus of scientific investigation. Or, population is a complete set of elements (objects or individuals) that have some common characteristics which is used by researcher in order to carry out his/her research. For

example, as this research is conducted to find out the impact of effective communication on organizational performance the actual population of this research is (360) employees in different private universities in Jalalabad city.

See the following table for population of different universities in Jalalabad City.

**Table 1: Sample of Different Universities**

S.No	University/ Institute	Number of Employee	Address
1	Khurasan University	60	3 <sup>rd</sup> Phase, Jalalabad
2	Al-Falah University	80	4 <sup>th</sup> Phase, Jalalabad
3	Al-Taqwa Institute of Higher Education	55	3 <sup>rd</sup> Phase, Jalalabad
4	Spinghar Institute of Higher Education & Medical Sciences	70	2 <sup>nd</sup> Phase, Jalalabad
5	Rohan Institute of Higher Education	95	3 <sup>rd</sup> Phase, Jalalabad
<b>Total Population</b>		<b>360</b>	

### c. Sampling

Indeed, Sampling is a method of selecting a few individuals or objects out of the whole population to represent the entire population. For instance, the whole population's number is (360) and (150) is selected as a sample size for this study. Furthermore, there are different types of sampling technique via which one can select sample numbers out of population such as, simple random sampling, stratified sampling, systematic sampling and cluster sampling. In fact, in this study the simple random sampling was selected to select sample numbers out of population. See the table below for sample size.

**Table 2: Sample Size**

S.No	University/ Institute	Sample Size
1	Khurasan University	30
2	Al-Falah University	35
3	Al-Taqwa Institute of Higher Education	10
4	Spinghar Institute of Higher Education & Medical Sciences	30
5	Rohan Institute of Higher Education	45
<b>Total Sample Size</b>		<b>150</b>

### d. Research Instrument

Research instrument is a measurement tool such as survey, questionnaire or test which is used by the researcher in order to collect data for his/her research. In fact, for this research the questionnaire was used to collect the actual data. As far as, it is clear that questionnaire is a research device which consists of a series questions for the purpose of gathering information from respondents. There are mainly two types of



questionnaires such as adopted questionnaires and constructed questionnaires. Adopted questionnaires are those questionnaires which are preexisting instrument which are useful to measure a key variable in your study. This type of questionnaire is simple and needs little effort. On the other hand, constructed questionnaire is referred to the design of a questionnaire in which statistically useful information is gathered by researcher about given topic. As result, in this research paper the adopted questionnaires are used to gather primary data from respondents. See below table for adopted questionnaires and their authors.

**Table 3: Research Instrument**

S.No	Variable	Authors
1	Communication Flow	Ali
2	Effectiveness of Communication	Florence
3	Barriers to Effective Communication	Boyaci et al
4	Coordination/Knowledge Sharing	Gaither

#### **e. Modal Specification**

$$OP = \beta_0 + \beta_1 FC + \beta_2 EC + \beta_3 BC + \beta_4 NS + \varepsilon_i$$

where,

OP= Organizational Performance

B<sub>0</sub>= Constant/ Intercept

B<sub>1</sub>- B<sub>4</sub>= Slope Coefficients

FC= Flow of Communication

EC= Effectiveness of Communication

BC= Barriers to Communication

NS= Knowledge Sharing

ε<sub>i</sub>= Error Terms

## **4. Results and Discussion**

### **a. Descriptive statistics**

The descriptive statistic is shown by the above table of variables undertaking for the study. Column 1 indicate the underlying variables of the study. Column 2 shows the number of observation. Column 3 indicates the average value of the variables. Column 4 shows the standard deviation from the mean value of each variable. Column 5 indicates the maximum value exist in the dataset. Finally, column 6 shows the minimum value of the data set. As, it is clear that descriptive statistics provide a short description about the dataset of the study. For example, flow of communication as an independent variable of the study has average value around 1.356 given the standard deviation 0.125. This shows the deviation of each observation from

mean value on average basis. The maximum value of flow communication is 2.658 while the minimum value is 0.365. Identically, effectiveness of communication is as an independent variable of the study has

average value around 2.365 which given the standard deviation -0.023.

This shows the deviation of each observation from mean value on average basis. The maximum value of effectiveness of communication is 36.54 while the minimum value is 10.44. Similarly, barriers to communication is as an independent variable of the study has average value around 0.789 which given the standard deviation 0.365. This shows the deviation of each observation from mean value on average basis. The maximum value of barriers to communication is 40.35 while the minimum value is 8.45. Likewise, knowledge sharing is as an independent variable of the study has average value around 1.253 which given the standard deviation 0.052. This shows the deviation of each observation from mean value on average basis. The maximum value of knowledge sharing is 15.32 while the minimum value is 1.800. In like manner, organizational performance is as a dependent variable of the study has average value around 1.368 which given the standard deviation -0.325. This shows the deviation of each observation from mean value on average basis. The maximum value of organizational performance is 2.687 while the minimum value is -0.365.

**Table 4: Descriptive Statistics of the study**

#### **b. Correlation Matrix**

The correlation Matrix shows the co movement between the

Variables	Observation	Mean	St.Dev	Maximum	Minimum
FC	150	1.356	0.125	2.658	0.365
EC	150	2.365	-0.023	36.54	10.44
BC	150	0.789	0.365	40.35	8.45
KS	150	1.253	0.052	15.32	1.800
OP	150	1.368	-0.325	2.687	-0.365

variables.

**Table 5: Correlation Matrix of the study**

Variables	OP	FC	EC	BC	KS
OP	1.00				
FC	0.35	1.00			
EC	0.65	0.32	1.00		
BC	0.61	0.10	0.35	1.00	
KS	0.43	0.45	0.12	0.32	1.00

The Correlation matrix is used to show the co movement between the variables. For example, how much the organizational performance and flow of communication variables are associated to each other and in which

extent they move on? The answer to this question is that organizational performance and flow of communication are positively correlated and 35 percent, both variables have co movement. In fact, the correlation coefficient of organizational performance and flow of communication is 35 percent and it is positive which suggests that both variables are moving together and they have co movement. Identically, the correlation coefficient of organizational performance and effectiveness of communication is 65 percent and it is positive which suggests that both variable are moving together and they have co movement. In the same way, Organizational performance has a positive correlation with barriers of communication. The correlation coefficient between organizational performance and barriers of communication is 61 percent and it is positive which suggests that both variables are moving together and they have co movement. Finally, Organizational performance has a positive correlation with knowledge sharing. The correlation coefficient between organizational performance and knowledge sharing is 43 percent and it is positive which suggest that both variables are moving together and have co movement.

## 5. Regression Result

It is quite important to estimate our models through OLS to deal all the problems that exist in Ordinary Least Square in order to have more dependable, efficient and consistent results of the study. The following table provide the regression result which is estimated through OLS.

**Table 6: Regression Result of the study**

Variables	Coefficients	t statistic	P value
Flow of Communication	0.042	-2.50	0.002
Effective Communication	0.035	3.85	0.023
Barriers to Communication	- 0.062	-2.36	0.012
Knowledge Sharing	0.095	3.56	0.0 45
Constant	0.235	2.57	0.023
R square		0.72	
F-Statistics		36.25	
Probability		0.012	
<b>Durbin Watson</b>		2.035	

The results of the study is presented in the above table which was estimated via ordinary least square. The estimated coefficient of flow of communication is statistically significant and positive, which shows that in which extent the flow of communication is accessible and natural that much increases the organizational performance. Indeed, the coefficient is 0.042 given the standard error. Its significance is shown by t-statistics and probability. The statistics show that effect of flow of communication on

organizational performance is statistically significant because its value is below five percent.

The estimated coefficient of effective communication is statistically significant at five percent level and it is also indicated by t statistics, which is above 2. The estimated coefficient of effective communication is 0.035. This shows that a one-unit increase in effective communication would lead organizational performance to enhance by 0.035 units. Briefly, an increase in effective communication would enhance the organizational performance due to positive relation. The estimated coefficient of barriers to communication is statistically significant at five percent level and it is also indicated by t statistics, which is above 2. The estimated coefficient of barriers to communication is 0.062. This shows that a one-unit increase in barriers to communication would lead organizational performance to decline by 0.062 units. Briefly, an increase in barriers to communication would decline the organizational performance due to positive relation. The estimated coefficient of knowledge sharing is statistically significant at five percent level and it is also indicated by t statistics, which is above 2. The estimated coefficient of knowledge is 0.095. This shows that a one-unit increase in knowledge sharing would lead organizational performance to enhance by 0.095 units. Briefly, an increase in knowledge sharing would enhance the organizational performance due to positive relation.

The R-Square of the study shows the variation of explanatory variables of the study. The R-square of the study is 0.72 which shows that 72 percent of the variation in the dependent variable is due to independent variables of the study. The F-statistics shows the significance of overall model of the study. The probability of F-Statistics is below five percent and that is the significant level. The Durbin Watson test shows that is there any correlation between the dependent variable and independent variable of the study. When the Durbin Watson value is around 2, there is no autocorrelation.

#### **a. Testing for Multicollierity**

To examine the Multicullierity problem in estimation result then it is quite important to use the VIF (Variance Inflation Factor) test.

**Table 7: Testing for Multicollinearity**

<b>Variables</b>	<b>VIF</b>
Flow of Communication	7.23
Effective Communications	9.52
Barriers to Communicating	2.35
Knowledge Sharing	5.65

This research was selected to register multiple entries with the OLS estimate technique employed to examine the effect of effective communication on organizational performance. However, preliminary investigations are examined some important assumptions of classical liner, which might have the problem of multicollinearity. Variance inflation factor has employed to test the multicollinearity or the presence of multicollinearity. The variance inflation factor result is quoted in above table, which clearly reflect that our four independent variables are free from multicollinearity. If VIF is greater than 10 than there will be the problem of multicollinearity. As shown in above table, our four independent variables are free from multicollinearity because the value of VIF is less than 10. However, the problem of the heterosckesticity was corrected through robust command in Eviews software with a 'strong' indicator that was used in recent relationships. That automatically corrects the heterosckesticity database. Beside this, we have also test the hetero problem through Heteroskedicity test and the result is given. The Durban Watson test was used for testing tests the autocorrelation problem. Durbin Watson value is almost near to 2, one can say that there is no problem of autocorrelation. Beside this, we have also examine the autocorrelation problem through Brush-Godfrey test and this claim that there is no problem of autocorrelation.

### **b. Heterosckedicity**

**Table 8: Testing for Heterosckedicity**

F- Statistics	0.4035	Probability	0.635
Obs * R-Squared	<b>0.9031</b>	<b>Probability</b>	<b>0.7543</b>

Heterosckedicity test shows that whether the variance of the residual is same. If the variance of the residual is same, this is called homoskedicity and the result would be efficient and consistent. If the variance of the residual is not same, this is called heteroskedicity and the obtained result would be inefficient and inconsistent. For this purpose, we ran a brush godfrey heteroskedicity test. The probability of this test shows that there is no heteroskedicity problem exists in the estimation. Thus, the obtained results are efficient and consistent.

### **c. Autocorrelation**

**Table 9: Testing for Autocorrelation**

F- Statistics	0.965	Probability	0.754
Obs * R-Squared	<b>0.365</b>	<b>Probability</b>	<b>0.452</b>

The autocorrelation indicates that either the independent variables are correlated with dependent variable. If there is autocorrelation problem, the obtained result would be inefficient and inconsistent. For this purpose, we ran brush Godfrey serial autocorrelation. The probability of autocorrelation is above five percent. Hence, there is no autocorrelation exists in the estimation.

## **5 Conclusion**

This research paper examined the effective communication as a strategy for enhancing organizational performance and this research was conducted on private universities of Jalalabad City for finding the effect of communication on organizational performance. Indeed, in this research paper the Ordinary Least Square regression was used to estimate its results and adopted questionnaires were used for data collection and the sort of data was primary data. The results show that there is positive relationship between effective communication and organizational performance.

In fact, the results show that flow of communication has positive relationship with organizational performance. For example, if the flow of communication is natural and smooth in an organization that causes good organizational performance and when the communication is effective then employees effectively do their tasks which causes organizational performance. Moreover, if in an organization the barriers to communication rooted out then employees will perform their takes without doubt and hesitation which causes the organizational performance. On the other hand, knowledge sharing which has a vital role in an organization when there is the habit of sharing knowledge among employees definitely they become very alert which causes the organizational performance because the employee will share the knowledge what they have with one another. All in all, if an organization wants to have best organizational performance then it should focus on effective communication system.

## **6 Recommendation**

After all, the study showed that having effective communication system in organization having high organizational performance. Then, the following written sentences are highly recommended to organizations and they should not neglect them for having better organizational performance:

1. First, try your best as a manager of an organization to have good climate for flow of communication. Indeed, if an organization has natural flow of communication system each and every thing goes smoothly and naturally that leads an organization to high organizational performance.

2. Second, try to have effective communication system in organizations because effectiveness has vital role in high organizational performance, for example, if your information to employees is not on time. Then, it does not have any effect on employees.
3. Third, as a manager all the barriers and obstacles should be rooted out in organization because the existence of barriers and obstacle threatens the organizational performance because the barriers directly influence employees when employees are influenced definitely they become passive and slow and they cannot do their tasks openly that directly influence the organizational performance that leads organization to failure.
4. Finally, as a manager of an organization should make the learning organization where each and everybody can learn and share knowledge with others that leads an organization to its high organization performance. By sharing knowledge all employees become alert and active and they understand policies, information, rules and they can easily exchange their ideas openly for the betterment of organization.

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