

## **The Impact of Communication on Workers' Performance in Selected Organisations in Lagos State, Nigeria**

**ASAMU Festus Femi (Ph.D.)**

*Department of Sociology, Landmark University, Nigeria.*

---

**Abstract:** *In today's world, communication is an important component of organisation activity. Because the global world has become widespread, most organisations need to meet their needs with a lower resource moral through communication. This study examines the significant relationship between communication and workers' performance in some selected organisations in Lagos State, Nigeria. Data for the study were collected through questionnaire with sample population of 120 respondents. The result of this study reveals that a relationship exists between effective communication and workers' performance, productivity and commitment. The study recommended that managers will need to communicate with employees regularly to improve workers commitment and performance.*

**Keywords:** *Effective Communication; Workers' Performance; Organisational Productivity; Workers' Commitment; Communication System*

---

### **I. Introduction**

The rise of globalization developments in political, social, economic, technological areas crucially affects communal and organizational lives of individuals in the society. In parallel with these developments organization management are obliged to develop new management techniques to struggle even harder competition conditions. These modern management techniques to a large extent aim to raise employees' performance by using the power of communication (Erogluer, 2011). The beginning of the universe was the beginning of communications. There was no beginning which was devoid of communication. Thus, communication facilitates transformation of the human society. Communication is a many-sided phenomenon that means different things to different people. It is a process of a means of access to the mind or thought of another. According to Wilson (1997), communication can also be seen as a reduction of uncertainty, thus, communication is an exchange of meanings

Accordingly, for organization and human as a social being, communication has a vital importance, whether pros or cons are an inseparable piece of life and also it has an important role on all activities aimed at gaining organizational objectives (Ada et al., 2008). Attention has been given to the study of organizational communication in organizational behaviour research as a result of the significance of this variable to organizational effectiveness. For instance, it has been found that effective communication improves job satisfaction (Holtzhausen, 2002) and which in turn improves productivity (Litterst & Eyo, 1982). Research has also shown that communication improves employee job performance (Goris, 2007), while poor communication results to low employee commitment to the organization (Kramer, 1999).

Chen et al. (2006) pointed out that research is lacking in examining employee satisfaction with communication process. There is therefore the need to explore the relationship between organizational communication and workers performance since communication integrates different units and functions in the organization. Communication is the human activity that links people together and create relationship (Duncan & Moriaty, 1998). This means that individuals relate with each other by means of communication. It is the glue that binds people together in an organization. Managers have traditionally spent the majority of their time communicating in one form or another (face-to-face discussion, memos, notice boards, mass meeting, employees hand book, public lectures, e.t.c). Today, however, more and more workers find out that an important aspect of their work is communication which is the mutual exchange of understanding, originating with the receiver that leads to effective and efficient work performance in an organization because it's the essence of management. The basic functions of management (Planning, Organizing, Staffing, Directing and Controlling) cannot be performed well without effective communication. Different units exist in an organization and it is through communication that interaction takes place for the attainment of organizational goals.

On the other hand, Workers Performance is regarded as how well an employee is able to dispatch his/her duties to the specified organization. Setting and clearly communicating performance standards and expectations, observing and providing feedback, and conducting appraisals enable you to achieve the best results through managing employee performance. According to Bass (1985), employees choose to perform tasks out of identification with the managers or with the organization roles and objectives. This relationship results in

the employees' basic agreement with the norms to which they are required to perform. Thus, the flow of communication can create identification with workers internalizing desirable values, as regarding an organizations goals and objective. However, better performance can be achieved only when there is a reasonable level of expectation-fit and when the social exchange between managers and employees is fair and equal Wang (2005). Within the perspective of human resource management, it has often been theorized that employees' knowledge, abilities and skills will enable them to be good performers when they are hired. Thus, the management must gear its policies and objectives in such a manner that employees perform their work and do their assigned task. We are living in a time when communication systems are evolving rapidly which is essential for success and growth of an organization and is being perennially called upon to play a greater role in the quest for economic and political stability. Effective workplace performance is the key element in the success of an organization and the effectiveness of the workers employed will determine just how successful the organization will be. Effective communication between employees' and managers is crucial in that employees will need to know what is expected of them, managers will need to provide a clear job description for every employee which would make employees have immediate access to the necessary tools to complete each assignment given to them. Communication covers all activities that the management does to enhance workers performance.

Despite the above numerous advantage of effective communication business all over the world today is very challenging. To stay profitable in the highly challenging and competitive global market economy, all factors of production, i.e. men, machine, method, market, money and materials, should be wisely managed. Among the factors of production, the human resource constitutes the biggest challenge because unlike other inputs, employee management demands skilful handling of thoughts, feelings and emotions to secure highest productivity. Organisational communication plays an important role in this challenge. Inability of a heads or Managers of any organization to coordinate a perfect and smooth flow of communication interaction among employee and outside business environment may likely create and facilitate low productivity with high degree of workers boring and disarray. However, people understand and interpret messages differently. In communication, there are many unwanted interference that can distort a message and remain always a potential threat to effective communication, because it can interfere with the accuracy of a message being communicated (Koontz 2001).

Similarly, organizations in Nigeria have been faced with an array of problems that seem to be an impediment to the growth of any organization such as, mismanagement of funds and resources, poor leadership skills, low level of real income, and poor infrastructural facilities to mention but a few. It is in this context that this study examines the impact of communication on worker performance, their productivity and their general commitment to work, using selected organization in Lagos state as an empirical study.

### **Research Objectives**

The broad objective of this study is to determine the impact of organizational communication on workers' performance. The specific objectives are to:

- i. To determine the level of communication within an organisation.
- ii. To determine the impact of organizational communication on workers performance.
- iii. To examine how communication influences workers productivity.
- iv. To determine the extent to which communication affect the level of workers commitment.

### **Research Hypotheses**

- i. There is a relationship between effective communication and workers' performance.
- ii. There is a relationship between communication and organizational productivity.
- iii. There is a relationship between effective communication and the level of workers' commitment.

## **II. Literature Review**

Communication covers all activities that an individual does when he wants to make a transformation in someone else's mind. This is a meaning bridge between an individual or individuals and organization. Communication is a process that contains expressing, listening and understanding (Banerji and Dayal, 2005). Similarly, emphasizing social aspect of communication, communication that takes part on the base of social life and forms the content of organizational structure is a process which aims at conducting good relationships between groups and organizations (Dogan, 2005). Price (1997) defined organizational communication as the degree to which information about the job is transmitted by an organization to its members and among members of the organization. Ayatse (2005) observed that communication is needed to establish and disseminate the goals of the enterprise. This is because the competencies and skills they possess will enable them to exhibit work behaviours appropriate and relevant to the performance of the job. It is further theorized that employees are likely to be more productive if their performance is rewarded assuming that the reward received has value to them, as argued by the expectancy theory (Victor Vroom, 1964). Communication is vital in organizations such

that Orpen (1997) argued that communication has a vital role in the failure or accomplishment of any organization, it is used for the purpose of resolving the contradictions in work organization in other that such organization may progress. People must come together, think together, work together, learn together and advance together. Human interaction allows man to forge new horizons and explore new possibilities. Thus, by meeting people, they can communicate in the language of themselves. The variety of communication aids/ techniques used in an organization depends on the nature of the organization, its kind and range of personnel that best suits the management and also the location of the workplace.

According to Ince and Gül (2001) communication is the exchange of ideas, emotions and opinions through words, letters and symbols among two or more people. He states that this may be defined as a technical fact. Yet it is uncertain whether symbols are transfer truly or not, to what extent symbols meet the transmitted message and how effective transmitted fact on the receiver (Kalla, 2005; Baltas and Baltas, 2002). Without communication, through readings, listening (the receptive skills), speaking and writing (the productive skills) mankind would find it difficult to unravel some of the mysteries of life. Those things that we are ignorant of or have knowledge of, or that we have doubts about can be explained to us better through communication. Altinöz (2008) defines communication as a means through which the task and the resources needed to carry out an assignment, the roles and duties and the expected results are made known to the subordinates. This means that communication is the transfer of information (a message) from one person to another. Thus effective communication is therefore the transfer of message, followed by feedback, from the receiver to the sender, indicating an understanding of the message. Multidimensional aspect of the notion of communication along with its analyses from different viewpoints affects its definition, communication is needed to review, conceptualize and direct interaction in an organization.

Employee communication is the dissemination of information which is related to the daily performance of an employer's job and also important if the worker is expected to be an effective member of staff. It connotes a consideration of human beings as a vital resource (Buchanan and Doyle 1999). Communication is the transfer of information from a sender to a receiver, with the message being understood by the receiver. Myers and Myers (1982) defined organizational communication as "the central binding force that permits coordination among people and thus allows for organized behaviour," and Rogers and Rogers (1976) who argue that "the behaviour of individuals in organizations is best understood from a communication point of view."

In many ways, organizations have evolved in directions that make the latter view more appropriate. Changes confronting organizations and the associated changes in organizational forms have made organizational communication increasingly important to overall organizational functioning. Communication is said to be the foundation for sound management, communication helps greater coordination and interaction among workers, good communication helps in motivating the workers, and communication helps in establishing links between different hierarchies and functions of management, communication clears confusion, misunderstanding and delays in administration, it helps in achieving maximum productivity with minimum cost, it helps in building genuine human relation. Communication is not only an essential aspect of these recent organizational changes, but effective communication can be seen as the foundation of modern organizations (Grenier and Metes 1992; D'Aprix 1996; Witherspoon 1997; von Krogh et al. 2000).

Effective communication is needed for management to develop and sustain a competitive advantage for organizational performance and improvement (Avioli, Lado, Boyd & Wright, 1992; Rowe, 2001). Effective communication between leaders and employees is critically important for the potential success of a company. Leaders need to enact strategies to improve communication that could lead to positive work consequences (Gray and Laidlaw, 2002). Improvements in supervisor-subordinate communication will assist organizations toward the goal of managing diversity by promoting equality and integration in the workplace.

Effective communication succeeds when employees support the leader and the organization if there is a belief that employees' efforts will be rewarded. Leadership succeeds when initiating response or responding to change and leadership is inextricably linked to the credibility of those leading. Constituents will become willingly involved to the extent that they believe in those sponsoring the change (Desantis & Janet, 1999). The association between employee satisfaction and job performance suggests that an important contributor to the employee's engagement within the organization is the leader employee relationship. Foong (2001) concludes that managers use leadership behaviours to influence employees. Lee and Chuang (2009) explain that an excellent leader not only inspires subordinates, giving them the potential to enhance efficiency, but also meets their requirements in the process of achieving organizational goals. How a leader communicates is as important as to how he leads. The leader is the guiding force within a group and organization. A leadership style that resonates with followers will allow the leader to achieve greater employee productivity. Conversely, poor leadership styles lead to poor communication and can have negative effects on workers performance and in turn productivity. The process by which employees are made aware of organizational goals and their involvement in the achievement of them is recognized to play an important role in fostering job commitment (Anderson and Martin, 1995; Haskins, 1996). Goris et al. (2000) and Ooi et al. (2006) find organizational communication to

have an important positive association with affective commitment, whilst (Brunetto and Farr-Whartons' 2004) findings "suggest a strong relationship between communication processes and job satisfaction and affective job commitment".

The importance of communication may appear intuitively obvious, but does research support this assumed importance; the short answer is yes. Research has shown that "when employee needs are met through satisfying communication, employees are more likely to build effective work relationships." (Gray & Laidlow 2004, quoted in Tsai and Chuang 2009). This "research satisfaction" – "the sum total of an individual's satisfaction with information flow and relationship variables" (Downs & Hazen, 1977, in Tsai and Chuang 2009) has been correlated with key variables such as job performance and turnover rates. Further, "certain facets of employees' communication satisfaction that exhibit both information and relationship features supervisory communication, personal feedback, and communication climate were found to be the major dimensions of communication-job performance relationships" (Tsai and Chuang 2009). In other words, the ways in which information flows in an organization is critical to the way that personnel understand their relationship to and within the organization. In short, as Chen (2008) stated, each passing study seems to reveal "that the relationship between internal/employee communication and corporate effectiveness is more significant than what has previously been assumed".

### **III. Methodology**

#### **Research Design**

The research design adopted for this study was descriptive survey method. This is because the method was deemed appropriate, as the study collected information on impact of communication on workers' performance in an organization. Oniye (1997), states that the descriptive survey deals with systematic description of an event in a very factual and accurate manner.

#### **The Study Area**

The study area is in Lagos state, Nigeria. It is an administrative division of Nigeria, located in the south western part of the country. Lagos State is arguably the most economically important state of the country; it is the nation's largest urban area with vast number of organizations, which makes it a relevant study area for this research work. The study was conducted at Andos Water; Hans Finest Solution, Mickelyn Petroleum, Soyebode Engineering Resource Limited.

#### **Sampling Techniques and Sample Size**

The purpose of a sample is to get a scaled down model of the total population because the sociologist wants to generalize from the attributes, their distribution and their inter relationships observed in his sample to the attributes of the population. Hence because the total population might be too large to study, the researcher therefore, restricts himself to a part of the population that represents the whole. In selecting a fair sample upon which valid conclusions could be drawn; stratified sampling technique and random sampling technique were used respectively. Some private organizations in Lagos State were selected, and a sample size of 120 staff was used for this study.

Names of Organisation	Total Population	Sample Population
Andos Water	25	20
Hans Finest Solution	40	30
Mickelyn Petroleum	35	30
Soyebode Engineering	50	40
Total	150	120

Source: Researcher's Field Survey, 2013

#### **Research Instrument**

The research instrument used for collection of data is the administering of well structured questionnaire. The questionnaire consists of two sections. Section A consists of information relating to the socio-demographic characteristics of the respondent: name of organisation, sex, age, marital status e.t.c. while section B contains questions on the respondent interpretation and perception of the impact of communication on workers performance. Thus, questions in section will be used to test the different proposed hypothesis in chapter one.

#### **Method of Data Analysis**

The data were analyzed using statistical techniques which included both descriptive and inferential statistics. The frequency and percentage table were used for the descriptive statistics while the use of non-parametric test of chi-square also known as the goodness of fit test was employed for the inferential statistical analyses in order to confirm the hypotheses formulated for the course of the study and it measures the reliability

and significance of data to see whether or not deviation of the actual observer leads to the acceptance or rejection of the null hypothesis.

#### IV. Findings

This section reports and analyses major data collected from subject relating to communication and worker performance in selected organisation in Lagos State. Socio-economic characteristic of the respondent were first presented. Also, the calculated chi-square of the hypotheses earlier formulated in this study was presented.

**Table 1: Social Characteristics of Respondents**

Age	Frequency	Percentage
21-29	47	39.2
30-39	33	27.5
40-49	30	25.0
50-59	10	8.3
Total	120	100.00%
<b>Sex</b>		
Male	84	70
Female	36	30
Total	120	100.0%
<b>Marital Status</b>		
Single	52	43.3
Married	57	47.5
Divorced	9	7.5
Separated	2	1.7
Total	120	100%
<b>Staff Category</b>		
SSCE	20	16.7
OND/NCE	32	26.7
HND/Bachelors Degree	44	36.7
Masters Degree	19	15.8
P.H.D	5	4.2
<b>No. of Work Years</b>		
Less than 6months	10	8.3
6months-1year	16	13.3
1year-2years	29	24.2
3-5years	32	26.7
More than 5years	33	27.5
<b>Total</b>	<b>120</b>	<b>100%</b>

**Table 2: The Relationship Between Communication and Workers Performance**

Level of Effective Communication	Workers Performance		Workers Performance		
	Very High	High	Average	Low	Total
High	33	25	4	0	62
Average	18	22	14	0	54
Low	1	1	1	4	
<b>Total</b>	<b>52</b>	<b>48</b>	<b>19</b>	<b>1</b>	<b>120</b>

$$X^2_c = 39.323 > X^2_t(0.05) = 12.592, d.f = 6, n = 120$$

**Table 3: The Relationship between Effective Communication and Organisations Productivity**

Effective Communication	Organisations' Productivity			
	High	Average	Low	Total
Very Effective	61	12	3	76
Effective	17	27	0	44
<b>Total</b>	<b>78</b>	<b>39</b>	<b>3</b>	<b>120</b>

$$X^2_c = 26.975 > X^2_t(0.05) = 5.991, d.f = 2, n = 120$$

**Table 4: The Relationship between Effective Communication and Workers Commitment**

Effective Communication	Workers Commitment			
	High	Moderate	Low	Total
Very Effective	63	12	1	76
Effective	20	24	0	44
<b>Total</b>	<b>83</b>	<b>36</b>	<b>1</b>	<b>120</b>

$$X^2_c = 20.179 > X^2_t(0.05) = 5.991, d.f = 2, n = 120$$

## **V. Discussion**

The age category of respondents in Table 1 indicates that 47 (39.2%) of the respondents were between the ages of 21-29 years, 33 (27.5%) were between the ages of 30-39 years, 30 (25.0%) were between the ages of 40-49 years and 10 (8.3%) were between the ages of 50-59 years. Thus, the result indicates that the active age range of workers is the ages between 21-29 years. The distribution of respondents by sex reveals that 84 (70.0%) were males and 36 (30.0%) were females. This indicates that a large proportion of those in the work force are males. The data in Table 1 also shows that 52 (43.3%) were single, 57 (47.5%) were married, 9 (7.5%) were divorced and 2 (1.7%) were separated. Thus, the result shows that majority of the respondents are married. In another development, distribution of respondents by their educational qualification reveals that 20 (16.7%) have SSCE, 32 (26.7%) have OND/NCE, 34 (36.7%) have HND/Bachelors Degree 19 (15.8%) have Masters Degree and 5 (4.2%) have P.H.D. Thus, the result shows that majority of the respondents had HND/Bachelors Degree holders. And also, the data in table 1 reveals that 10 (8.3%) have worked with the organization for Less than 6months, 16 (13.3%) have worked with the organization for 6months-1year, 29 (24.2%) have worked with the organization for 1-2years, 32 (26.7%) have worked with the organization for 3-5years and 33 (27.5%) have worked with the organization for more than 5years. Thus, the result shows that majority of the respondents have worked with the organization for more than 5years.

Finally, it is noteworthy that out of a total number of three hypotheses tested, the null hypothesis statement of the three hypotheses was rejected. Thus, in Table 2, we found that effective communication has impact on workers performance. This assertive can be linked to Ayatse (2005) in his study "observed that communication is needed to establish and disseminate the goals of the enterprise. This is because the competencies and skills they possess will enable them to exhibit work behaviours appropriate and relevant to the performance of the job". Also, the contextual theory affirms the above result through the contention of (Pearce 1994, 1995; and Cronen 1991, 1995) that for communication to effectively have impact in workers performance there is need for the message passed across to be properly understood by workers in a particular organisation It seeks to explicate how the creation and maintenance of social relations materialize in talk.

The second hypothesis tested on Table three showed that effective communication system helps in achieving maximum productivity within an organization. In line with the above result, Tsai and Chuang, (2009) observed "the sum total of an individual's satisfaction with information flow and relationship variables" has correlation with key variables such as job performance and turnover rates which suggests a link between communication and productivity as more complex than previously assumed. It is also believed that the mechanistic perspective is viewed as a technical system that allows information flow from one direction to another through the informative function of communication which is enacted to provide needed information to personnel so they can do their jobs in an effective and efficient manner.

Also, from the Table 4, it can be seen that effective communication affects the level of workers commitment within an organization. Corroborating based on the above result to Arnold, (2011) observed that "the perception of people in the communication process must be considered, for what they think or feel affects considerably how they interact with the organizational environment" whilst (Brunetto and Farr-Whartons' 2004) findings "suggest a strong relationship between communication processes and job satisfaction and affective job commitment". The Contextual view of communication and meaning, rather than examining how discourse helps create, maintain, and give meaning to social relations, he examines how the communication context itself is negotiated. Feedback exchanges can be viewed as a process of interpersonal negotiation whereby through effective communication, workers are committed to work.

## **VI. Conclusion**

Based on the findings of this research, the study has been able to reveal that effective communication creates mutual understanding between management and workers which helps in building genuine relationship among both parties in the organizations. Also, this study reveals that poor communication can affect workers performance. Therefore, organizations should regularly articulate it policies, goals and objectives to it workers in other to improve work performance. That is, communication is a means through which the task and the resources needed to carry out an assignment, the roles and duties and the expected results are made known to the subordinates which makes work easier for better performance. Also, managers need to communicate with employees regularly to get feedback and offer suggestions in other to prevent confusion about future job assignments; this will help improve workers performance and organizational productivity. In addition, top managers should communicate directly with their subordinates on issues of importance. Organizations should eliminate the barriers on communication and create efficient, participative, and transparent communication medium to improve workers commitment.

## References

- [1]. Ada, N., Alver, A. Fatma, (2008). "Örgütsel İletişimin Örgütsel Bağlılık Üzerine Etkisi: Manisa Organize Sanayi Bölgesinde Yer Alan ve \_malat Sektörü Çalışanları Üzerinde Yapılan Bir Araştırma", *Ege Akademik Bakış / Ege Academic Review* 8(2), pp. 487-518.
- [2]. Altınöz, M. (2008). An Overall Approach to the Communication of Organizations in Conventional and Virtual Offices. *Proceedings of World Academy of Science, Engineering and Technology*. Vol. 31, ISSN 1307-6884.
- [3]. Anderson, C. M. and Martin, M. M. (1995) 'Why Employees Speak to Co-workers and Bosses: Motives, Gender, and Organizational Satisfaction' *Journal of Business Communication*, 32, 249-65.
- [4]. Arnold, E., Silva, N. (2011). Perceptions of Organizational Communication Processes in Quality Management. *Revista de Psicologia*. Vol. 29 (1), ISSN 0254-9247.
- [5]. Avolio, (1999); Lado, Boyd & Wright, (1992);
- [6]. Ayatse, F. A. (2005). Management information system: A global perspective. Makurdi: Oracle.
- [7]. Baltas, Z., A. Baltas, (2002). *Bedenin Dili, Remzi Kitabevi, İstanbul*.
- [8]. Banerji, A. and A. Dayal, (2005). "A Study of Communication in Emergency Situations in Hospitals", *Journal of Organizational Culture, Communications and Conflict* 9(2), pp. 35-45.
- [9]. Bass, B.M. (1985) *Leadership & Performance Beyond Expectations*. New York, NY: Free Press.
- [10]. Brunetto, Y. and Farr-Wharton, R. (2004) 'Does the Talk Affect Your Decision to Walk', *Management Decision*, 42, 579-600.
- [11]. Buchanan, Claydon and Doyle, (1999), 'Organisation development and change: the legacy of the nineties', *Human Resource Management Journal*, vol.9, no.2, pp.20-37.
- [12]. Burke .K., (1999), 'It's good to talk', *Personnel Today*, 21 January, pp.23-5.
- [13]. Chen, Ni. (2008). "Internal/Employee Communication and Organizational Effectiveness: a study of Chinese corporations in transition." *Journal of Contemporary China* 17 (54) (February), 167-189.
- [14]. Clampitt, P. G., & Downs, C. W. (1993). Employee perceptions of the relationship between communication and productivity. *Journal of Business Communication*, 30(1), pp.5-28.
- [15]. Cronen, Vernon E. (1991). Coordinated Management of Meaning Theory and Post enlightenment Ethics. In *Conversation on Communication Ethic*, Karen Joy Greenberg (ed.), pp. 21-53. Norwood, N.J.: Ablex.
- [16]. Cronen, Vernon E. (1995). Coordinated Management of Meaning: The Consequentiality of Communication and the Recapturing of Experience. In *The Consequentiality of Communication*, Stuart Sigman (ed.), pp. 17-65. Hillsdale, N.J.: Lawrence Erlbaum Associates.
- [17]. D'Aprix, R. (1996). *Communicating for Change – Connecting the Workplace with the Marketplace*. San Francisco: Jossey-Bass Publishers.
- [18]. Desanctis, Gerardine and Janet Fulk (eds.). (1999). *Shaping Organizational Form: Communication, Connection, and Community*. Thousand Oaks, CA: Sage Publications. Ch 13 Organizational Communication 06.08.02.doc 14 06.08.02
- [19]. Dogan, S., (2005). *Çalışan İlişkileri Yönetimi, Kare Yayınları, İstanbul*.
- [20]. Downs, C. W., & Hazen, M. D. (1977). A factor analytic study of communication satisfaction. *Journal of Business Communication*, 14(3), 63-74.
- [21]. Duncan, T. & Moriarty, S. E. (1998). A communication-based marketing model for managing relationships. *Journal of Marketing*, 62(2), 1-13. <http://dx.doi.org/10.2307/1252157>.
- [22]. Erogluer, K., (2011). "Örgütsel İletişim ile İş Tatmini Unsurları Arasındaki İlişkiler: Kuramsal Bir İnceleme", *Ege Akademik Bakış / Ege Academic Review* 11(1), pp.1409-1424.
- [23]. Foong J. Chiok Loke (2001) Leadership behaviours: effects on job satisfaction, productivity and organizational commitment Article first published online: 21 DEC 2001
- [24]. Goris, J.R., Vaught B.C. and Pettit, J.D. (2000) 'Effects of communication direction on job performance and satisfaction: A moderated regression analysis', *Journal of Business Communication*, 37(4), 348-68.
- [25]. Goris, J. R. (2007). Effects of satisfaction with communication on the relationship between individual-job congruence and job performance/satisfaction. *Journal of Management Development*, 26(28), 737-752 <http://dx.doi.org/10.1108/02621710710777255>
- [26]. Gray, J. & Laidlaw, H. (2002). Part-time employment and communication satisfaction in an Australian retail organization. *Employee Relations*. 24 (2), 211-228.
- [27]. Grenier, R., and G. Metes. (1992). *Enterprise Networking – Working Together Apart*. Digital Equipment Corporation.
- [28]. Haskins, W. (1996) 'Freedom of Speech: Construct for Creating a Culture Which Empowers Organizational Members' *Journal of Business Communication*, 33, 85-97.
- [29]. Holtzhausen, D. (2002). The effect of divisionalised and decentralized organizational structure on a formal internal communication function in a South African organization. *Journal of Communication Management*, 6(4), 323-339. <http://dx.doi.org/10.1108/13632540210807152>
- [30]. Ince, M., Gül, H. (2011). The Role of the Organizational Communication on Employees' Perception of Justice: A Sample of Public Institution from Turkey. *European Journal of Social Sciences*. Vol. 21 (1).
- [31]. Kalla, H. K., (2005). "Integrated Internal Communications: A Multidisciplinary Perspective", *Corporate Communications: An international Journal* 10(4), pp. 302-314.
- [32]. Koontz (2001), 'Making theory Operational', *Journal of Management Studies*, vol.3, no.3, pp.229-43.
- [33]. Kramer, M. W. (1999). Motivation to reduce uncertainty: are conceptualization of uncertainty reduction theory. *Management Communication Quarterly*, 13(2), 305-316. <http://dx.doi.org/10.1177/0893318999132007>
- [34]. Lee and Chuang (2009). The Impact of Leadership Styles on Job Stress and Turnover Intention: Taiwan Insurance Industry as an Example.
- [35]. Litterst, J. K. & Eyo, B. (1982). Gauging the effectiveness of formal communication programs: A search for the communication-productivity link. *Journal of Business Communication*, 19(2), 15-26. <http://dx.doi.org/10.1177/002194368201900202>
- [36]. Myers, M.T., and G.E. Myers. (1982). *Managing by Communication – An Organizational Approach*. New York: McGraw-Hill Book Company.
- [37]. Oniye, O.A. (1997). Basic Steps in Conducting Educational Research. In A.Y. Abdulkareem (ed) *Introduction in Research Method in Education*. Ibadan Agbo Areo Publisher.
- [38]. Ooi, K. B, Safa, M. S and Arumugam, V. (2006) 'TQM Practices and Affective Commitment: A Case of Malaysian Semiconductor Packaging Organizations', *International Journal of Management and Entrepreneurship*, 2(1), 37-55.
- [39]. Orpen, C. (1997). The interactive effects of communication quality and job involvement on managerial job satisfaction and work motivation. *The Journal of Psychology* 131(5), 519-522. [http:// dx.doi.org/10.1080/00223989709603540](http://dx.doi.org/10.1080/00223989709603540)

- [40]. Pearce, Barnett. (1994). *Interpersonal Communication: Making Social Worlds*. New York: HarperCollins. Ch 13 Organizational Communication 06.08.02.doc 15 06.08.02
- [41]. Pearce, Barnett. (1995). *A Sailing Guide For Social Constructionists*. In *Social Approaches to Communication*. Wendy Leeds-Hurwitz (ed.), Chapter 5. New York: Guilford.
- [42]. Price, J. L. (1997). *Handbook of organizational measurement*. *International Journal of Manpower* 18(4-6), 303-558.
- [43]. Rogers, Everett M., and Rekha Agarwala Rogers. (1976). *Communication in Organizations*. New York: Free Press.
- [44]. Rowe, (2001) Effects of job experience, career stage, and hierarchy on leadership style.
- [45]. Tsai, Ming-Ten and Shuang-Shii Chuang." (2009). *An Integrated Process Model of Communication Satisfaction and Organizational Outcomes.* *Social Behavior and Personality* 37 (6).
- [46]. Von Krogh, Georg, Kazuo Ichijo, and Ikujiro Nonaka. (2000). *Enabling Knowledge Creation: How to Unlock the Mystery of Tacit Knowledge and Release the Power of Innovation* Oxford University Press.
- [47]. Wang, (2005). "Procedural justice, participation and power distance Information sharing in Chinese firms", *Management Research Review* 33(1), pp. 66-78.
- [48]. Wilson, D.O. (1997). *Diagonal Communication Links within Organizations*. *The Journal of Business Communication* 29:129-141.
- [49]. Witherspoon, P.D. (1997). *Communicating Leadership – An Organizational Perspective*. Boston: Allyn and Bacon.