

Effective Communication of Business Objectives and Strategies is Catholicon to Employee Performance

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Abstract

The study aim is to examine effective communication of organizational objectives and strategies as a Catholicon to employee performance. Specifically, the study examines the communication channels available for effective communication and employee performance, and also ascertain the possible challenges of effective communication and employee performance. Communication is beyond mere interaction between individuals and group in the business organizational settings. Keeping lower employees in the dark is simply wrong because they might fail to perform the expected task and responsibility assigned to them by their superiors. Most management don't consider the involvement of employees in the development of business strategies rather they tend to establish strategies among the top guns in the company. The study adopted a descriptive survey design which will involve generating data from a sample of respondent at a given point in time. The sampled participants for this study comprised of thirty-four medium scale enterprise because the study is a macro level of analysis. Inferential statistics was used to reach conclusions and make generalizations about the study objectives based on data collected from the sample. The result of this study statistically shows that there is a significant correlation between communication channels available for effective communication and employee performance. Also, it revealed that there is a significant correlation between possible challenges of effective communication and employee performance. There should be development of effective communication channels/medium that will enable management to relate and communicate business objectives and strategies to achieve said objectives in expected time.

Keywords: *Effective Communication, Organizational Objectives and Strategies, Catholicon, Employee Performance*

Introduction

The majority of studies concur that a business success depends on its communication strategy.

According to a survey by the Project Management Institute, 80% of goals and objectives of businesses were achieved successful when effective communication techniques were used (Dubois, Hanlon, Koch, Nyatuga, & Kerr, 2015). To sustain effective communication, all decisions must be communicated to the stakeholders.

As the employees should be informed about the primary communication medium at the start of a project, this responsibility falls under the purview of the manager. The absence of support for a manager's strategy is a serious issue in many circumstances. There will be

several ways to communicate if communication is not made explicit from the start. Nevertheless, as technology advances, communication channels might include email chains, text messages, phone conversations, and in-person meetings. Hence, there will be tremendous disarray. Communication gets easier when more complex project management software becomes available online.

Setting up the responsibilities of all the stakeholders is another communication approach that could endure amongst several work groups and employees. There will be a few crucial responsibilities among the stakeholders, one of which is communication (Schlegel, Mcleod, & Selfridge, 2018). When most individuals discuss communication in strategic management, they often focus on expectations for future research and observations of completed work. Goals should be emphasized at a strategic management meeting since they are typically assessed using blueprints or a set of criteria (Rodriguez, 2017).

The functions of each employee and other work groups should mirror the management objectives like a pyramid plan. They are less likely to be fulfilled if team members are not regularly updated on their ambitions. Reminding individuals of their goals and making sure that the project management software is updated helps address the members' perception that their aims have been forgotten. The team members can understand the significance of achieving the goals by discussing them.

These days, daily employee or "hub" meetings are more frequent (Hansen, Lazow, & Hagedorn, 2018). The stakeholders are given information by the strategic managers, who also receive information from them. Regrettably, once tasks and goals are unsuccessful, many firms use improved communication techniques. For example, if manufacturing factory had significant communication issues between shift workers, and the module of production will be affected due miscommunication. Thus, the factory will have to changed its communication procedures, and every shift workers got a company cell phone to maintain effective communication (Hansen, Lazow, & Hagedorn, 2018).

Problem Statement

Effective communication between management and employees is a very important part of strategic management practices. Presenting developed goals and objectives to every cadre of employees one of the difficulties faced by modern business organizations. Lower employees cannot perform optimally without an idea of what is expected of them by the management of the firm.

Communication is beyond mere interaction between individuals and group in the business organizational settings. Keeping lower employees in the dark is simply wrong because they might fail to perform the expected task and responsibility assigned to them by their superiors. Most management don't consider the involvement of employees in the development of business strategies rather they tend to establish strategies among the top guns in the company. Despite this action demoralises employees and makes them feel they are not part of the long-term business plan; they will also feel like an outcast in the organization.

Another possible problem is the medium and channel used by management of a firm to deliver message to their employees. This communication pattern is tagged as downward communication but when the channels is supportive to the system is keep the lower-level staff uninformed, which relatively affect their performance because they still don't know what the organization is expecting from them in their own job jurisdiction. However, this paper will look into the subject matter of effective communication of organizational objectives and strategies as a Catholica to employee performance.

Aim/Objectives

The aim of the study examines effective communication of organizational objectives and strategies as a Catholica to employee performance. Specifically, the study will:

1. Examine the communication channels available for effective communication and employee performance.
2. Ascertain the possible challenges of effective communication and employee performance.

Hypotheses

H₀₁: There is no significant relationship between communication channels available for effective communication and employee performance.

H₀₂: There is no significant relationship between possible challenges of effective communication and employee performance.

Literature Review: Conceptual Perspectives

Communication is a technique or procedure for passing information (facts) between one or more people in order to influence behaviour. The act of exchanging information with another person in order to elicit a response or response is known as communication (Richard, 2020). According to Ince and Gül (2018), communication is the exchange of ideas, sentiments, and views between two or more people using words, letters, and symbols.

He believes that this counts as a technical fact. Six key management activities—leading, organizing, staffing, managing, and interacting with top management—combine to make up communication. Answers and comments on meaning and information must be sought in communication. If not, the recipient will receive unclear information.

Downward communication (Management to Employees)

Communication that takes place between management staff (superiors) and subordinates (employees). Downward communication refers to the flow of information from superiors to various subordinates within an organization (Rukmana, 2018). According to Osborne & Hammoud (Osborne, 2017), talking to and exchanging ideas with the most knowledgeable and experienced supervisors or superiors may inspire workers to work more for the company.

Seven (7) Cs' of Effective Communication

The following seven Cs of communication were listed by Onifade (2019). Both written and spoken communication must adhere to the seven Cs of effective communication, which are:

Completeness: The message must be written completely. The audience should receive all the information they require from it. Delivering the message requires taking into account the attitude of the audience. An organization may develop and build its reputation through complete communication. Also, they save money since if the communication is complete, no crucial information is omitted, and no further costs for delivering new messages are needed.

Conciseness: Conciseness and wordiness are synonymous; try to express your views succinctly while maintaining the other Cs of communication. A message can be efficiently communicated with just a few words. Saving time and money are two benefits of concise communication. In order to prevent using excessive numbers of words and unnecessary phrases, it highlights and emphasizes the important information.

Clarity: Clarity suggests concentrating on one message or objective at a time, as opposed to trying to do numerous things at once. The clarity of the text will determine how well it is received. The clear idea is conveyed through the succinct, appropriate, and specific words.

Courtesy: A communication must convey some amount of respect from the sender for the recipient to understand it. As a result, the sender should be extremely courteous, smart, considerate, and passionate when sending a message, and he should consider the sentiments or emotions of the recipient. The audience and the good are highlighted in a courteous message.

Concreteness: Concrete communication implies being clear and unambiguous rather than fuzzy, tactile, or colourful. It is supported by accurate data and facts, reduces the chance of

misunderstanding, develops trust, uses plain language that improves reputation, and makes communication easier.

Correctness: This is presuming there are no grammatical problems in the material given. The appropriate message builds confidence. It fosters clarity and has a stronger effect on listeners and leaders. Verify the veracity and veracity of the data and facts included in the communication. The writing is accurate and uses the right terminology.

Consideration: Consideration is "walking in other people's shoes." It is important to consider the viewpoint, background, frame of mind, and educational level of the observer. Make sure the emotions and self-worth of your audience are not jeopardized. The message must be delivered in its whole to the audience in order to satisfy their demands. It highlights the "you"-focused strategy. Show consideration for and empathy for the audience. The audience will respond well to this presents a positive impression of the audience.

Importance of Communication

Respect, empowerment, knowledge, and understanding are the foundations of good communication. Effective communication makes the knowledge individuals require to become educated and enlightened accessible to them. When one is informed, appreciated, and empowered, one is motivated to operate at their highest level of productivity and performance.

Effective communication is the "lifblood" and a crucial instrument of every business, and it is essential to its success. It is the means through which a business accomplishes its goals (Salako, 2016).

Strong relationships, successful businesses, and the capacity to clearly and effectively convey thoughts, feelings, and ideas are just a few of the advantages of effective communication. Effective communication is the cornerstone of any successful activity. Organizing your thoughts, making them intelligible, and articulating them in a style that will capture the listener's interest are all components of effective communication (Beattie, 2014).

The efficacy of a company's communication determines whether it succeeds or fails.

Some of the importance of communication are given below.

Every business has access to communication, which must be exploited in order to accomplish the specified objectives, which are of the utmost significance. This asset is seen as a collection of products, services, brands, performance, and, on the other side, even personality, all of which support the organization's aims. Any relationship you have with your customers, suppliers, competitors, employees, or other audiences which cannot exist without a communicative potential-must be in constant contact with the expanding organization. (Slätten, 2011). It leads to greater effectiveness, it keeps people in the picture.

Barriers to effective communication

The following are typical barriers to communication between management and employees (Zainab, 2010).

Perceptual Barriers: These are the obstacles that arise when two persons hold opposing viewpoints. Since viewpoint discrepancies can be a substantial barrier, effective communication is required to get through them. Any form of conflict between two individuals is detrimental to the smooth operation of the company.

Emotional Barriers: It occasionally occurs that people lose interest in interacting with their co-workers as a result of sentiments of fear, mistrust, wrath, or frustration that may arise in their brains. These feelings are referred to as emotional barriers.

Language Barriers: Language is regarded as the most efficient means of communicating with people. The language allows others to comprehend the material that an individual want to express or communicate with them. The communication process is more successful when two individuals or groups of individuals use a language that all participants can comprehend

in order to interact with one another. It is essential to establish a common language within a business in order to communicate efficiently.

Cultural Barriers: Within an organization, people of many races, ethnicities, regions, cultures, faiths, castes, and social classes work together. These people occasionally familiarize themselves with the cultures and backgrounds of other people, but other times they are not even aware of it.

Physical Barriers: It is critical in an organizational structure to have team spirit. Individuals should cooperate with one another and work in cooperation with one another. Within an organization, formal and informal communication channels exist.

Employee performance

This is the accomplishment of task assigned to an employee. The performance of an employee can be measured as his/her level of efficiency and service quality at work. This performance can be affected if management failed to communicate to their employees about their set goals and objectives, and the established strategies to accomplish the set goals and objectives over the period.

Methodology

The study adopted a descriptive survey design which will involve generating data from a sample of respondent at a given point in time. The sampled participants for this study comprised of thirty-four medium scale enterprise because the study is a macro level of analysis. Inferential statistics was used to reach conclusions and make generalizations about the study objectives based on data collected from the sample.

Results and Discussion

This subheading deals essentially with statistical testing of the hypotheses formulated for this study and also interpreting the result making use of Spearman Rank Correlation Coefficient.

H₀₁: There is no significant relationship between communication channels available for effective communication and employee performance.

Correlations

			Communication channels	Employee performance
Spearman's rho	Communication channels	Correlation Coefficient	1.000	.642 **
		Sig. (2-tailed)	.	.000
		N	34	34
	Employee performance	Correlation Coefficient	.642 **	1.000
		Sig. (2-tailed)	.000	.
		N	34	34

** . Correlation is significant at the 0.01 level (2-tailed).

H₀₂: There is no significant relationship between possible challenges of effective communication and employee performance.

Correlations

			Challenges	Employee performance
Spearman's rho	Challenges	Correlation Coefficient	1.000	.711 **
		Sig. (2-tailed)	.	.000
		N	34	34

Employee performance	Correlation Coefficient	.711 **	1.000
	Sig. (2-tailed)	.000	.
	N	34	34

** . Correlation is significant at the 0.01 level (2-tailed).

The analytical result $r=0.642$ revealed that there is a significant correlation between communication channels available for effective communication and employee performance. This means that the null hypothesis stated is rejected. It is imperative that adopting the appropriate channels for communication of organizational objectives and strategies will stimulate employee performance because they are aware of the task and methods to accomplish it.

The analytical result $r=0.711$ revealed that there is a significant correlation between possible challenges of effective communication and employee performance. This means that the null hypothesis stated is rejected. The existence of individual and organization barriers to effective communication, employees will fail to accomplish expected task. Barriers to communication is does not only affect employee performance but also the entire organizational processes.

Conclusion and Recommendations

The result of this study statistically shows that there is a significant correlation between communication channels available for effective communication and employee performance. Also, it revealed that there is a significant correlation between possible challenges of effective communication and employee performance.

From the presented result it expedient to conclude that effective communication of business objectives and strategies as a Catholica to employee performance. When an organization failed to identify the best practice and medium to utilize downward communication and trashed any form of communication barriers, employees are bound to experience poor performance.

Based on these findings the following recommendations were made:

- There should be development of effective communication channels/medium that will enable management to relate and communicate business objectives and strategies to achieve said objectives in expected time.
- Form the purpose of employee involvement, there is need to inculcate employee into objectives and strategies formulation in the business organization. This will give them a perceptual and emotional understanding of what the organization needs.
- Barriers are tagged as enemies of effective communication. Management of firms should establish policy to trash out any form of communication barriers from the work environment, channel used, employee's perception and emotions.

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