

Perceived Satisfaction in Sustained Outcomes of Employee Communication in Ghanaian Organizations

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This study aims at ascertaining the perception of the importance and role of effective communication among Ghanaian employees, as well as a sustained outcome of performance through effective communication. The research took a cross sectional approach to examine four Ghanaian organizations made up of two public organizations and two private companies. A combination of research methods: a quantitative survey and individual in-depth interviews were used to obtain in-depth information for the study. Findings showed that perceived effectiveness of communication has a direct positive effect on organizational performance. The paper makes a modest input of the significance of employee communication in both public and private organizations.

INTRODUCTION

In today's work place, the issues of communication satisfaction and value orientation of employees are of great importance in organizational development (Al-Nashmi and Syd Zin, 2011). Effective communication in an organizational setting plays a critical role in shaping employee perception and the organizational strategy. If the organizational communication pattern is weak, it would result in a low commitment as a result of diminished satisfaction of the workforce, greater employee turnover, and less productivity (Hargie et al., 2002; Abugre, 2010b). An employee's perception can be affected by an organizational setting, and this setting may play a critical part in establishing a connection between the individual's perceived level of satisfaction in communication and the outcome of his/her work output (Abugre, 2010a).

According to Byrne and LeMay (2006), enormous research has revealed direct links between high quality communications in organizations (e.g. timely, accurate, useful, complete), productivity (e.g. quantity and quality of work, time to get job done), and reduced absenteeism. Rosenbloom (1998) argues that, in order to achieve a coordinated way toward a desired common purpose in work organizations, leaders must communicate with followers in a manner that followers have a reasonably clear picture of what is expected of them. Thus how management and employees communicate is crucial to improving work performance and for that matter the overall organizational success. It is the communication processes that establishes and maintains trust between employees in the organization (see Brewer, 1994). Without trust, employees develop an attitude of predominantly self-interest that hinders them from becoming focused and adopting organisational goals such as loyalty. If an organisation fails to fulfil the expected obligations as perceived by employees, then it is likely that the employees will begin to react negatively within the workplace towards the organisation because they feel less satisfied with the context of the job environment (Rousseau 2001). Good and interpersonal communication make employees feel

attached to others in the organization and this feeling of attachment to co-workers have been identified as motivational factors discouraging voluntary turnover (Maertz and Griffeth, 2004). Therefore the level of satisfaction of employee interaction can provide an added layer of interpretation to the complexity of the communication process in the organization.

The cues and expectations that employees may attend to from managers, the assumptions of both employees and management, the response pattern that occurs, leave more scope for errors and distortions (Mullins, 2005) because, both senders and receivers process each others' reactions during communication. An effective organization is one that encourages top management communication with organization members, and embrace top management attitudes towards openness to new ideas, and willingness to listen (Downs, 1990).

The subject of organizational communication is indeed gaining interest, particularly because it is imperative in all dimensions of the organization's performance. Researchers (Downs and Hazen, 1977; Pincus, 1986; Clampitt and Downs, 1993; Downs, 1990) have usefully examined past studies on communication satisfaction among employees in organizations, but all these studies have focused on western or developed countries leaving the developing world particularly Africa under researched. This has led to a deficiency in empirical research on management practices in Africa (Kamoche, 2002). Ronen and shenkar (1985) argue that Africa has been under studied in terms of research and therefore should be encouraged in the exploration of management research.

In order to expand our knowledge on management systems in developing economies, more research is needed particularly in the unexploited areas of the global transitional economies like Africa, Eastern Europe, and Asia. For this reason, this article is exploring the perceived satisfaction of employees with regards to communication within organizations and how this impinges on their work output in a developing context.

In short, current research on management and employee communication suffers from a number of limitations. First, it lacks a cross-disciplinary approach that integrates diverse or multiple methods of management/employee communication investigation. Second, reviews have mainly focused on western and developed countries neglecting the underdeveloped and in particularly Africa. This article seeks to address these limitations by first, integrating a multi-disciplinary approach to investigating management/employee communication through a survey of employees and an interview of middle level management within organizations. Second, to contribute to the balance of management theory and practice in Africa particularly in the area of employee communication in developing countries using Ghana as a case study.

This paper is structured in three sections: In section one, the study provides the research questions, and literature on general information on employee communication and satisfaction and builds up a hypothesis for the study. In section two, the study describes in detail the research methodology, the sample selection and the research analysis. The findings are discussed and concluded in section three.

RQ 1: Does perception of employees' satisfaction of effective communication sustain workers' output in organizations?

RQ 2: What are the perceptions of employees on communication in Ghanaian organizations?

LITERATURE

Communication and Employee Satisfaction

Employee and management communication is very critical in any organization since it acts as a vehicle for interaction of the organizational human resources. The daily activities of a manager and employees are tied to effective communication. All information provided by a manager must be well understood by his subordinates and the vice-versa. Organizational communication researchers have affirmed that there is a relationship between communication satisfaction of employees and organizational commitment (Hsu, 2002; Abugre, 2010b); organizational identification (Nokra, 2006); organizational

output (Clampitt and Downs, 1993); job performance (Pincus, 1986); and Job satisfaction (Gulnar, 2007). Based on the forgoing, we propose that:

H₁: Employees' perception on effective communication in organizations is directly related to sustained outcomes of their work effort.

According to London and Larsen (1999), the nature of management and supervision experienced by employees impacts greatly on their job satisfaction. They argue that employees' job satisfaction is enhanced when their superiors provide a supportive environment that encourages the employees to interact and speak out. Goris et al. (2000) argue that there is a great impact of organizational communication on employee satisfaction and consequently employee performance. The extent to which communications are regarded as formal or informal affects the quality of organizational communication between subordinates and top management. Similarly, it will affect the quality of vertical and horizontal interactions between the various levels of management and the extent to which the interactions facilitate organizational problem-solving and team work (Clutterbuck 2001). Every aspect of an employee's job involves communication, and constant interactions between employees can influence the ability of individuals to communicate effectively with all levels of employees (Konopaske and Ivancevich, 2004). Therefore repeated interaction between these diverse workforces in the organization will help them to develop a team spirit of cooperation and sustained outcome of work performance (Zaccaro and Lowe, 1986). Effective communication among employees is very essential for internal change in organizations (Robbins, 2003). This is because without employees' attitude which encourages open communication, good ideas may not find their way upwards to persons in management who have the responsibility to promote and improve them.

Downs and Hazen (1977) investigated the multidimensionality of communication satisfaction in organizations, and came up with eight stable factors as follows:

Organizational Perspective: It deals with the broadest kinds of information about the organization as a whole. It includes items on notification of information about the over-all policies and goals of the organization.

Personal Feedback: It is concerned with the workers' need to know how they are being judged and how their performance is being appraised.

Organizational Integration: It refers to the degree to which employees receive information about their immediate environment on departmental plans, the requirements of their job, and personnel information.

Supervisory Communication: This consists of upward and downward communication with supervisors. It includes the extent to which supervisors are open to ideas, the extent to which supervisors listen and pay attention, and the extent to which supervisors offer guidance to their employees in job-related problems.

Communication Climate: It reflects communication at the organizational and personal levels. The extent to which communication in an organization motivates and stimulates workers to meet their goals and identify with the organization. It also takes care of people's attitudes toward healthy communications in the organization.

Horizontal Communication: It concerns the level to which co-workers and informal communication is accurate and flows free. This dimension also includes satisfaction with the activeness of the grapevine.

Media Quality: It deals with the extent to which meetings are well-organized, written directives are short and clear, and the degree to which communication is regarded as right.

Subordinate communication: It focuses on upward and downward communication with subordinates. Workers in managerial positions should respond to subordinate reaction to downward communication, and the extent to which subordinates initiate upward communication. Downs (1990) expanded the study to cover two new factors, which are described as follows:

Top Management Communication: This evaluates the communication of top management with organization members. This factor includes top management's attitude towards openness to new ideas, and willingness to listen.

Interdepartmental Communication: This deals with the communication that is needed among the different departments of the organization in order to facilitate its efficiency. It includes items about problem solving, teamwork, and communication among managers.

Employees' job satisfaction is high if the environment encourages a positive feedback both vertically between superiors and employees and horizontally between workers (Emmert and Taher, 1992). Kim (2002) also identifies a positive relationship between employees' job satisfaction and a participative management style used by superiors in work organizations. Individual employees with extensive face-to-face interaction are more likely to have enhanced coordination and cooperation with co-workers (Andres, 2002), deeper mutual understanding and trust (Leenders et al., 2003) and more informal communication (Shapiro et al., 2002). All of these strengthen the socio-emotional bond between employees and give them a greater co-worker satisfaction (Burgoon et al., 2002).

METHODOLOGICAL CONSIDERATION

We draw on the mixed methodological approach in collecting data for the study. The constructivist (qualitative) paradigm contends that truth can be determined effectively through multiple interpretations by people in a certain context rather than by objective and external factors. Thus, the voices and participants of the study are critical to understanding the phenomenon of interest, and the subjective interactions with the participants are the best way to access them. In contrast, positivist (quantitative) believes that social reality exists in an objective world and its characteristics can therefore be measured through measures of a deductive, hypothesis-testing approach that disengages the unit of analysis from its context and focuses on statistical forms as the basis of generalization (Hatch, 2006).

These two opposing views are combined in this paper because of two reasons: first, the lack of prior research on management/employee communication in Africa requires an exploratory approach to data collection since relevant measures are not available to capture specific characteristics of the communication behavior phenomenon. Secondly, the strength of a mixed method in gathering data is always a better choice as triangulation is a valuable research strategy (Babbie, 1992).

Data Collection

The study was carried out in four different Ghanaian organizations made up two public and two private organizations located in Accra, the capital city of Ghana. A non-probability sampling method was used in selecting the four organizations from the Ghana Company directorate whilst a random sampling method was adopted in selecting the employees. One of the four organizations excused its name from being in the public domain, therefore for sake of this research, we have tagged the organizations as; Org1, Org2 Org 3 and Org4. Two approaches were used to collect data: a combination of unstructured and structured employee questionnaire and an in-depth personal interview guide.

The Sample Size

A sample of 120 respondents from all four organizations in the study was surveyed. The sample size was randomly obtained by taking 30 respondents each from all four organizations. In each organization, the 30 respondents were further obtained by sampling randomly 10 persons each from the three levels of

management: thus senior level management, middle level management and junior level management. This was to make sure that all categories of employees were covered. The self-developed and self-administered pre-coded questionnaire was developed through review of extant studies and information on employee communication.

Survey Measures

The questionnaire comprised of four sections with measures synonymous to those of the interview guide like communication direction and participation; quality of communication and motivation to work; Interpersonal communication between Management and Employees, and Effective communication and organizational work performance.

As part of a validity test, the instrument was initially given to the various heads of human resources managers of the four organizations to make sure that it followed their standards and codes of ethics before they were distributed to the participants. This was to enhance the internal validity of the questions.

Interview Procedure

With the individual in-depth interview, a thorough interview was conducted for a sample staff in each of the four organizations using an interview guide. Twenty (20) Respondents were picked at random among those who were not given questionnaire and interviewed in each of the four organizations visited and notes recorded in a notebook. In all five (5) persons (mostly middle level management) from each organization making a total of twenty (20) respondents in the study were selected to provide further clarification on the perceived satisfaction and outcomes of employee communication in their work organizations.

The interview guide covered a wide range of questions on issues including respondents' view on communication direction and participation; quality of communication and motivation to work; Interpersonal communication between Management and Employees, and Effective communication and organizational work performance.

Data from interviews were manually examined and analyzed based on the notes and transcriptions of the recordings. Similarities and differences in opinions between respondents were noted, some direct quotations from respondents were also used to bring out the various strong feelings and views of the respondents, while the data obtained from the survey method were analyzed using SPSS version 12.0. The major points of each theme were clustered according to the objectives of the study by obtaining a pattern of arguments from the interviewees. We then triangulated both results making sure that the survey analysis which was both descriptive and inferential using the chi-square (χ^2) to assess the occurrences of relationship between the study measures supported the qualitative description like, effective communication and communication outcomes, and to determine the statistical significance of the relationship between these variables using a p-value of .05% which indicates that there would only be a 5% chance of drawing the sample being tested if the research hypothesis is true.

FINDINGS

The findings discussed here are those that are relevant to the concerns of this paper.

Perceived Communication Effectiveness and Performance of Employees

For the most part, respondents were of the view that good interpersonal communication has a positive impact on their work behaviour, and that if the perception of employees in an organization about communication is negative, then the negative perception would affect their attitude to work. As a result, all 20 participants indicated that if workers believe that their managers are opened to them as a factor of effective communication, they will also respond in like manner through hard work. One employee said:

When managers open up the communication lines, the employee becomes closer to his boss, so it is easier for me to ask questions about the direction of my work and this would

motivate me to do my best, and therefore my opinion is positive about my boss and the organization as a whole.

Similarly, another participant indicated that:

As members of the organization, we want to know generally what management plan is, what strategy is worked out for all of us so that we can collectively support the cause of action, but if we don't know what is going on except a few people who believe they know everything by themselves and just instructing you- do this, do that; how would you be satisfied with the work?'

A third participant who believes that since management does not pay attention to them as subordinates, they (employees) also do not respect them, but they only pretend in their presence just for their salaries. He said:

If only managers listen to us as much as possible and show a genuine concern for our opinions about the work, I believe employees would be satisfied and keep on working hard even if the salaries are as low as they are.

With regards to the survey results, as many as 96.3% of the respondents agree that lack of effective communication in work organization would affect employees' attitudes to work. See Table 1 below.

TABLE 1
DO YOU THINK LACK OF EFFECTIVE COMMUNICATION AFFECTS
EMPLOYEE'S WORK PERFORMANCE?

	Frequency	Percent	Valid Percent
Yes	105	96.3	98.1
No	2	1.8	1.9
Total	107	98.2	100.0

Perceived Communication Effectiveness and Motivation of Employees

Eighteen (18) out of the 20 participants interviewed believe that communication is an essential ingredient to employee's work-life, therefore the effectiveness of employee communication in an organization will motivate them and as a result, they would give off their best.

The following are some of the interviewees' responses:

'Expressing my views freely about my work motivates me to perform well to an extent'

'Respect for one's view will motivate him/ her since he/she feels part of the decision making process'.

'Money is not a good motivator. For how long can money be used to motivate?'

'Effective communication and respect for staff views create a sense of belonging which is more motivating'.

'Job satisfaction is the key consideration; No one is ever satisfied with wealth. So when the employee is respected, motivated and encouraged, he surely will be satisfied with an average salary'.

'Promotes transparency, confidence and feeling of belonging'

'Effective communication motivates employees to work hard because I feel I am part of the Team'.

Hypothesis Testing

Based on the analysis of the results, we tested the hypothesis via a Chi-Square test to determine the relationship between perceived satisfaction of effective communication and sustained work performance. From the test, results show that there is a significant relationship between perceived effectiveness of communication and sustained work performance of employees as the table 2 below illustrates ($X^2= 41.95$ $df = 1, p < 0.5$), where the p -value=.00 is significantly less than the level of significance at .05.

TABLE 2
CHI-SQUARE TEST OF RELATIONSHIP BETWEEN PERCEIVED EFFECTIVENESS AND SUSTAINED OUTCOMES OF WORK PERFORMANCE

	Observed	expected	X ² -square	df	p-value
Yes	87	53.5	41.95	1	.000
No	20	53.5			
Total	107				

Effective Interpersonal Communication between Management and Employees

All 20 participants believe that employees would sustain their work output so far as there is effective interpersonal communication between management and employees. Majority of them however, believe that in their present situation, their bosses are very rude to them. Some explain that there is a great distance between senior management and junior employees, while a few also believe there is cooperation between senior management and employees.

Indeed, a question on the interview guide was framed as:

‘Does your superior or boss speak to you politely to do work? And did it influence your working behavior?’

One participant said:

Yes, my manager speaks politely to me and because of this I work hard for him; the days of rudeness of bosses are gone, if you are a boss and you still want to be rude to your subordinates at work, nobody would take your instructions.

Another participant said:

Yes, but respectful communication between two persons is reciprocal, so if my boss is not polite in his instructions, I’d respond like-manner and though I am forced to work for my salary, my work attitude will change for the worst.

Yet another said:

No, they don’t respect us, and when they call you, they expect you to run. If you walk you’ll be punished, and since it is difficult to find work, you are forced to always say ‘yes sir’.

Findings from the survey however showed a complete shift of direction of respondents. Forty-five (45) respondents said they ‘agree strongly’ that their bosses do not speak politely to them on issues about

their work. Similarly, as many as 52 of the respondents said they ‘agree’ to the same assertion above (see table 3). From the Chi-square analysis of association and relationship between polite communication on the part of management and employees’ reaction to this in the various organizations, we see a rejection of the assumption that there is effective interpersonal communication between management and employees in Ghanaian organizations. This rejection is shown by the p-value of .31 which is far greater than our level of significance at .05 given the $X^2 = 22.58$.

TABLE 3
INTERPERSONAL COMMUNICATION BETWEEN MANAGEMENT AND
EMPLOYEES IN GHANAIAN ORGANIZATIONS

	Descriptors	Org 1	Org 2	Org 3	Org 4	Total
	Agree strongly	9	12	17	7	45
My boss does not freely communicates with me about my work	Agree	16	14	9	13	52
	Not sure	1	1	0	1	3
	Disagree	0	2	3	2	7
	Disagree strongly	0	1	0	0	1
	Total	26	30	29	23	108
	X^2 –square	22.58	df =	12	p-value =	.31
	Missing items	1				

Perceived Communication Effectiveness and Ghanaian Organizations

Most of the participants believe that effective employee communication is essential in organizations, but hold a reservation about the reality of effective communication in Ghanaian organizations. All the 20 participants basically agreed that effective communication is not only about sending information to and from managers and employees, but how any message sent is received and understood by the employees. However, this is what is missing in most of the organizations.

One of the participants said:

Effective communication between employees should clear all ambiguities that exist in the organization and enables workers the free mind to work without fears.

Another participant said:

Open participatory communication supersedes all the practices in the organization, open communication brings about efficiency and effectiveness in work processes, but this openness does not exist. I cannot say I know what is going on in this organization, I only know my work and that is all.

From a quantitative perspective, 94 respondents said that the communication systems in their organizations are inadequate and ineffective. The same number of respondents said a polite communication from their bosses would affect the working behaviors in a positive manner. From the chi-square analysis, there was no relationship between the effects of supervisors’ style of communication and

communication system in Ghanaian organizations. This means employees' work behavior resulting from leadership style of communication is not connected in any way to the ineffectiveness and inadequacy of the organizational communication system. The illustration from the Chi-square analysis of ($X^2 = 3.876$ $df= 1$ $p= .49 > .05$). This means whether the communications systems in the organizations are effective or ineffective, the work attitude of employees would depend largely on leadership communication style. See Table 4 below.

TABLE 4
CHI-SQUARE TEST WITH CROSS TABULATION OF EMPLOYEE ATTITUDE TO POLITE COMMUNICATION AND COMMUNICATION INEFFECTIVENESS

		If your superior or boss speaks to you politely does it influence your working Behavior?					
		Yes	No	Total	X2=	df	p-value
Do you consider the communication system here to be ineffective and inadequate?	Yes	94	9	103	3.876	1	.049
	No	1	1	2			
	Total	95	10	105			
		Missing	items	4			

Communication Media Efficacy and Direction in Ghanaian Organizations

In a communication environment, there is a sender and a receiver. For quality of the message to yield a better understanding, both communicators must decide on the medium of the communication process. Participants of the interview were asked to describe the communication media in their organizations. The common theme on media of communication that run through all the participants were: face-to-face; telephone conversation; report and memo writing, and email. Almost half of the 20 participants described the use of these media in their organizations as inadequate and poor. Some made mention of telephone and email lines as totally missing in their offices, but that face-to-face conversation was the daily instructional mode of communication amongst colleagues, and between employees and management. Whilst others acknowledged that the communication media in their organizations were very good for work purposes. A participant commented:

As you look around, do you see any internet cable here? But go up stairs to the big men's place and see that they are even playing games with the net.

Another said:

As a private organization, our revenues depend on the way we work, so management doesn't play with our work systems and equipments. We have a technician here who is called immediately to rectify network problems and lines.

With the quantitative survey, findings were rather skewed to ineffectiveness and poor communication media. As many as 23 and 41 of the total respondents answered 'agreed strongly' and 'agree' respectively with the fact that communication media in their organizations are not adequate and effective (see Table 5

below). While 18 respondents stayed neutral, that they ‘were not sure’. Only 24 of respondents disagreed with the assertion. There was a significant association between ineffective communication media and organizations ($X^2 = 35.85$ $df = 12$ $p = .00 < .05$). See table 5 below.

TABLE 5
MEASUREMENT OF COMMUNICATION MEDIA IN ORGANIZATIONS

	Descriptors	Org 1	Org 2	Org 3	Org 4	Total
Communication media in my organization are inadequate and ineffective	Agree strongly	6	10	1	6	23
	Agree	11	8	6	16	41
	Not sure	3	6	8	1	18
	Disagree	6	6	12	0	24
	Disagree strongly	1	0	1	0	2
	Total	27	30	28	23	108
	$X^2 - \text{square} =$	35.85	$Df =$	12	$p\text{-value} =$.000

DISCUSSION

The study results have shown that effective communication and employee interactions are critical processes for organizations because they sustain worker perception of information flow leading to better work output. Results emerging from the analysis show how social realities and perceived communication satisfaction can impact employees’ behaviour in work organizations. Almost all employees in the study (all 20 participants in interview, and 96% of survey) said effective employee communication in organizations influences their perceptions about the sincerity of management which would intend inspire them to work hard thus responding to our *RQ1*. However, this is not what employees are getting from their Ghanaian organizations. Analysis of the results rather shows that employees are not satisfied with communication relationship with their managers. This is demonstrated by the survey results where as many as 97 respondents out of the total 108 said their bosses do not freely communicate with them about their work. (See table 3). Also 94 respondents said the communication systems in their organizations are ineffective and inadequate. Findings further showed that the channels/media of communication in the organizations are insufficient and therefore poor (see table 5). What these situations have in common is that employee perception on organizational communication is not encouraging and therefore effective.

This study encapsulates the significance of placing value on employees through effective communication, and useful interpersonal relations among workers are the major views of respondents that will encourage them to work better and sustain performance in their work organizations. Thus, our study hypothesis (H_1) is accepted that there is a direct relationship between employees’ perception of effective communication and sustained outcomes of workers’ performance.

The findings indicate largely the extent to which interpersonal communication satisfaction has a positive effect on work performance among Ghanaian workers. This assertion is in agreement with those by Emmert and Taher (1992) who believe that employees have a high job satisfaction if their work environment encourages a positive feedback vertically between managers and employees and horizontally between workers; and Kim (2002) who identifies a positive relationship between employees’ job satisfaction and a participative management style used by managers in work organizations. The study also brings out the concerns of workers who believe strongly that ‘Effective communication between employees clears all ambiguities that exist in the organization and enables workers the free mind to work

without fears.' Therefore workers with better interaction get socially close to each other by building a strong social contact and narrowing their uncertainties to be able to work to the realization of organizational goals (Downs and Hazen 1977; Burgoon et al., 2002).

Thus, this study adds to our knowledge on management policy and practices in several ways. In the first place, employees' perceptions are built on reactions of the communication styles of management in organizations, and a positive perception of employees would lead to employee satisfaction and sustain their output. Given this importance, management must pay attention to their cues, assumptions, and response patterns in order not to sway the perception of employees in a negative direction which ultimately affect organizational output. Secondly, the physical interactions between managers and junior employees should be encouraged since employees prefer to be in constant touch with their superiors. This is expressed by a common pattern of employees in both the survey and interview who believe that the most frequent and effective form of communication in work organizations is face-to-face communication. Constant physical interactions between management and employees would most likely improve coordination and collaboration in work organizations. Effective communication between managers and employees through physical interactions will certainly strengthen the socio-emotional bond between employees and give them a greater co-worker satisfaction (Burgoon et al., 2002). Also, The findings from this study are of paramount importance to many third world countries of which Ghana is part where the new information and communication technologies (ICT) especially email, phones, fax and other digital means of communication are not easily accessible to employees (see results of this study) for reasons we are left to speculate on cost. Managers therefore can better use the available physical interaction of face-to-face communication which does not cost anything to the organization to reach their employees instead of the usual complaints that, the insufficiency of ICT is responsible for ineffective communications in organizations. In relations to this is the dearth of electronic media for employees' usage in the study findings. This finding brings to bear the problem of technology deficiency in developing countries. Whilst electronic media plays a major role in today's global world, many workers in African countries have no easy access to these technologies. This surely is a hindrance to development, because global knowledge revolves around ICT. Thus, management in developing countries can enhance effective employee communication if ICT in the various organizations is given a boost.

The importance of organizational communication as an area of research is gaining interest, particularly because it is very essential in all dimensions of the organization's performance Future research should consider a replication of this study by testing other measures for successful organizational and employee communication to a wider geographical range of work environments, and organizations.

CONCLUSION

The study has explored opinion of 20 employees in an interview, and 120 employees made up senior level managers, middle level managers, and junior level managers on how effective employee communication can sustain workers' performance in organizations. Results from the study show that effective communication is central to the growth of an organization, because effective communication upholds employees' perception about good work outcomes. Findings of the study call for some behavioural directions for managers and supervisors of employees in organizations. Perceptions of employees are strong behaviors that can help the growth of the organization based on attitudes of managers towards subordinates.

Overall, managers must understand that workers need respect from their bosses so that they can replicate the respect in their work behaviours. Managers must therefore show politeness when interacting with their subordinates; this would impact positively on employees work attitude. Managers particularly those in the public sector organizations must endeavour to promote effective communication through the use of new information and communication technology particularly in the areas of email and office telephone systems.

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