

## Communication as a Strategy in Enhancing an Organization Performance

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### Abstract

Communication is a critical and fundamental component of every company, and it is necessary to foster cooperation in the workplace, which influences organisational performance and decision making. This research into communication as a way of enhancing organisational performance is so fundamental. The study's aims were to determine the role, influence, and relationship between communication strategy and organisational performance. Communication and management are complimentary disciplines that are required for a company's growth and performance. Employees and managers in most firms have wrestled with the concept of attempting to improve weak and insufficient communication between the two parties, which mostly generates issues for a company, whether in terms of performance or cost. A systematic review approach was used to collect crucial information in order to understand how communication works as a strategy to improve the performance of the organization.

**Keywords:** Communication, Performance, Organization, Malaysia.

### INTRODUCTION

Communication is regarded as the bedrock of organizational operations. The communication process will play an important part in the organization's achievement (Abdullah & Othman, 2019). It is obvious that communication is crucial in bringing people together in a company, and it is difficult to conceive a workplace without a purposeful and solid communication system. A workplace may be maintained by interactions and communication with

management and other employees. Effective communicators are an essential asset in a company for engaging with others and achieving professional success (Top & Ali, 2021).

In the corporate sector, effective communication is a critical component of establishing a successful corporation (Ibrahim et al., 2022). To have effective communication in an organization, both types of relationships should be included which is internal communication, such as coordination between departments, between employees, and between management and staff, as well as external communication, such as suppliers, shareholders, authorities, and clients. If communication is handled improperly, the impact is substantial, and the cost is as great as it will be, resulting in negative outcomes that lower the organization's performance and reputation in the eyes of the public (Anwar & Abdullah, 2021).

Communication, according to Musheke and Phiri (2021) is the heartbeat of the firm. It is the most important aspect of all entrepreneurial abilities. The capacity of the business to convey information helps clients and employees feel they can communicate and, as a result, trust the organization. Consequently, communication is more crucial today than in past years, partially because business and market situations are more complicated, and communication channels are becoming more numerous and must be competent in channeling the message to the target audience. Musheke and Phiri (2021) in their studies highlighted the formulation and execution of a strategic communication plan may bring various benefits to the business, such as keeping employees motivated and engaged and quickly delivering clear and consistent messages with employees, which helps with organizational productivity. The relationship with the stakeholders might be maintained indirectly.

Furthermore, communication strategies and organizational performance are inextricably linked and require one another. Without strategic communication in a company, the organization's performance decreases. As a result, organizations engage in a variety of activities in order to achieve their corporate goals. For the company to be successful, these recurring activities must be quantified in order to determine the degree of performance and for management to make informed judgments on where, if necessary, within the processes to take steps to improve performance (Musheke and Phiri, 2021).

This research seeks to comprehend and investigate each area contributing to communication strategies, such as analysis, preference, execution, and evaluation. Moreover, it aims to identify the authentic way and effectiveness and its relation to the organization's performance, with issues related to the area of interest. It will then discuss the role, the influence and the relationship between the communication strategy and the organization's performance. After thorough discussion and understanding, appropriate suggestions are also discussed for future use and the result of knowledge of this study. As a result, it will be discussed in detail to introduce each topic and term, allowing the learners to comprehend the issue better. These critical aspects are studied and evaluated to verify the paper's legitimacy on this issue and for future references.

## **LITERATURE REVIEW**

### ***Top Down Communication***

Top-down communication within an organisation allows managers to deliver work or task instructions. A top-down communication tool, an organisational chart clearly outlines everyone's jobs and responsibilities. Although top-down communication is necessary, it will not result in highly successful interaction on its own. Managers should be able to get employee feedback to ensure that the message is clear and understood to their staff. The value of the upward communication channel in involving and integrating people into the

organisation cannot be overstated (Anwar & Louis, 2017). Finally, each employee need interpersonal, networking, and social communications skills.

As a result, individuals must successfully interact with their coworkers, and exchanging knowledge will foster horizontal communication inside an organisation (Anwar & Abdullah, 2021). In this instance, it is critical for an organisation to adopt top-down communication so that all employees receive equal information. Thus, indirect feedback will increase organisational performance since every employee knows and supports the purpose, as well as the company's own vision.

### ***Conflict Management in Communication***

Conflict frequently emerges in multicultural companies owing to variations in cognitive processes, conventions, belief systems, traditions, trends, and opinions established from personal experience. Organizations must examine and understand some of the common difficulties experienced by majority and minority employees so that managers and employees may be effectively taught to establish a pleasant work environment that is healthy, competitive, and innovative. Managing conflict by bringing all parties together to address their differences in a safe and reasonable setting, as Zink (2021) supports, is a crucial role of corporate communication. Unresolved disagreements can lead to the loss of brilliant employees and important individuals.

To successfully handle intercultural communication conflicts inside an organisation, leadership must understand its workers' cultural backgrounds, the same values for each culture, major or minor, employee training, and building empathy among employees to be addressed. Understanding the source of the dispute makes it simpler for executives to develop a culture that promotes employee growth and morale. No workplace is free of conflict, either internally or externally. Thereby, to maintain the quality of employees and the service given by the organization, management must take proper action against the conflict that happens in order to endure the organization's performance and success.

### ***Generation Gaps in Communication***

One of the most difficult issues of workplace diversity is generational differences. Others lack cohesiveness because of a lack of communication between the old and younger generations. This causes issues at work, especially when strategic changes are required to progress the organisation. Given this, distant generations have difficulties during the transition period, which is typically reflected in generational disparities but also changes in the professional cycle (Birkman, 2018).

Employees in large organisations might range in age from teens to elders. This generation difference causes problems in the workplace since differences might spark "groups" and create splits inside the company. Bridging this divide between generations may be a difficult task, especially when attempts are made to foster collaboration (Dhuppar, 2015). This is because a few leaders in the organisation refuse to accept fresh viewpoints and ideas from the youth to imply in the organisation itself. They believe the old method is more successful than the new one. As a result, there is miscommunication and disagreement in communication, which will have an impact on the organization's performance because there is no unanimity.

***Executing Organizational Communication Strategy***

An excellent example is the implementation of an organisational plan, in which internal communication plays a vital role. Most managers in many organizations focus on strategy formulation rather than strategy implementation. As a result of inadequate internal communication, numerous organisational plans have failed to be executed. This demonstrates the significance of internal communication inside a company and its influence on performance. As a result, it is obvious that a manager must have outstanding communication abilities in order to carry out organisational strategy. As we can see, managers may fail to successfully implement strategy due to a lack of crucial communication skills (Anwar & Louis, 2017).

***Understanding Organization Direction***

Every employee wants to know and grasp the organization's direction, where it is situated, what its title is, what its goals are, and how they will be able to attain those goals. As a result, managers must communicate effectively with employees and eliminate any uncertainty about corporate goals. Internal communication between management and employees can help with this. Organisations with very effective internal communication can have better levels of job satisfaction, market share, employee commitment, and shareholder returns. With these two instances, the researcher may infer that efficient internal communication will aid in the development of a long-term connection between management and staff, resulting in better future outcomes for the firm (Khan & Abdullah, 2019). Based on these results, employees must be aware of the organization's direction in advance so that every job done is straightforward, in accordance with the intentions of superiors, and may help the organization's reputation.

**FINDINGS AND DISCUSSION**

If we talk about communication, it is a vast subject. Communication is essential in our everyday lives. Thus, when it comes to more important aspects such as organization, communication is indisputably the major key to managing and advancing a business. Based on the reflection of this research study, there are communication roles in which it serves as a strategy for improving an organization's performance. Anwar and Louis (2017) use the execution of an organisational plan as an example, and internal communication plays an important role in its implementation. In many firms, most executives are more concerned with strategy creation than with strategy implementation. As a result of inadequate internal communication, numerous organisational plans have failed to be executed. It demonstrates the significance of knowing the function of internal communication inside a company and how it affects performance. So, it is apparent that a manager needs have outstanding communication abilities to execute organisational plan. As we can see, managers may fail to successfully implement strategy due to a lack of crucial communication skills. Overall, based on the scholar, it is indeed that the role of communication can be a strategy in enhancing organization's performance.

Next, communication has a significant impact on an organization's image, authority, and integrity. Communication may have a positive or bad consequence for a company. It all hinges on how the management portrays the company's culture, carries its reputation, and executes it successfully. As a result, there are influences of communication strategies that may influence the success of the organisation. Organizational culture, according to Robbins and Judge (2011), is a value or quality that influences the achievements of an organization's

members. It is also defined as a collection of basic values, ideas, and attitudes that are imposed among organisation members. Furthermore, the adaptable culture and open communication stimulate employee engagement while clarifying the organization's strategy's goals and direction. Irad et al. (2020) discovered that the style or manner of communication used by leaders and colleagues has a significant influence on worker performance and the attainment of corporate goals. Further, good communication may drive employees and executives to carry out their responsibilities. As a result, good and effective communication skills are required to communicate particular data and skills from the information sender and receiver. These abilities include reading, writing, listening, speaking, and other actions. Thus, in researcher's opinion, possessing these abilities will guarantee the successful interchange of information; thereby also, they are required by organisational leaders and workers for efficiency and accountability.

Finally, we may conclude from the reasoning above that organisation and communication are inextricably linked. When a company's communication is efficient, it will almost certainly lead to business success. It indirectly contributes to the achievement of the company's objective and vision. There will be no good job done if there is no communication. Furthermore, in order to achieve the goal of understanding the relationship between communication and the organization's mission and vision, management should confirm the clarity or understanding of instructions, provide adequate training to employees, ensure cooperation at work exists by providing incentives, and develop a good communication plan for timely information delivery on changes affecting work. Indeed, effective communication may motivate people to make excellent contributions to their workplace. To recapitulate, for any organisational performance to be effective, the communication climate should be one in which all members of the company feel free to offer comments, ideas, and even criticism at any level.

## **RECOMMENDATION**

### ***Maintain Frequent Contact with Staff***

Always check in with staff as possible to ensure efficient communication. Schedule in-person or virtual sessions every few weeks or months. Discuss initiatives, leadership comments, and future improvements. People like to express their thoughts and opinions, so management may schedule interviews or establish staff questionnaires. A business may improve workplace communication by appreciating and listening to its employees. As a result, every work is parallel and efficient.

### ***Understand the Value of Software and Other Communication Tools***

Employees are unlikely to be in the same vicinity at the same time as remote work and hybrid working methods become increasingly common. Furthermore, while face-to-face communication may seem more effective than team chat or a video call, this does not mean that employees who are not present at work should be made to feel less valued. Understanding each person and their unique requirements is essential for effective communication. Seeing in-person contact as the be-all and end-all of business will limit a company's ability to develop and change in this new world of work (Radley, 2021). As a result, it is critical that all employees be included in all discussions.

### ***Takes into Consideration on External Communication***

External communication is a communication management approach used by any organisation to communicate messages to the broader public. Any information, consultation, advertisement, brochure, letter, or other kind of interaction between people or objects inside and outside of a company is or should be part of the communication strategy. External

communication takes into account the organization's identity, image, brand identification or brand, and integrated campaigns. The organization or institution is recognised via them, and all individuals interested in information about the activities and actions conducted are informed (Bucăța and Rizescu, 2017). As a result, it is critical for all employees to grasp what is going on with the external party in order to comprehend and be aligned with the company's ongoing projects.

### ***Keep The Staff Informed***

If a corporation wishes to have good communication, it must communicate when it counts the most, such as during organizational transformation. Whether the news is good or bad, management must communicate it honestly, sincerely, and as soon as possible. This message is best communicated by a CEO at times, and by another leader at other times. These are decisions that must be made ahead of time. Always have a strategy in place and be prepared to listen to the emotions of your workers. Transparency is essential for improving communications.

### ***Speak to The Right Individual***

Effective business communication is about whom one talks to as much as it is about what one says. When you communicate to the wrong individuals or try to impart knowledge in the incorrect venue, poor communication is common and likely to be happen, especially in an organization where it will lead to mistakes. To avoid this, be certain that the appropriate persons are in the room or receiving the message (Martin, 2021). If one is not sure who that is, go through an activity to identify any key project stakeholders that may be missing. Thus, it is important to know and make sure the message is well received to the appropriate party.

## **CONCLUSION**

Based on this study and comprehensive results, it is vital to recognize and comprehend the sort of information that will be conveyed, from whom the information is transmitted, and to whom the information is directed in order to achieve successful communication, either internally or externally.

To guarantee that the communication strategy is outstanding in order to improve an organization's performance, the interaction in creating communication must be more professional and proportionate in terms of vertical, horizontal, and diagonal communication. Training is the best approach to enhance skills and attitudes, while discipline increases employee performance, which contributes to the overall success of the firm. Also, the more effective the corporate culture is in reaching stated goals, the better it is built and cultivated. This indicates that increasing communication and training related to the organization's vision and goal, as well as fostering a positive corporate culture, are essential for boosting performance.

The communication process in a firm is therefore a vital management tool, a specific complexity of the management system. Communication's job as a management tool is to facilitate interpersonal connections and to create an atmosphere conducive to the organization's internal development. As a consequence, a business must be well prepared and conscious that perseverance in learning how to communicate should be a top priority for them, as it is the primary talent that they must acquire or perfect in order to achieve the desired outcomes specified in the company's objectives.

This study obviously contributes significantly to the advancement of knowledge in the field of organizational communication. It is hoped that future scholars would conduct more studies like this from other perspectives.



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