



# Organizational Communication Systems and Administrative Efficiency in Federal Tertiary Institutions in Bayelsa State

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Abstract	Original Research Article
<p>The study investigate the relationship between organisational communication systems and administrative efficiency at federal tertiary institutions in Bayelsa State. Cross-sectional survey research design was adopted. The populations for this study involve administrative personnel in Bayelsa State make up the study population. The study sample size of the study was determined using the Taro Yamane (1967) formula, which gave birth to a sample size of 187. Questionnaire used as instrument for primary data collection. Descriptive and inferential statistics were employed to accomplish this. Means, percentages, and frequencies were computed as part of the descriptive analysis. Using SPSS, Spearman Rank Order Correlation Coefficient test to look for correlations between our variables. The findings revealed that although there was no notable correlation between the dimensions and measurements of the research as a whole, horizontal, and diagonal communication each exhibited a substantial correlation with both administrative efficiency. The study indicates that there is a strong empirical link between organisational communication systems and administrative efficiency in these institutions. The study therefore recommend that it is necessary to have a policy that enables unrestricted contact among all staff members, irrespective of their hierarchical position or organisational level. Diagonal communication of this nature would expedite the process of making timely decisions to resolve issues inside the organization.</p> <p><b>Keywords:</b> Organisational Communication Systems, Administrative Efficiency, Diagonal, Horizontal, Bayelsa State</p>	

## INTRODUCTION

Public and private organisations alike rely on communication to reach their audiences and share their goals and objectives. If there is good communication between coworkers, productivity goes up. For instance, according to research (Kacmar, 2010; Neves & Eisenberger, 2012), employees are more inclined to succeed when company policies and processes are conveyed in a clear, concise, and sufficient manner, together with relevant facts and helpful criticism. Several things impact workers' emotional, psychological, and physiological attitudes towards their jobs, which in turn affects their productivity. Taking care of these important things is necessary to make employees happy. Employees, according to Kabir (2013), are the capital that contributes to the growth of a company and the primary driver of productivity improvements

in well-managed organisations. Investing in employee sustainability through fair salaries, benefits, and other working conditions motivates employees and ensures job happiness, which in turn enhances employee performance (Champion-Hughes, 2016).

By outlining responsibilities and providing feedback on progress, communication controls employee conduct (Winska, 2013). Communication between speakers of various languages increases the likelihood of misunderstandings, as pointed out by Koontz and Weihrich (2017). Workers are the lifeblood of every company; how well they know the company's name and mission determines how well the business does (Drake et al., 2015). Organisational plans must be known by employees in order for them to be effectively implemented (Quirke, 2018). Nonetheless, efficient communication in the workplace is rarely a top priority in today's businesses (George, 2011). Despite the

fact that research demonstrates that communication may substantially affect an organization's existence, some managers erroneously assume that everyone can handle the duty of communication. Managers tend to concentrate on operational tasks and hand off the responsibility of good communication to the HR department. Managers in public sector organisations sometimes prioritise hitting objectives at the expense of providing employees with accurate and timely information, despite the positive effect this has on morale and income. Managers often make the mistake of thinking that telling workers what to do each day is enough to keep the lines of communication open.

To be successful in management, you must be able to communicate effectively. A company's mission statement is likely to include errors due to a lack of clear communication. Management tasks such as coordination, planning, organisation, and control are rendered difficult in the absence of efficient communication (Mirabi, 2013).

Employee efficiency in the workplace is a reflection of the importance of communication, which is a fundamental human activity. According to Habibur et al. (2019), a strong correlation exists between effective communication within an organisation and the level of performance that employees demonstrate. As a result of the reciprocal effects on key performance metrics like efficiency and productivity, this connection flourishes via dialogue, ultimately determining the organization's fate (Harris & Nelson, 2018). To achieve organisational improvement and disseminate information pertinent to everyday employee performance, an efficient organisational communication systems is necessary (Rowe, 2011). Organisations may better manage diversity through the promotion of equality and inclusion in the workplace through improved communication between supervisors and subordinates.

Additionally, communication influences employee behaviour by making sure that complaints about work are sent to direct supervisors, by elaborating on job descriptions, and by checking for policy compliance (Abiodun & Abrifor, 2015). Motivated workers do a better job, so understanding the connection between organisational communication and employee performance on the job is crucial for improving organisational success (Ekundayo, 2018). A more motivated, satisfied, productive, profitable, and efficient workforce is a result of better communication

### **Problem Statement**

All production aspects need to be coordinated to ensure optimal output, making it exceedingly tough to maintain

organisations worldwide today. Because, unlike other inputs, managing human resources entails expertly regulating employees' ideas, sentiments, and emotions to guarantee the best output, human resource management is a major problem for all organisations worldwide. Karimi (2012) argues that when it comes to dealing with issues related to human resources, effective organisational communication is key. As pointed out by Harris and Nelson (2008), communication between management and staff is an essential and basic activity in organisations.

A lot of workers aren't happy with how the company deals with things like promotions, bonuses, placement, acknowledgement, and collaboration improvement, and they don't want to work harder. Because of this discontent, they look for ways to be more motivated, which has an adverse effect on their performance in the long run. Managers clearly have a heavy burden to bear, and for organisations to thrive, employees must be inspired to give their best in all aspect of their work.

Also, companies' performance has taken a major hit due to people not talking to each other. There can be no feedback given to determine the source of discontent when employers and workers do not communicate when they are unhappy with each other's attitudes, behaviours, or allocated responsibilities. Employee performance is affected by these concerns in the end. Using federal tertiary institutions in Bayelsa State as a case study, this research will look at how organisational communication systems affect worker productivity.

### **Research Objectives**

The study investigate the relationship between organizational communication systems and administrative efficiency in federal tertiary institutions in Bayelsa state. However, the specific objectives of the study are to;

1. Determine the relationship between horizontal communication and administrative efficiency in federal tertiary institutions in Bayelsa state.
2. Ascertain the relationship between diagonal communication and administrative efficiency in federal tertiary institutions in Bayelsa state.

### **Research Questions**

1. What is the relationship between horizontal communication and administrative efficiency in federal tertiary institutions in Bayelsa state?
2. What is the relationship between diagonal communication and administrative efficiency in federal tertiary institutions in Bayelsa state?

## Hypotheses

H<sub>01</sub>: There is no significant relationship between horizontal communication and administrative efficiency in federal tertiary institutions in Bayelsa state.

H<sub>02</sub>: There is no significant relationship between diagonal communication and administrative efficiency in federal tertiary institutions in Bayelsa state.

## Organizational Communication Systems

When it comes to organisational communication, modern organisations may choose from a number of different tactics and technologies. The topic being communicated to employees dictates the choice of communication strategy or technology. Evidence suggests that an effective internal communication systems is one of the most important factors in raising morale and output in the workplace. Keeping lines of communication open tends to boost morale and motivation in the workplace. The purpose of certain messages is to disseminate information about the company in general, while the goal of others is to encourage and inspire employees. So, for a contemporary business to run well, it needs an encouraging work environment and clear lines of communication. Organizational communication systems refer to the structured processes and tools that facilitate the flow of information, ideas, and knowledge within an organization. Effective communication systems are critical for ensuring smooth operations, enhancing employee engagement, and driving overall organizational success. These systems are dynamic and multifaceted, encompassing both formal and informal channels, and they can vary significantly based on the organization's structure, culture, and strategic objectives (Clampitt & Downs, 2017).

One of the key components of organizational communication systems is the formal communication network, which includes the official channels used to transmit information within an organization. Formal communication flows in several directions: downward, upward, and horizontally. Downward communication typically involves directives, policies, and feedback from upper management to employees. This form of communication is essential for setting expectations, guiding employees, and disseminating critical organizational information (Robbins & Judge, 2019). Upward communication, on the other hand, involves the flow of information from subordinates to superiors, providing management with insights into employee concerns, feedback, and suggestions. Effective upward communication is vital for participatory decision-making and helps in addressing employee grievances promptly

(Zeng & Chen, 2020).

Horizontal communication, which occurs between employees or departments at the same hierarchical level, facilitates coordination and collaboration within an organization. This type of communication is particularly important in complex organizations where interdepartmental cooperation is necessary for achieving organizational goals. For example, horizontal communication allows teams to share resources, resolve conflicts, and synchronize efforts, thereby enhancing productivity and innovation (Keyton, 2017). However, barriers such as departmental silos, competition, and lack of trust can impede effective horizontal communication, highlighting the need for organizations to actively cultivate a culture of open and collaborative communication.

Informal communication, often referred to as the grapevine, plays a significant role in organizational communication systems. Unlike formal communication channels, informal communication is spontaneous, unstructured, and often driven by personal interactions. Despite its unofficial nature, informal communication can influence organizational dynamics significantly. It can serve as a rapid channel for information dissemination, provide emotional support among employees, and foster a sense of community within the organization (Noe et al., 2018). However, it can also lead to the spread of rumors and misinformation, which can negatively impact organizational morale and trust. Organizations, therefore, need to monitor informal communication closely and address any inaccuracies that may arise to maintain a healthy communication environment.

## Dimensions of Organizational Communication Systems

**Horizontal Communication:** When people at the same level of an organization's hierarchy share information with one another, this is called horizontal or lateral communication. When it comes to boosting coordination, collaboration, and general efficiency, it is crucial. As organisations expand and diversify, horizontal communication plays an increasingly crucial role in connecting related activities and work units (Nebo et al., 2015). Employee performance may be greatly affected by this type of communication since it facilitates cross-departmental collaboration and the sharing of critical information required for job execution.

Employees, who are often more numerous than managers, prefer to speak with peers at the same level rather than with higher-ups, which is why horizontal communication is more common than vertical communication (Richmond et al., 2005).

Staff members report higher levels of comprehension, expertise, and social skills as a result of the facilitated communication, which in turn boosts their performance and happiness on the work.

An essential feature of organisational communication is horizontal communication, often called lateral communication. This type of communication is the sharing of information between people or departments that are at the same level of hierarchy within an organisation. When people in an organisation are able to talk to one another horizontally, rather than only up and down, they are better able to work together and share knowledge. Efficiency in operations, new ideas, and the company's overall performance depend on it.

Horizontal communication's principal purpose is to facilitate collaboration and coordination between workers in related positions or divisions. According to Daft and Lengel (1986), teams and departments may accomplish more when they communicate horizontally, which allows them to pool resources, coordinate their efforts, and work in tandem. To make sure the items are up to par before they're sent out for shipment, the production team in a manufacturing business might coordinate with the quality control team. Processes are streamlined, redundancies are reduced, and overall organisational efficiency is enhanced through this collaboration.

The importance of horizontal communication in encouraging cooperation and collaboration is another important feature. Collegiality and mutual support are fostered via horizontal communication that is both effective and efficient. Researchers Katz and Kahn (1978) found that when workers feel comfortable talking to one another, they are more inclined to work together to solve issues, share information, and gain new perspectives. Greater creativity and efficiency in work processes are possible outcomes of such a cooperative setting. So, for instance, a new product developed by a cross-functional team may be more well-rounded and effective because of the members' varied viewpoints and talents.

**Diagonal Communication:** Diagonal communication is an often overlooked but crucial element of organizational communication. It transcends traditional communication pathways by connecting employees across different levels and functions, bypassing the usual hierarchical or departmental boundaries. This form of communication can have profound impacts on organizational efficiency, innovation, and culture. In the following discussion, we will explore the concept of diagonal communication, its advantages and challenges, and its implications for contemporary organizations, with appropriate

references to scholarly research. Diagonal communication refers to the exchange of information between employees or departments that operate at different levels and across different functions within an organization. Unlike vertical communication, which flows up and down the organizational hierarchy, or horizontal communication, which occurs between peers at the same level, diagonal communication cuts across these traditional boundaries (Mishra, 2013). For example, a marketing manager might directly communicate with a junior engineer in the research and development department to expedite a project.

This type of communication is particularly relevant in organizations with a matrix structure, where employees report to more than one manager, or in companies that encourage cross-functional teams. It is also increasingly important in today's dynamic work environment, where rapid decision-making and problem-solving often require input from diverse parts of the organization (Clampitt & Downs, 1993). Diagonal communication can play a pivotal role in enhancing organizational effectiveness. One of the primary benefits is the facilitation of faster decision-making processes. Since information does not have to travel through the traditional chain of command, employees can quickly obtain the data or approval they need to proceed with their tasks (Redding, 1985). This immediacy is particularly valuable in environments where time-sensitive decisions are crucial, such as in project management or product development.

Furthermore, diagonal communication fosters innovation by promoting the exchange of ideas among diverse groups within the organization. When employees from different departments and levels interact, they bring varied perspectives and expertise to the table, which can lead to creative solutions to complex problems (Katz & Kahn, 1978). For instance, a dialogue between the finance and operations teams might reveal cost-saving opportunities that neither group would have identified on its own.

### **Administrative Efficiency**

Evaluating the efficiency of equipment utilisation is what equipment utilisation is all about. Improving the distribution of resources among various purposes is what efficiency is all about (Kumar & Gulati, 2010). It shows the efficiency with which inputs are transformed into outputs by reflecting the connection between the two (Low, 2000). Minimal yield from starting to steady production, process faults, decreased speed, idling and small stoppages, setup and adjustment, and equipment failure are the six losses that should

be eliminated according to Porter's Total Productive Maintenance method in order to maximise output. Reducing the number of inputs required to achieve the same outputs enhances efficiency. Efficiency refers to internal improvements such structure, culture, and community, as opposed to business efficiency, which evaluates the input-output ratio (Pinprayong and Siengthai, 2012).

Investing in employee training and development is one of the most effective ways to enhance efficiency. By providing employees with the skills and knowledge they need to perform their jobs effectively, organizations can improve both the quality and quantity of work produced. Continuous learning opportunities also keep employees engaged and motivated, as they feel valued and see opportunities for career growth (Noe et al., 2017). Moreover, development programs that focus on soft skills, such as communication, teamwork, and problem-solving, can lead to more effective collaboration and innovation, further boosting efficiency (Robles, 2012).

### **Human Relations Theory**

In response to the dominance of conventional management theories, Human-Relations Theory developed in the 1930s and 1940s (Kreps, 1990). Initial testing of the notion was carried out by Mayo, Roethlisberger, and Dickson in the Hawthorne Studies (Roethlisberger & Dickson, 1939). There were four primary parts to these studies: lighting, test rooms for relay assemblies, interview programs, and bank wiring rooms. The Human-Relations Theory was a turning point because it moved the emphasis from output and work design to people's relationships with one another. With this method, meeting workers' needs, getting them involved in decision-making, and improving communication all take centre stage. It states that in order for an organization's communication to be effective, it is vital to comprehend and address the unique requirements of each member.

According to Skinner et al. (2001), a communication audit may be used to assess how well management communicates. In human resource management, good communication is key. When it comes to fixing leadership problems and improving communication up the chain of command, the Human-Relations Approach stresses the importance of employees and societal elements. It zeroes in on the interplay between supervisors and subordinates, as well as the factors that drive and influence organisational happenings. Memos, circulars, phone calls, emails, and in-person meetings are just some of the many forms of communication that may be evaluated using this method.

## **EMPIRICAL REVIEW**

The influence of organizational culture and information sharing procedures on staff performance in university libraries was investigated by Onwubiko (2022). The study's data analysis methods, which included frequency, straightforward percentages, Pearson Product Moment Correlation (PPMC), and multiple regressions, showed that library employees were very reliable in terms of job completion, timeliness, and dedication to their work. The survey found that departmental meetings, in-person contacts, and casual sessions are some of the most important ways that library staff members share knowledge. In spite of these measures, the study still discovered seven significant barriers to information sharing that had a detrimental effect on employee performance.

In a similar vein, Khattak et al. (2020) explored the link between information sharing, employee responsiveness, and team performance in construction project-based organizations in Rawalpindi and Islamabad. Using a cross-sectional survey of 224 employees, the study employed tools like reliability, correlation, and regression analysis to assess the data. The results indicated a positive association between information sharing and team performance, with supervisor support playing a moderating role. The study suggested that organizations should focus on enhancing supervisor support to boost team performance through better information sharing.

Reijo (2017) offered a conceptual explanation of knowledge and information exchange, looking at them as communicative acts. The transmission view, which stresses one-way communication, and the ritual view, which views sharing as a two-way exchange, were the two perspectives that the study highlighted. Despite the fact that the terms are frequently understood differently, Reijo's investigation highlighted the importance of knowledge and information exchange in communication activities in both work-related and non-work settings.

In an engineering environment, Lee et al. (2013) examined the function of leadership in communication of information and team performance. Based on surveys from 34 engineering project teams inside a big automotive business, the study discovered that team leaders who develop team expertise increase trust and encourage information sharing, which boosts team output. The results underscored how critical leadership is in creating a culture of information exchange that promotes team performance.

## METHODOLOGY

The research team used a cross-sectional survey approach to gather information and find out how organisational communication systems affected administrative efficiency. All federal tertiary institution administrative personnel in Bayelsa State make up the study population. In particular, there are 249 administrators at Federal University Otuoke and 102 administrators at Federal Polytechnic Ekowe, for a grand total 351. The study sample size of the study was determined using the Taro Yamane (1967) formula, which gave birth to a sample size of 187.

Questionnaire was used as the instrument for primary data collection. In order to evaluate the participants' replies, the tool

employs a Likert scale style. After statistical analysis of the data from both administrations, a reliability coefficient greater than 0.70 was obtained. Descriptive and inferential statistics were employed to accomplish this. Means, percentages, and frequencies were computed as part of the descriptive analysis. Using SPSS, Spearman Rank Order Correlation Coefficient test to look for correlations between our variables.

## ANALYSIS, RESULTS AND DISCUSSION

A total of 187 surveys were sent out, with a 74.9% response rate of 140 questionnaire retrieved. Since this number is higher than the average for research of its kind, it is appropriate for analysis.

**Table 1: Descriptive Result of Horizontal Communication (n = 140)**

S/N	Items	Mean	Std. Dev.	Remark
1	Employees in my organization are able to effectively communicate irrespective of size and location of the offices.	3.2143	1.19	Accepted
2	In my organization employees are able to share information, collaborate and solve problems in teams	3.6078	1.22242	Accepted
3	Employees in my organization understand each other's ways of communication.	3.6356	1.29042	Accepted
4	Individual differences (personality, culture, education) are respected in my organization	3.3285	1.23449	Accepted
5	Employees in my organization cooperate with one another to tackle challenging tasks.	3.3791	1.17311	Accepted
Grand mean score		3.3651		Accepted

Source: Survey Research, 2024.

The table above shows a description of the organisational communication system's horizontal communication in table. With an average score of 3.3651, the scores for horizontal communication are all higher than the median of 3.0, ranging from 3.2143 to 3.3791. This shows that the statements evaluating horizontal communication are widely accepted by

the responders. There is a lot of dispersion in the replies, according to the standard deviation scores, which points to a mean-centered distribution. So, it's safe to assume that responders are making use of the organisational communication system's horizontal communication feature

**Table 2: Descriptive Result of Diagonal Communication (n = 140)**

S/N	Items	Mean	Std. Dev.	Remark
1	Employees in my organization are able to effectively communicate irrespective of of the offices.	3.6020	1.82241	Accepted
2	In my organization employees are able to share information, collaborate and solve problems among different organizations.	3.6421	1.83372	Accepted
3	Employees in different cadre in my organization understand each other's ways of communication.	3.6421	1.83124	Accepted
4	Individual differences (personality, culture, education) are respected in my organization.	3.3391	1.61772	Accepted
5	Employees in my organization cooperate with one another to tackle challenging tasks.	3.1983	1.54012	Accepted
Grand mean score		1.5281		Accepted

Source: Survey Research, 2024.

Table above displays the comprehensive results of diagonal communication within the context of the organisational communication system. With a mean of 3.5281, all average scores are higher than the standard of 3.0, as seen in the table. That people aren't in agreement with the claims made to measure diagonal communication is a result of this survey. In

addition, the standard deviation scores show that there were significant variations in the answers, which means that the feedback was all over the map. When taken as a whole, these findings show that respondents do, in fact, encounter diagonal communication at work.

**Table 3: Descriptive Result of Administrative Efficiency (n=140)**

S/N	Items	Mean	Std. Dev.	Remark
1	I deliver my task within expected time frame accurately, when communication.	3.5354	1.63443	Rejected
2	Information sharing encouraged workers to give my best for timely service delivery.	3.6352	1.80012	Rejected
3	I create a better approach to work through complete communication.	3.5361	1.72841	Rejected
4	I perform better under the accruate communication and instruction.	3.4923	1.61017	Rejected
5	Ideas shared from lower-level staffs has helped me to make the right decision for better operational effectiveness.	4.6425	2.16043	Rejected
Grand mean score		3.5341		Rejected

Source: Survey Research, 2024.

For a descriptive look at downward communication as a measure of productivity in the workplace, see table above. According to the numbers, the average efficiency score is 3.5341, and the range is from 3.5354 to 4.6425, all of which are higher than the median score of 3.0. Accordingly, it may be inferred that the claims concerning downward transmission are

widely accepted by the respondents. Furthermore, there is a lot of variance in the answers, as shown by the standard deviation scores, which implies that the majority of the replies cluster around the mean. So, it seems that the responders were rather efficient with their job.

**Table 4: Correlation Outcome on Horizontal Communication and Administrative efficiency**  
Correlations

			Horizontal Communication	Administrative efficiency
Spearman's rho	Horizontal Communication	Correlation Coefficient	1.000	.407**
		Sig. (2-tailed)	.	.000
		N	298	298
	Administrative efficiency	Correlation Coefficient	.407**	1.000
		Sig. (2-tailed)	.000	.
		N	298	298

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

Source: SPSS Computation, 2024.

A small but statistically significant correlation between devotion and downward communication ( $\rho=0.407$ ) is seen in the table of results. At a significance level of [ $p = 0.00 < 0.01$ ], the answer is conclusive. Hence, we may conclude that there is a significant link between devotion and downward communication at federal tertiary institutions in Bayelsa State, and we reject the null hypothesis. A favourable correlation between horizontal communication and staff efficiency was found in federal tertiary institutions in Bayelsa State, according to the inferential analysis of the hypothesis. The results are in line with what Naeku (2015) found in his research on the Kajiado County Council, where he found that better communication led to higher productivity. Results showed a

correlation between effective communication and higher productivity in the workplace, proving that the two go hand in hand. According to the research, different types of communication are crucial for enhancing organisational performance via the free flow of information between upper management and staff. Furthermore, Wang (2015) discovered a favourable correlation between performance and social-emotional communication in the workplace. The research did not find any evidence of a link between horizontal and SEC communications, though. Employees at Chinese government institutions are better able to maintain organisational focus through vertical and task-related communication, according to the study's findings.

**Table 5: Correlation Outcome on Diagonal Communication and Administrative efficiency**  
Correlations

			Diagonal communication	Administrative efficiency
Spearman's rho	Diagonal communication	Correlation Coefficient	1.000	.536**
		Sig. (2-tailed)	.	.000
		N	298	298
	Administrative efficiency	Correlation Coefficient	.536**	1.000
		Sig. (2-tailed)	.000	.
		N	298	298

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

Source: SPSS Computation, 2024.



There is a moderate and statistically significant correlation between diagonal communication and employee efficiency ( $\rho = 0.536$ ), as shown in the table of data. The outcome is markedly significant, with a p-value of less than 0.01. This finding disproves the null hypothesis and provides more evidence that diagonal communication does, in fact, correlate with increased productivity at Bayelsa State's federal higher education institutions. According to the results of testing hypothesis, there is a favourable correlation between diagonal communication and productivity at Bayelsa State's federal higher education institutions. The results of Tumbare's 2009 study, which examined diagonal communication in the Lilongwe City Assembly, support these findings. According to Tumbare's findings, there should be far greater communication and sharing of information with Assembly management than is happening at the moment. The majority of respondents wanted more involvement from management on important matters including staff welfare, pay, and perks, even while communication between subordinates and colleagues seemed good.

## CONCLUSION

The study conducted a systematic investigation on the correlation between organisational communication systems and administrative efficiency at federal tertiary institutions in Bayelsa State. The analytical findings revealed that although there was no notable correlation between the dimensions and measurements of the research as a whole, horizontal, and diagonal communication each exhibited a substantial correlation with both administrative efficiency. The study indicates that there is a strong empirical link between organisational communication systems and administrative efficiency in these institutions, based on the data.

## RECOMMENDATIONS

1. It is necessary to have a policy that enables unrestricted contact among all staff members, irrespective of their hierarchical position or organisational level. Diagonal communication of this nature would expedite the process of making timely decisions to resolve issues inside the organisation.
2. Lower-level employees should readily transfer technical information to higher-level workers inside the organisation in order to address internal or external concerns and support strategic decision-making by top management.
3. It is crucial to minimise unnecessary red tape in the communication system in order to streamline and expedite communication between lower-level and higher-level personnel within the institutions.

Prior to establishing motivating policies, employers and management should identify the key characteristics that are crucial for supporting successful communication among employees. This will ultimately result in enhanced performance and collaboration.

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