



The Relevance of Communication as a Promoter for Employee Performance in the Selected KwaZulu-Natal Municipalities

Sijuwade Adedayo Ogunsola^{1*}, Bongani Innocent Dlamini¹, Nobubele Potwana¹, Ntombizandile Victoria Sineke¹, Robert Walter Dumisani Zondo¹, Adewale Titus Elewode², Oluwafemi Adedeji Ogunsola³

¹Faculty of Management Sciences, Durban University of Technology, Durban, South Africa

²Hezekiah Oluwasanmi Library, Obafemi Awolowo University, Ile-Ife, Nigeria

³Faculty of Education, University of Ibadan, Ibadan, Nigeria

Email: *sijuwadeo@dut.ac.za, sinekenv@dut.ac.za, nobubelep96@gmail.com, dlamini@dut.ac.za, dumisaniz@dut.ac.za, atelewode@oauife.edu.ng, ogunsolaoluwafemi@ymail.com

How to cite this paper: Ogunsola, S.A., Dlamini, B.I., Potwana, N., Sineke, N.V., Zondo, R.W.D., Elewode, A.T. and Ogunsola, O.A. (2024) The Relevance of Communication as a Promoter for Employee Performance in the Selected KwaZulu-Natal Municipalities. *Open Access Library Journal*, 11: e11242.

<https://doi.org/10.4236/oalib.1111242>

Received: January 20, 2024

Accepted: July 26, 2024

Published: July 29, 2024

Copyright © 2024 by author(s) and Open Access Library Inc.

This work is licensed under the Creative Commons Attribution International License (CC BY 4.0).

<http://creativecommons.org/licenses/by/4.0/>



Open Access

Abstract

People are bound together through communication, regardless of their backgrounds. Communication is the ability to transfer knowledge from one individual to another. Underestimating the feelings and intentions that underlie the information is a necessary part of good communication. The ideal way to get the most out of employees is therefore something that managers in leadership roles must comprehend. After that, communication systems management should be examined to make sure it is operating efficiently. The study set out to determine whether extensive communication could boost productivity in a municipality. It also sought to determine whether regular feedback, open channels of communication, valuing employee opinions, and idea sharing among municipal employees all contributed to improved performance. The study used both quantitative and qualitative methodologies in a mixed-method research strategy to achieve its stated aims. Data were acquired from the uBuhlebezwe Municipality, where a sample size of 80 respondents was produced by applying a simple random sampling procedure. Ten workers were selected by convenience sampling for the qualitative study through a focus group held at the Ray Nkonyeni Municipality. The outcomes of both methods indicate that the best strategy to improve operational excellence in the selected Municipalities is through communication. Nevertheless, this depends a lot on the efficiency and accessibility of the channels for communication. The principal suggestions for department heads and municipal managers are to value all employee ideas, regardless of their standing within the company, and to use good communication as a strategic weapon. In a mu-

nicipal context, managers ought to include staff members in decision-making as well, particularly when creating policies. Additionally, it is critical that municipal workers have access to enough resources to carry out their daily responsibilities because insufficient resources result in subpar work and a lack of communication. However, when ideas are not visibly dispersed, the objective for which communication is set is useless. Providing frequent and transparent feedback to staff members on their areas of wins and weaknesses can boost the operational output and enhance their performance.

Subject Areas

Economics

Keywords

Communication, Employee Performance, Manager, Municipality, KwaZulu-Natal

1. Introduction

Businesses at present are currently compelled to review their long-term organisational strategies in light of the unstable and dynamic state of the economy. Organisations are constituted and reconstituted through member contact, as they are not self-contained entities. In the view of Harris and Sherblom (2018) [1], communication is an exchange between two or more individuals that entails idea sharing, teamwork, listening, and learning to set expectations for one another to accomplish a common objective. The situation in municipalities is the same. It is also important to consider the possibility that business operations could receive inaccurate information from pointless communications, which would then result in managers, employees, or business owners making unwise decisions. To prevent misunderstandings, all parties involved should make sure that the meaning created is consistent and that everyone understands the value of clear messaging. Feedback should also align with the message's overall purpose.

Furthermore, Langer, Feeney and Lee (2019) [2] emphasized the need for managers to provide employees with clear job information in the business environment, where understanding of concepts conveyed, and suitable reactions are essential. Whether in a corporate or municipal setting, managers must provide a clear grasp of the precise meaning and purpose of communications to prevent misunderstandings. According to Karney and Bradbury (2020) [3], understanding the information shared by both sides is necessary for the communication process to be successful; otherwise, the process is ineffective. While it may appear simple, communicating with employees is a process that is rife with miscommunication errors. When communication is meant to be the foundation of performance, it can go wrong, and as a result, companies may struggle to meet

their goals. This issue appears to be a significant barrier to managers providing staff with accurate information and flawless communications regarding the completion of daily tasks. When managers and employees communicate, the information they share needs to be understood for a response and outcome to be realized.

The basis for this study is the fundamental communication techniques that corporate and municipal management use to interact with their subordinates efficiently so that they can reach their goals. This study aims to determine whether better communication leads to improved employee performance in a few chosen municipalities in KwaZulu-Natal, South Africa. This study is meant to address the general research problem of whether increased operative excellence in the chosen KZN Municipalities was influenced by effective communication. The objectives of the study that were pursued to respond to the research question above are:

- 1) To establish the extent to which the sharing of ideas creates openness among municipal employees within the identified municipalities in KZN;
- 2) To examine whether regular feedback contributes to improved employee performance in selected KZN municipalities;
- 3) To determine whether open channels of communication mitigate misunderstandings between municipal management and employees at selected municipalities in KZN;
- 4) To determine whether the recognition of employee opinions increases municipal employee performance at selected municipalities in KZN.

2. Conceptual Framework

Scholarly investigation into communication has been ongoing for some time. Communication theory explains the various concepts, techniques, and constituents that can impact a message. The scientific method of transmitting and receiving information is examined by this theory. On the other hand, traditional theories of management also view communication as essential.

Henry Fayol (1949) [4], who was rightly referred to as “the father of modern operational management theory” by Koontz and O’Donnel (1976) [5], was a prominent proponent of these theories. Planning, organizing, command, coordination, and control are the components of Fayol’s theory. Even though the author does not include communication as a management component, academics who have studied his work have pointed out that all these components require communication between managers and staff. Therefore, one may consider communication to be an implicit component of Fayol’s management elements.

There are several models of communication that theorists have created. For instance, Shannon and Weaver (1949) [6] created the Shannon-Weaver model, a one-way or linear model. The sender, encoder, receiver, and decoder are the main components of this. According to Shannon and Weaver (1949) [6], academics studying communication, especially in organisational contexts have pri-

marily drawn their conceptual framework from the linear model of communication. This model, according to Shannon and Weaver (1949) [6], is a mathematical theory of communication that entails dependent and integrated sets of elements cooperating for a common goal. Referred to as a one-way process of communication, the linear model consists of sender, message, channel, noise, and receiver as components that lessen misunderstandings and miscommunication. This model consists of dependent and integrated sets of elements that cooperate to achieve a common goal. Shannon and Weaver (1949) [6] perceive the linear model as the means of determining the essential components of communication. It consists of components that lessen misunderstandings and poor communication. This model is shown in the diagram (see **Figure 1**).

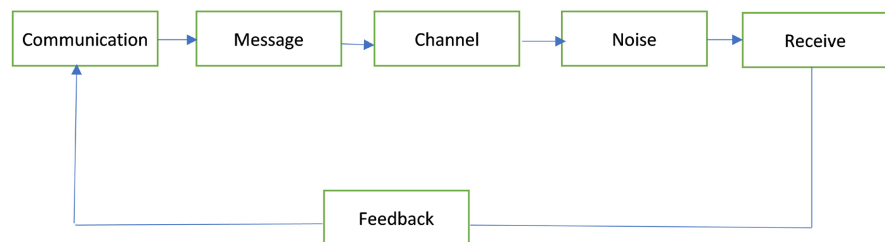


Figure 1. The Linear Model of Communication. Source: Shannon and Weaver (1949) [6].

Being the primary message provider in an organization, the manager has a responsibility to ensure that all employees receive accurate, precise, and well-explained messages. Employees are the recipients of job-related information, and channels of communication are the means by which this information is received. To properly respond to the message, staff members should be aware of the meaning of every word. A manager's and employee's communication results in feedback. This occurs when the recipient returns the message to the sender to determine whether or not it was completely understood. That being said, before the employee receives the initial message, there could be some "noise" variables that interrupt it. The final understanding of the message needs to coincide with the original concept that the communicator set out to convey.

3. Communication

Keyton (2017) [7] portrays communication as a human activity that unites people from all backgrounds. It is a way of transmitting information from sender to recipient that allows the recipient to comprehend the information and respond to the sender by acting on the message they have received. The ability to communicate ideas simply and effectively to others so that tasks are completed and understood is the cornerstone of communication in the business.

Newnam and Goode (2019) [8] describe communication as the ability to read the audience and send and receive messages. People can exchange ideas, facts, feelings, and opinions while working together to create value for the shared task. Harmonious brainstorming that takes place at the team level means employees

contribute a personal approach, which improves the manner of realising personal goals in an organization. Managers, in the spirit of harmony, thus have a greater responsibility to put together views, thoughts and opinions of people from the team thinking or deliberation. The main purpose of brainstorming in an organization is to exert key points on which decision-making is displayed totally to the organisational action plan. Teams or employees can expedite their experiences through brainstorming sessions with various experts from different departments by using good communication within the organization to obtain knowledge, skills, and experience.

According to Petronio, Child and Hall (2021) [9], functioning together as a team is one strategy for forging an organisational relationship between workers and management. The use of communication is projected to encourage active engagement and raise employee morale in the workplace. This is because communication is a prerequisite that contains knowledge that supervisors utilize to teach staff members about their jobs in an office environment. This information encompasses not only beliefs, attitudes, instructions, and even emotions, but also ideas, concepts, and viewpoints. Hence communication must not be used to deceive parties involved at any stage of the process.

Özçetin (2023) [10] concluded that communication is a cooperative activity that entails the exchange of thoughts, feelings, and views from the decoder to get feedback. Speaking, listening, watching, questioning, digesting, analyzing, and evaluating are some of the intrapersonal and interpersonal abilities needed to carry out a message from the originator to the recipient. This communication paradigm encourages cooperation between employers and employees inside a company. Communication, when viewed from a business viewpoint, is the outcome of merging organisational elements and personal traits to ensure an efficient management system. To certify that the message remains unbroken, managers must correctly and clearly illustrate the tasks that need to be accomplished. However, a lack of clear communication might lead to a lack of cooperation on the part of staff members.

From the views of the scholars above, businesses are using good communication and clear goals as a new turn-around strategic tool to influence their employee performance. Successful communication makes it easier for departments and employees to collaborate, which guarantees that managers carry out their responsibilities in an efficient manner. It guarantees employees' purposeful behaviour and improves teamwork. In carrying out their managerial responsibilities, managers should make sure that an efficient communication mechanism is dynamic to guarantee the organization's performance and long-term viability. These are planning procedures that cover the main goals of the organization and offer suggestions on how to realize the organization's general future course.

4. Employee Performance

According to Diamantidis and Chatzoglou (2018) [11], employee performance is

a measure of how successfully employees accomplish their duties and behave at work. It affects staff retention rates, company culture, income, and customer satisfaction, to name a few results, making it essential to every aspect of the business. Employee success, productivity, and size are all factors in an employee's performance. An employee's performance also indicates how valuable they are to the business. Employee performance acts as a stand-in for return on investment because employees are an investment. Hiring and retaining personnel with high-performance levels is a goal shared by all businesses. Furthermore, even while an organization cannot completely control output, it can help employees perform to the best of their abilities by making sure they have adequate support. A happy workforce produces better work.

Buil, Martínez and Matute (2019) [12] contributed to the conversation by pointing out that employee performance is related to roles or responsibilities, which means that workers must possess the essential knowledge, skills, and a willing attitude to carry out their tasks. Furthermore, according to Buil, Martínez and Matute (2019) [12], enhancing employee performance is an ongoing process that involves standard-setting, appraisal, and evaluation to match actual performance with intended strategic organisational goals. Companies must find a way to maximize employee performance and employee retention if they want to succeed in the present market. By supporting staff members in assuming greater responsibility in their existing positions this helps the company not only identify, select, and train the best prospects but also builds a pipeline of future leaders.

Virgiawan, Riyanto and Endri (2021) [13] share similar opinions in describing employee performance as how a worker performs the responsibilities of their position, finishes necessary assignments, and acts in the workplace. The number, quality, and efficiency of work are all factors in performance evaluations. Leaders can provide an overview of the operation of the company by keeping an eye on staff performance. This information is used in future growth plans and serves to illustrate what businesses could be doing right now to enhance their operations. Although managers and employees may find performance evaluations dissuading, they are an essential first step. It is possible to waste time and resources developing improvement plans that do not even start to address the underlying issue if an employee's performance is not properly evaluated. To give improvement plans a strong foundation, it is pertinent that leaders take time during this phase to ensure having thorough and comprehensive analysis of their employee's performance.

To make sure workers are meeting organisational goals and continuously enhancing their performance, Tingo and Mseti (2022) [14] noted that employee performance might be assessed quarterly or annually. Managers can identify a few factors that affect employee performance, such as organisational support for career development, supervisor support, financial benefits, and training programmes, and can provide appropriate feedback on areas that require improvement. Employee performance may be evaluated on a weekly or annual basis, ac-

according to Tingo and Mseti (2022) [14], to ensure that workers are reaching organisational goals and consistently improving their performance. In addition to providing appropriate feedback on areas that need improvement, managers can discover a number of elements that impact employee performance, including financial advantages, training courses, supervisor assistance, career development opportunities within the business, and training programmes.

Even though the goal of a workplace is improvement, performance assessments should not always concentrate on what is going wrong in the workplace. If employees believe that their efforts in other areas are being overlooked, focusing solely on areas that want improvement may cause them to lose confidence and become resentful. In addition to highlighting any noteworthy performance highlights since their last review, managers also need to let their staff members know when they are performing well and identify their areas of weakness (Tingo and Mseti 2022) [14].

Monitoring, evaluation, rating, rewarding, and reporting according to Varma, Budhwar and DeNisi (2023) [15], are the main components of a more complete performance management system (PMS) that are taken into account in local government. In a successful organization, initiatives and activities are continuously reviewed. To do this, it is imperative to conduct regular performance reviews and provide staff and work groups with continuing feedback regarding their progress towards their goals. One of the legal requirements for performance monitoring, according to the authors, is to conduct progress reviews with employees in which their performance is assessed against predetermined standards and elements. An additional hurdle was brought to light by Varma, Budhwar and DeNisi (2023) [15], who observed that the municipality under study appeared to have more administrative policies than service delivery policies, which is already an issue, as concentration on administrative procedure means that these activities occupy the municipal officials. While this issue is “encountered throughout the country, the current study agrees with Tingo and Mseti (2022) [14] that it will unavoidably get worse as the elections draw near. As a result, political meddling and manipulation become even greater obstacles to good communication, severely impairing service delivery, and turning into a recurring “political promise” in political campaigning procedures and campaigns. However, carrying out any actions that encourage efficient communication in a widely dispersed and rural setting may be challenging and frustrating.

5. Methods

The study employed a mixed-method approach, utilizing the triangulation research design to optimally address the research objectives. By providing the researcher with contrasting yet complimentary facts on the same subject, this method helped the researcher to fully comprehend the research challenge. The study’s sample was chosen from the intended audience. According to Bell, Bryman and Harley (2022) [16], the optimal target population is the group that

comprises all the analytical units from which the researcher wishes to derive specific conclusions. Data were obtained from the uBuhlebezwe Municipality, using a simple random sampling procedure was used to generate a sample size of 80 respondents from the 250 structured questionnaires dispersed. Owing to their hectic schedules, some respondents were unable to complete the remaining surveys. During a focus group at the Ray Nkonyeni Municipality, ten workers were chosen for the qualitative study using convenience sampling. With non-probability snowball sampling and probability cluster sampling, the respondents who took part in the quantitative study were chosen. Purposive non-probability sampling was utilized to choose the interview participants because it targeted knowledgeable individuals who could offer rich, in-depth experiences and information on the topic. The Statistical Package for the Social Sciences was used to examine the information gathered from surveys (SPSS) version 26. This led to the use of inferential statistics for the data analysis as well as descriptive statistics including frequency counts, percentages, and means. Inductive theme analysis was used to analyze the interview data. Additionally, consent to conduct the research was secured from the participants and the municipality prior to its start, and the Durban University of Technology ethical committee also provided ethical clearance (49/16FREC) approval. Furthermore, confidentiality was maintained by making sure that data coding did not connect any data to a specific name. Finally, responders and participants signed consent forms.

6. Findings

According to Chen and Wei (2020) [17], there is a consensus in the literature about the relationship between efficient communication and employee performance in an organization. This is demonstrated by the discussion of the relationship between the two topics above. Strategic management's capacity to motivate staff and accomplish goals is impacted by effective communication, which is why it is crucial for organizations to succeed. The identification and dissemination of organisational processes' strategies and management's objectives naturally occur via communication. Consequently, there is a shared objective among all members of the organization, which, when executed well, guarantees the advantages of effective internal communication.

Organisations cannot grow or survive without effective communication (Newnam and Goode 2019) [8]. The firms that prioritize managerial communication outperform those that do not. Hence, communication is essential to guaranteeing that staff members understand their responsibilities in carrying out plans and ultimately supporting the organization in reaching its objectives.

Communication is a critical component of every functioning organization and a useful instrument for more efficient and successful attainment of organisational objectives (Saimon, Lavicza and Dana-Picard 2023) [18]. Employers must communicate with employees in an effective manner. Therefore, managers

should make sure that all employees understand their obligations, as uncertainty and confusion lead to bad feelings and a hostile environment. Employee collaboration is facilitated by effective communication, which leads to increased performance. Additionally, through efficient communication, managers can give workers precise feedback regarding their performance. Consequently, businesses that overlook good communication, whether it be top-down or bottom-up, run the danger of losing their finest workers to rivals or dealing with unmotivated staff members.

The view of Solaja, Idowu and James (2016) [19] is that organizations must implement effective communication to ensure managers perform their function of communicating effectively with employees to enhance employee performance. Effective communication prevents the idea of being isolated and reduces the perception by management of being threatened by employee suggestions and decision-making.

Organisations with robust and efficient communication channels can ensure transparency, clear communication channels, employee feedback, and adaptability to change all of which have a beneficial impact on worker performance (Terziev and Nichev 2017) [20]. Successful organisational operations depend heavily on effective communication.

Kosciejew (2020) [21] emphasized that a number of actions may be implemented at the local level to try to alleviate the effectiveness of policy communication, improve service delivery, and improve policy communication. A few strategies to accomplish this include Imbizos, public involvement, regulatory change, budget roadshows, and integrated development plans (IDPs). The various measures that are implemented will vary depending on the ward and village, be resource-dependent, and be pertinent to the level of crisis exposure. In the case of rural areas and their municipalities, carrying out initiatives to promote efficient communication and make an effort to enhance staff performance and service delivery may be challenging and frustrating. This can make it challenging for a municipality to subsequently adhere to the prescribed procedures.

On the one hand, businesses cannot function well without adequate lines of communication, which can guarantee that workers react to any information which managers supply. Communication, on the other hand, can alter employee attitudes towards management. Additionally, because it establishes clear objectives and encourages cooperation between staff members and departments, good communication is used by organisations as a strategic instrument to bring diversity in policies and competitiveness (Mitra and Saha 2016) [22].

6.1. Qualitative Results

Social scientists use reproducible and methodical content analysis to look for trends in communication (Creswell and Creswell 2023) [23]. In contrast to simulated social encounters or survey gatherings, the author stated that one major benefit of utilizing content analysis for social phenomena is its non-invasive

character. The methods of content analysis differ throughout academic disciplines, but they are always based on the observation of texts that have been given labels or codes indicating the existence of significant content pieces. Thus, content patterns can be qualitatively analyzed by methodically categorizing a collection of texts' content to determine the meaning of the material within each text.

- **Sharing of ideas and openness**

First, the study sought to determine whether idea-sharing fosters openness among staff members. Related to this, it examined why it matters that staff members participate in decision-making processes related to organisational operations. Most responders stated that:

Participating in decision-making is crucial since it cultivates a positive work atmosphere, harmony, and trust as well as expands our ability to exchange ideas and express our thoughts. This promotes excellent teamwork and helps us accomplish better. We have a sense of value and inclusion in the company.

The participants held the opinion that an integrated relationship between the employer and the employee is crucial to the success and efficacy of an organization. Good interpersonal relationships enable all sides to participate in decision-making, which lowers the likelihood of miscommunication and conflict within an organization.

- **Regular feedback and performance**

The purpose of the second research objective was to find out whether respondents felt that managers needed to provide them with feedback on how they were doing their jobs based on how they saw their staff. Many of the participants concurred that:

Receiving feedback from our superiors helps us perform to the best of our ability by letting us know how we've done in terms of our strengths on the duties that have been assigned and our weak areas where development is needed.

According to a participant:

Managerial feedback boosts motivation and engagement, ensuring that goals are accomplished within the allotted time frame.

Another said:

We can improve our performance and talents where we are lacking by using feedback from task assessments. In cases where expectations are met, this facilitates the timely opportunity to fix errors and fosters a positive work atmosphere.

- **Recognition of employee opinions**

Finding out if acknowledging employee opinions improves employee performance was the third research goal. Workers were questioned about the manager's regard for their opinions. Many respondents insisted that:

Our comments are valued by managers, who use them to create new plans of action. This makes it possible to establish a culture of worth and inclusion where everyone is encouraged to voice their opinions. Conversely, fewer respondents claim that their bosses pay attention to them and make no attempt to act upon their suggestions.

One respondent said:

I am inspired to work harder since I am aware that openness is upheld.

- **Open Channels of Communication**

To what extent communication channels reduce misunderstandings was the fourth research goal this study set out to investigate. Inquiries were made on whether management and staff should have open lines of communication to prevent miscommunication. The staff member's responses revealed that:

Management and staff miscommunication is decreased through effective communication channels. Both sides can reach a consensus when there is clear communication. When individuals know what to do without being instructed or coerced, transparency, trust, and responsibility are established. In turn, this increases the production of the organization.

6.2. Quantitative Results

In two municipalities within the province of KZN, South Africa, the quantitative results show the extent to which municipal communication was successful in facilitating the improvement of worker performance. According to Wiid and Diggins (2013) [24], the questionnaire's sections, the results are displayed. Section A: The biographical data of the respondents was gathered in this part. Section B: This section aimed to establish whether the sharing of ideas created openness among employees. Section C: This section tested whether regular feedback contributed to improved performance. Section D: This section sought to establish whether open channels of communication mitigated misunderstanding. Section E: This section sought to establish whether recognition of employee opinions increased employee performance.

- **Biographical Information**

The respondents' gender, age, racial, and educational backgrounds are shown in this section along with their employment history.

1) Gender

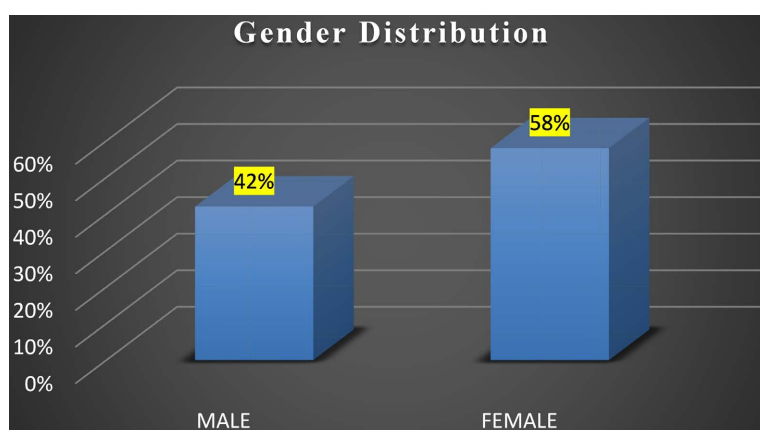


Figure 2. Gender distribution.

Although achieving gender parity in this municipality was not the study's primary goal, it is encouraging to note that 46 out of 80 respondents, or 58% of

the total, were female, and the remaining 34 respondents, or 42% of the total, were male (see **Figure 2**).

2) Age

This outcome demonstrates (**Figure 3**) that the sample's opinions were primarily gathered from youth, who represent the organization's future. With only a two percent difference between those in the age ranges of 21 - 30 years (27 percent) and 41 - 50 years (29 percent), the bulk of responders (44 percent) were in the 31 - 40 years range.

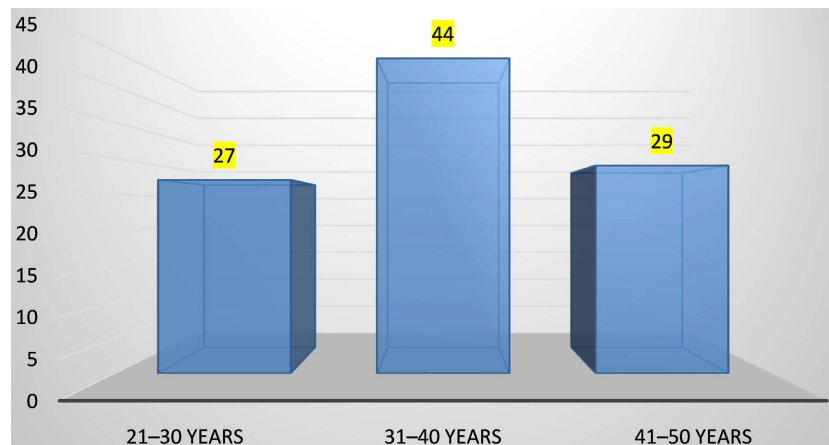


Figure 3. Age distribution.

3) Race

The high percentage of Black responders (75%) indicates that employment equity is being promoted by the town. Two of the interviewees stated they were Indian, while one identified as Colored. This indicates that the data used in this study came from a representative racial sample (see **Figure 4**).

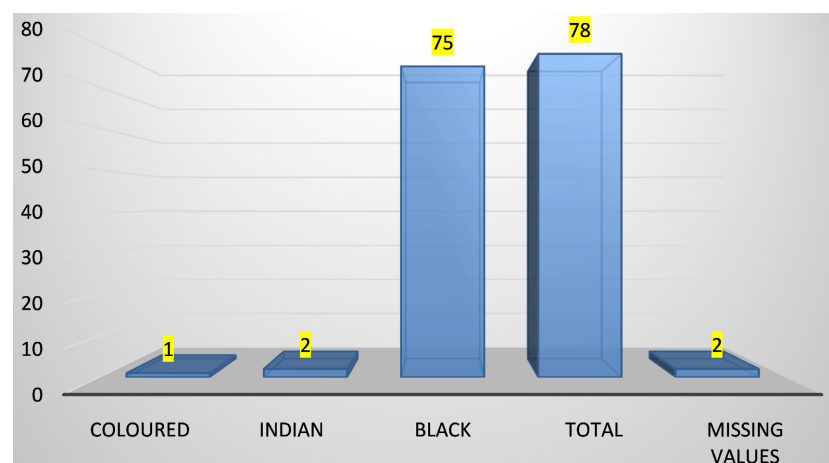


Figure 4. Racial distribution

4) Educational qualifications

Out of the total respondents, 55 had obtained post-matric credentials, and 24

had said they had completed their matriculation. They were therefore able to understand the questions and provide thoughtful responses (see **Figure 5**).

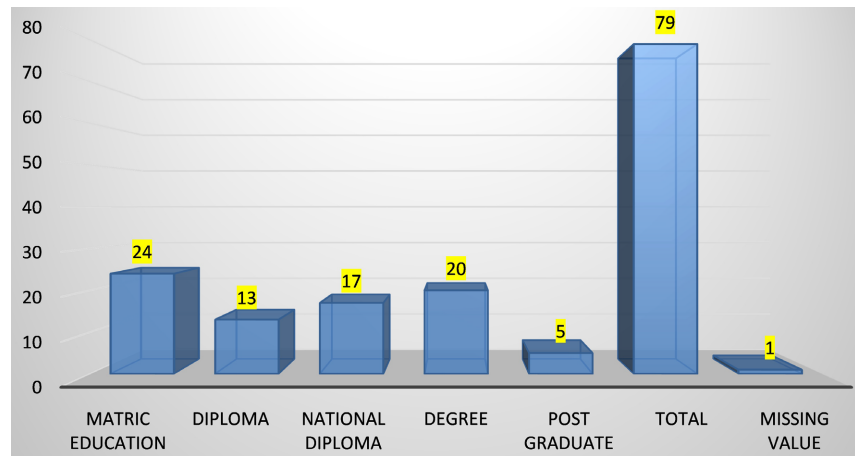


Figure 5. Educational qualification

5) Work experience

According to the results, most respondents (54%) reported having five to ten years of experience, while 29% indicated having ten to fifteen years. Ten percent and two percent, respectively, of the remaining respondents had experience ranging from fifteen to thirty years. 33 long-serving staff and 43 fresh hires are the ratio. That does not, however, imply that the new hires are ignorant of the organization's communication procedures. On the contrary, they are the ones who are still eager to listen and keep getting better (see **Figure 6**).

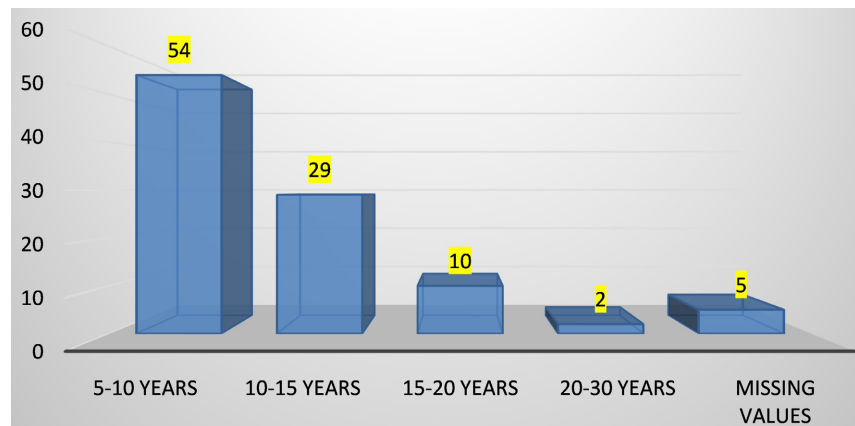


Figure 6. Work experience

6.2.1. Sharing of Ideas and Openness

The following findings reflect the answers to the first research objective.

Table 1 shows that most respondents agreed that openness and idea-sharing help increase the amount of information that managers and staff share. A full 84% of respondents reported actively discussing ideas with one another during the policy-making process, and 83% agreed that management's transparency

about tasks inspires new ideas on how to do them. An additional 76% of participants concurred that participation in decision-making provides them with a chance to be more forthcoming. This is consistent with Rohim and Budhiasa (2019) [25], who elucidated that the optimal approach in an organization is to foster open communication and idea sharing. To make sure that organisational goals are successfully met at work, managers should involve staff members in the creation of policies and decision-making processes. Employees and managers can talk about performance issues by exchanging thoughts and information at work.

Table 1. Statements on sharing of ideas and openness.

STATEMENTS	Valid percent
I am involved in sharing ideas during policy formulation	84%
Openness creates a good relationship among employees	83%
The openness of management about tasks creates new ideas about the accomplishment of tasks	83%
My manager must discuss work issues openly with subordinates	79%
My involvement in decision-making allows me to open up	76%

It is evident that respondents not only agreed with the conclusions drawn from the study's qualitative component, but they also added other beneficial outcomes of "sharing of ideas and openness," such as the development of a healthy, peaceful workplace where trust is the norm.

6.2.2. Relationship between Feedback Provision and Performance

The results that follow concern how managers' feedback can enhance workers' output.

As demonstrated in **Table 2**, receiving regular performance feedback has been associated with improved performance (79 percent), higher levels of commitment (72 percent), and the accomplishment of organisational goals (77 percent).

Table 2. Statements on the provision of feedback and performance.

STATEMENTS	Valid percent
When managers excel in providing feedback to employers about their jobs that satisfies employees	80%
Managers should organize adequate training programs to change employee performance	80%
Skilled employees can achieve employee performance effectively	79%
Providing feedback helps towards the attainment of organisational goals	77%
When employees are satisfied their level of commitment increases	72%
Feedback improves job performance	71%
When managers excel in providing feedback to employers about their jobs that satisfies employees	80%

According to Widarko and Anwarodin (2022) [26], feedback is a useful tool in the workplace that helps employees go closer to their objectives. It is an essential tool that managers should utilize to inspire employees and mould their work habits to succeed as an organization. Managers must provide their staff with feedback so they can address minor errors before they become more serious. Manager-employee conflict is avoided by feedback (Widarko and Anwarodin 2022) [26].

This group underlined how important effective communication is in fostering a positive work environment, in addition to the findings of the qualitative results, which confirmed that feedback boosts performance.

6.2.3. Open Channels of Communication and Employee Performance

The following findings relate to the third research objective that this study set out to achieve.

The data in **Table 3** show that participants believe that having open lines of communication enhances commitment (65%), job effectiveness (66%) and employee attitudes towards managers (72%).

Table 3. Statements on open channels of communication and performance.

STATEMENTS	Valid percent
Clear channels of communication on information from managers about tasks can reduce misunderstanding	84%
The good relationship I have with my manager eliminates misunderstanding	74%
I can approach my supervisor on any issues that concern me	72%
Open channels of communication change employee attitudes towards managers	72%
Open channels of communication increase job performance	66%
Open channels of communication improve commitment	65%
Clear channels of communication on information from managers about tasks can reduce misunderstanding	84%

These results support the hypothesis put forth by Doedens and Meteyard (2022) [27] that open channels of communication are a systematic means of communication used by members of an organization. They are a way for people to communicate with each other; they are an interface that makes information, task performance, and other operational tasks very clear. The purpose of communication channels is to reduce miscommunication and erroneous interpretations between managers and employees by channeling information downward, upward, horizontally, or laterally.

Another argument put out by this group is that good communication fosters equality and a sense of self-worth, both of which encourage workers to perform better.

6.2.4. Recognition of Employee Opinions

The following result pertains to the study's fourth research objective.

The findings (**Table 4**) show that, according to 78% of the respondents, managers in an organization must consider employee perspectives when making decisions. According to 78% of employees, recognising staff opinions promotes honesty and trust, and 79% of them feel more confident in their work as a result. A system of respecting employee opinions, whether expressed by teams or by individual employees, is known as recognition of employee opinions (Musangi, Ngui and Senaji 2023) [28].

Table 4. Statements on recognition of employee opinions.

STATEMENTS	Valid percent
My opinion is valued by my manager	84%
Recognition of employees can change perceptions	81%
The recognition of employees by managers promotes job involvement and commitment	79%
Good and creative opinions can create new job designs for employees	79%
Being recognized by managers improves my commitment to the organization	78%
When an employee's opinions are recognized by the managers, their level of trust and honesty increases	78%

This is accomplished by encouraging staff members to take part in decision-making in official or informal methods. It was discovered that 84% of managers in the municipality acknowledged and valued the opinions of their staff members, particularly when it came to recommendations regarding job happiness, performance, and other topics about the workplace.

This group undoubtedly supported the idea that good communication is a catalyst for improving worker performance. Additionally, they shed light on psychological issues including trust, self-worth, esteem, motivation, and confidence building.

7. Discussion

The aforementioned results demonstrate that good communication does stimulate worker performance. Open communication and idea sharing allow staff members a forum and opportunity to share their expertise, enabling them to express their views to management. Giving feedback to staff members enables them to pinpoint areas of subpar performance, enhance their work, and raise the bar for accountability. It turned out that there were reports of certain managers tending to only pay attention to certain employee comments. Open lines of communication can motivate staff members to get more involved in company events, which enhances morale, self-worth, confidence, and trust in addition to fostering equality. Increased employee performance is the outcome of all these components.

8. Recommendations

The study's conclusions have led to the following suggestions being given to organization management, particularly municipal managers.

8.1. Sharing of Ideas and Openness

- Communicating parties must be realistic or explicit about what they expect from the exchange of ideas. They should have a clear and specific goal for each conversation, such as getting feedback. In addition to making sure they both understand the conditions and expectations, they should politely and clearly explain their aspirations to one another.

8.2. Provision of Feedback

- Earning from the employee and listening to their ideas is just as important as pitching or presenting them. Leaders or managers must ask for comments from their workers, and be receptive to their thoughts, ideas, and critiques. Aside from being ready to respond to their inquiries and concerns.
- Leaders or managers should be able to explain the values which they offer. To avoid taking criticism personally or naively, they should be cautious and picky about the input they get as feedback.
- Formal and informal feedback on the achievement of organisational goals should be given by managers to staff members. This will encourage employees to do better, build on their strengths, and minimize their deficiencies as a result.

Conflicts of Interest

Conflicts of interest are not disclosed by the authors.

References

- [1] Harris, T.E. and Sherblom, J.C. (2018) Small Group and Team Communication. Waveland Press.
- [2] Langer, J., Feeney, M.K. and Lee, S.E. (2017) Employee Fit and Job Satisfaction in Bureaucratic and Entrepreneurial Work Environments. *Review of Public Personnel Administration*, **39**, 135-155. <https://doi.org/10.1177/0734371x17693056>
- [3] Karney, B.R. and Bradbury, T.N. (2020) Research on Marital Satisfaction and Stability in the 2010s: Challenging Conventional Wisdom. *Journal of Marriage and Family*, **82**, 100-116. <https://doi.org/10.1111/jomf.12635>
- [4] Fayol, H. (1949) General and Industrial Management. Sir Isaac Pitman and Sons.
- [5] Koontz, H. (1976) Avoiding Common Deficiencies in Management Consulting. *Academy of Management Proceedings*, **1976**, 180-185. <https://doi.org/10.5465/ambpp.1976.4975711>
- [6] Shannon, C.E. and Weaver, W. (1949) The Mathematical Theory of Communication. University of Illinois Press.
- [7] Keyton, J. (2017) Communication in Organizations. *Annual Review of Organizational Psychology and Organizational Behavior*, **4**, 501-526. <https://doi.org/10.1146/annurev-orgpsych-032516-113341>

- [8] Newnam, S. and Goode, N. (2019) Communication in the Workplace: Defining the Conversations of Supervisors. *Journal of Safety Research*, **70**, 19-23. <https://doi.org/10.1016/j.jsr.2019.04.009>
- [9] Petronio, S., Child, J.T. and Hall, R.D. (2021) Communication Privacy Management Theory. In: Braithwaite, D.O. and Schrod, P., Eds., *Engaging Theories in Interpersonal Communication*, Routledge, 314-327. <https://doi.org/10.4324/9781003195511-28>
- [10] Özçetin, B. (2023) What's in a Name? Defining Communication and Communication Theory. *European Journal of Communication*, **38**, 307-313.
- [11] Diamantidis, A.D. and Chatzoglou, P. (2019) Factors Affecting Employee Performance: An Empirical Approach. *International Journal of Productivity and Performance Management*, **68**, 171-193. <https://doi.org/10.1108/ijppm-01-2018-0012>
- [12] Buil, I., Martínez, E. and Matute, J. (2019) Transformational Leadership and Employee Performance: The Role of Identification, Engagement and Proactive Personality. *International Journal of Hospitality Management*, **77**, 64-75. <https://doi.org/10.1016/j.ijhm.2018.06.014>
- [13] Virgiawan, A.R., Riyanto, S. and Endri, E. (2021) Organizational Culture as a Mediator Motivation and Transformational Leadership on Employee Performance. *Academic Journal of Interdisciplinary Studies*, **10**, 67-79. <https://doi.org/10.36941/ajis-2021-0065>
- [14] Tingo, J. and Mseti, S. (2022) Effect of Employee Independence on Employee Performance. *International Journal of Engineering, Business and Management*, **6**, 1-11. <https://doi.org/10.22161/ijeem.6.2.1>
- [15] Varma, A., Budhwar, P.S. and DeNisi, A. (2023) Performance Management Systems: A Global Perspective. Taylor & Francis.
- [16] Bell, E., Bryman, A. and Harley, B. (2022) Business Research Methods. Oxford University Press.
- [17] Chen, X. and Wei, S. (2020) The Impact of Social Media Use for Communication and Social Exchange Relationship on Employee Performance. *Journal of Knowledge Management*, **24**, 1289-1314. <https://doi.org/10.1108/jkm-04-2019-0167>
- [18] Saimon, M., Lavicza, Z. and Dana-Picard, T. (2022) Enhancing the 4cs among College Students of a Communication Skills Course in Tanzania through a Project-Based Learning Model. *Education and Information Technologies*, **28**, 6269-6285. <https://doi.org/10.1007/s10639-022-11406-9>
- [19] Solaja, M., Idowu, E. and James, E. (2016) Exploring the Relationship between Leadership Communication Style, Personality Trait and Organizational Productivity. *Serbian Journal of Management*, **11**, 99-117. <https://doi.org/10.5937/sjm11-8480>
- [20] Terziev, V. and Nichev, N. (2017) Research of the Communication and Organization Management Competences of the Cadets during Their Military Professional Training. *Proceedings of 3rd International Conference on Advanced Research in Business and Social Sciences*, Langkawi, 29-30 March 2017, 447-458.
- [21] Kosciejew, M. (2020) The Coronavirus Pandemic, Libraries and Information: A Thematic Analysis of Initial International Responses to Covid-19. *Global Knowledge, Memory and Communication*, **70**, 304-324. <https://doi.org/10.1108/gkmc-04-2020-0041>
- [22] Saha, I. and Mitra, J. (2016) Attitude and Communication Module in Medical Curriculum: Rationality and Challenges. *Indian Journal of Public Health*, **60**, 95-98. <https://doi.org/10.4103/0019-557x.184537>
- [23] Creswell, J.W. and Creswell, J.D. (2023) Research Design: Qualitative, Quantitative

and Mixed Methods Approaches. Sage Publications Ltd.

- [24] Wiid, J.A. and Diggines, C. (2013) Marketing Research. Juta & Company Limited.
- [25] Rohim, A. and Budhiasa, I.G.S. (2019) Organizational Culture as Moderator in the Relationship between Organizational Reward on Knowledge Sharing and Employee Performance. *Journal of Management Development*, **38**, 538-560.
<https://doi.org/10.1108/jmd-07-2018-0190>
- [26] Widarko, A. and Anwarodin, M.K. (2022) Work Motivation and Organizational Culture on Work Performance: Organizational Citizenship Behavior (OCB) as Mediating Variable. *Golden Ratio of Human Resource Management*, **2**, 123-138.
<https://doi.org/10.52970/grhrm.v2i2.207>
- [27] Doedens, W.J. and Meteyard, L. (2022) What Is Functional Communication? A Theoretical Framework for Real-World Communication Applied to Aphasia Rehabilitation. *Neuropsychology Review*, **32**, 937-973.
<https://doi.org/10.1007/s11065-021-09531-2>
- [28] Musangi, N.E., Ngui, T. and Senaji, T.A. (2023) Relationship between Employee Motivation and Performance of Level Four Government Hospitals in Kenya. *African Journal of Emerging Issues*, **5**, 53-75.
<https://ajoeijournals.org/sys/index.php/ajoei/article/view/475>