



## EFFECT OF ORGANIZATIONAL COMMUNICATION ON EMPLOYEE PERFORMANCE IN THE FEDERAL INLAND REVENUE SERVICE, BENIN CITY, EDO STATE

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### Abstract

*The study examined the impact of organizational communication on employee performance in the Federal Inland Revenue Service (FIRS), Benin City, Edo State. The objectives of the study were to examine the impact of organizational communication on employee performance in Federal Inland Revenue Service Benin City, to examine the effect of the channels of organizational communication on employee performance in Federal Inland Revenue Service Benin City, to examine the impact of indicators of effective communication on employee performance in Federal Inland Revenue Service Benin City, to examine the effect of challenges of communication on employee performance in Federal Inland Revenue Service Benin City, and to proffer necessary recommendations to the challenges of effective communication in Federal Inland Revenue Service, Benin City. The population of the study comprises of all staff members of the Federal Inland Revenue Service in Benin City. According to the FIRS Benin City Registry, the total staff strength of FIRS Benin is 97. The research adopted the stratified random sampling and simple random sampling (probability sampling technique) in selecting 75 respondents for this study. The study discovered amongst others that, communication is a priority in FIRS, Benin City. It was revealed by the study effective communication feedback increases employee performance in FIRS, Benin City. The study also discovered that external communication improves employee performance in FIRS, Benin City. The study also recommends amongst others that the use of modern channels of communication like the internet and both wired and wireless telephone should be encouraged. Also, Feedback and criticism should be handled maturely by both management and staff.*

**Keywords:** Organisational Communication, Employee Performance, FIRS, Communication Channels

### Introduction

Communication is a basic process of organization. As outlined by Zarembo (2003), “Communication is a central and not a peripheral component of organizational effectiveness. It is not a frill. It is vital; Communication is a pervasive activity in organizations. It is not something that only some people in organizations must do or something that occurs at random. It is strategically planned and operated”. Operationally, the term communication is defined as the technology and systems used for sending and receiving messages (Winska, 2010).

According to (Mckinney, Barker, Smith & Davis, 2004) communication is essential to effective team performance and communications for any organization is like blood flow in the human body. Therefore, any organization that understands the importance of communication uses it in their organizational environment. Since, it ensures coordination of factors of production and most importantly material and human elements of organizations as an efficient network of change and advancement. Robins (2006) declares that the communication process is initiated through the following means the sender-encoding-the message-the channel decoding- the receiver- noise and feedback. It is estimated that employees spend over 80% of their day communicating with others (Robins (2006). Since most of the basic management process-planning, organizing, leading and controlling – cannot be performed without effective communication. On the other hand, internal communication has always been viewed as the exchange of information both formal and informal between management and employees within an organization.

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Most organizations today have realized that communication invariably determines and affects the level of employee's performance on the job, thereby enabling that organization achieve its goals as one whole (Jay, 2012). Structures are differentiated within the organization among different sub-units, each specializing in its own activities. All these sub-units use internal and external communication to coordinate their efforts. Moreover, the employment of hierarchies within organizations for the exercise of control and monitoring, so that purposes may be achieved with some success, is mainly based on communication. Such exercise of influence may be informal as in persuasion or more formal as in authority; however, communicational efforts are a precondition either way. In addition to serving as the framework which links members together in organizations in all these varieties of ways, the communication system serves as a vehicle by which organizations are embedded in their environments: the inputs and outputs of organizations are mediated through communication (Jay, 2012).

Business all over the world today is very challenging. To stay profitable in the highly challenging and competitive global market economy all factors at production (i.e men, machine and materials), should be wisely managed. Among the factors of production, human resource constitutes the biggest challenge because unlike inputs, employee management demands skillful handling of thoughts, feelings and emotions to secure highest productivity. Effective organizational communication plays an important role in this challenge. Communication has crucial impacts among work groups in that organizational communication is a channel to flow information, resources, and even policies. "Organizational communication can be broadly defined as communication with one another in the context of an organization (Eunju, 2009). This type of communication, in turn, includes activities of sending and receiving message through various layers of authority, using various message systems, and discussing various topics of interest to the group we belong to or the company we work for. Organizational communication research has mainly been conducted both in the business management field and in the communication field; however, researchers in the public administration field have provided little knowledge about organizational communication and its roles and effects (Eunju, 2009). Several studies emphasize that effective communication can enhance organizational outcomes (Park and Deitz, 2006). Communication influence on the perception and opinions about persons, communities, organizations, governments, and even society. As a managerial tool, communication is frequently expected to share information with members, to coordinate activities, to reduce unnecessary managerial burdens and, rules and ultimately to improve organizational performance (Okoye, 2004).

Accordingly, investigating the structure of communication within the organization's units will bring about essential knowledge to such organization as a complete self-sustaining entity (Femi, 2014). Communication serves four major functions within a group or organization: control, motivation, emotional expression, and information. Communication acts to control member behaviour in several ways. Organizations have authority hierarchies and formal guidelines that employees are required to follow (Elger, 2007). For any communication to take place in the organization, it would take a process. The process is that the senders encode the messages and transmit them via one or more communication channels to the receiver who then decode them (Burton and Mazerolle, 2011). The process continues as the original receiver sends feedback to the original sender. The major methods of communication in the organization are oral (face-to-face or telephone conversation), written (memos, letters, e-mail, reports, etc) and nonverbal (facial expressions, gestures, body language, etc).

The formation of specific goals, feedback on progress towards goals, and the reinforcement of desired behaviour all stimulate motivation and require communication (Bose, 2018). For many employees, their work group is a primary source for social interaction. The communication that takes place within the group is a fundamental mechanism by which members show their frustrations and feelings of satisfaction. Communication, therefore, provides a release for the emotional expression of feelings and for the fulfilment of social needs (Bolarinwa, 2015). The final function that communication performs relates to its role in facilitating decision-making. It provides the information that individuals and groups need to make decisions by transmitting the data to identify and evaluate alternative choices (Robbins, 2006). Hence, from the

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forementioned description of organizational communication, the study tends to examine the effect of organizational communication on employee performance in the context of the Federal Inland Revenue Service (FIRS), Benin City, Edo State.

### **Statement of the Problem**

One of the greatest assets of any organization is her employees. Therefore, the higher the commitment of employees, the higher their performance would positively affect the organization's interest. One factor that contributes to employees feeling they are of value to their organization is effective communication. Bhatia and Balani, (2015) stated that clear communication and consistent feedback are one of the keys to organizational success. Thus, employees will only act as expected if message received is clearly understood. Additionally, Ahsanul (2013) argued that an open, honest two-way conversation will help managers get to the root of any performance problem, even if it's minor or temporary. Femi (2014), show more elaborately posit that communication within an organization should be effective because it (i) is tie that binds managerial functions of planning, staffing, organizing, leading and controlling; (ii) helps to harness or tap on the immense talents available in today's diverse cultural world of organizations and (iii) is at the center of the manager's work activities. Overall organizational communication is vital and its processes are worth making known to key stakeholders of every organization.

In spite of the laudable roles of effective communication in improving organizational performances, organizational communication research has mainly been conducted both in the business management field and in the communication field (Guney., Diker., Guney., Ayranci., and Solmaz, 2012; Hewitt, 2006) however, researchers in the public service have provided little knowledge about organizational communication and its roles and effects. Also, most organizations find it difficult to engage their key stakeholders in effective communication. Thus, with the aforementioned issues, the study tends to proffer answers to the following questions; What is the impact of organizational communication on employee performance in Federal Inland Revenue Service, Benin City? What are the channels of organizational communication on employee performance in Federal Inland Revenue Service, Benin City? What are the indicators of effective communication on employee performance in Federal Inland Revenue Service, Benin City? What are the challenges of communication on employee performance in Federal Inland Revenue Service, Benin City? What are the necessary recommendations to curbing the challenges of effective communication in Federal Inland Revenue Service, Benin City?

### **Research Objectives**

The following constitute the objectives for this study:

1. To examine the impact of organizational communication on employee performance in Federal Inland Revenue Service Benin City.
2. To examine the effect of the channels of organizational communication on employee performance in Federal Inland Revenue Service Benin City.
3. To examine the impact of indicators of effective communication on employee performance in Federal Inland Revenue Service Benin City.
4. To examine the effect of challenges of communication on employee performance in Federal Inland Revenue Service Benin City.
5. To proffer necessary recommendations to the challenges of effective communication in Federal Inland Revenue Service, Benin City.

### **Research Hypotheses**

The following hypotheses are stated in both null and research form;

1. Ho: There is no significant relationship between communication and employee performance in FIRS, Benin City.  
Hr: There is a significant relationship between communication and employee performance in FIRS, Benin City.

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2. Ho: There is no significant relationship between the channels of organizational communication and employee performance in FIRS, Benin City.  
Hr: There is a significant relationship between the channels of organizational communication and employee performance in FIRS, Benin City.
3. Ho: There is no significant relationship between the indicators of effective communication and employee organizational performance in FIRS, Benin City.  
Hr: There is a significant relationship between the indicators of effective communication and employee organizational performance in FIRS, Benin City.
4. Ho: There is no significant relationship between the challenges of communication and employee performance in FIRS, Benin City.  
Hr: There is a significant relationship between the challenges of communication and employee performance in FIRS, Benin City.

## **Theoretical Framework**

### ***Systems Theory***

The general system theory was originally proposed by Ludwig von Bertalanffy, a biologist in 1968 in his work, *General Systems Theory: Foundations, Development, Applications*, was sort to explain the relationship between parts and the whole of living organisms (Burton and Mazerolle, 2011). This sort provides a general analytical framework (perspective) for viewing an organization. Since then the theory has been used in academic fields such as psychology, history and physiology. Studies conducted by theorists in management studies expose a digression from the classical and human relations model. According to Hewitt (2006) the systems theory has more valid and applicable stance in internal communication. This is because the systems approach recognizes the role that communication plays in facilitating efficient functioning between the various components of the organizations.

In organizational communication research, some main components of the systems theory have been identified that informs how effective communication leads to employee productivity namely; wholeness, hierarchical and feedback. In systems theory, the whole determines the character and functions of parts (Hikmah, 2015). Wholeness refers to the interdependence of the various elements that constitute the system. This means that individual parts of a system contribute to the existence of the organization.

Conferring to Anchor (2010), the concept of an organizational structure indicates that the relations within an organism are systematized by order of hierarchy rules. In this regard, components the main systems are designed into subsystems, making up the whole system, which itself operates within a larger environment. Hewitt (2006), feedback enables decision makers in the organization to strategize to be on top of issues thereby building network relationships. Conferring to Anchor (2010), the systems theory operates from primary principles of inter-relatedness and interdependence, it can be said that the same basic principles form the basis from which communication audit occurs.

### **Methodology**

The research design for this study covered the entire process involved in data collection, collation and the analysis. The study, being a social science survey research, adopted the exploratory research design which is also associated with the survey method for its data collection, using a combination of self-constructed questionnaires as primary data sources. These were administered to respondents, comprised of persons above eighteen years, made up of employees of FIRS. These were appropriately designed to evaluate the performance of FIRS employees especially with respect to organizational communication.

The population of the study comprises of all staff members of the Federal Inland Revenue Service in Benin City. According to the FIRS Benin City Registry (2023), the total staff strength of FIRS Benin is 97. The research adopted the stratified random sampling and simple random sampling (probability sampling technique) in selecting 75 respondents for this study. Thus, the research survey will be carried out on five (5) departments of the Federal Inland Revenue Service, Benin - City, Edo State of which 15 respondents

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each will be sampled from the five (5) designated departments. And these departments include, Administration, Operations, Security, Logistics and Accounting and Audit.

The data sources used for gathering the necessary materials for this research consists of both primary and secondary sources. Furthermore, two statistical tools of data analysis will be deployed in the analysis of data derived from the field. They are the simple percentage and the chi-square. The simple percentage which is a descriptive tool for statistics will be used for initial analysis, while the Pearson's Product Moment Correlation Coefficient ( $r$ ) was employed in testing the hypotheses generated from the survey via the use of the Statistical Package for Social Science (SPSS 21).

## DATA ANALYSIS

### Hypotheses Testing

#### Hypothesis One

1. Ho: There is no significant relationship between communication and employee performance in FIRS, Benin City.

Hr: There is a significant relationship between communication and employee performance in FIRS, Benin City

**Table 1:** Correlation between communication and employee performance in FIRS, Benin City.

		<b>Correlations</b>	
		Communication	Employee Performance
Communication	Pearson Correlation	1	.885**
	Sig. (2-tailed)		.000
	N	70	178
Employee Performance	Pearson Correlation	.885**	1
	Sig. (2-tailed)	.000	
	N	70	70

\*\* . Correlation is significant at the 0.05 level (2-tailed).

Table 1 reveals that, there exist a significant relationship between communication and employee performance in FIRS, Benin City with a correlation coefficient  $R$  value of 0.885, indicating that, the concept of communication has a very strong influence on employee performance in FIRS, Benin City. Furthermore, with the  $p$ -value (Sig = 0.000) less than ( $<$ ) 0.05, the study thus reject the null hypothesis (there is no significant relationship between communication and employee performance in FIRS, Benin City) and accept the research hypothesis (there is a significant relationship between communication and employee performance in FIRS, Benin City).

#### Hypothesis Two

2. Ho: There is no significant relationship between channels of organizational communication and employee performance in FIRS, Benin City.

Hr: There is no significant relationship between channels of organizational communication and employee performance in FIRS, Benin City

**Table 2:** Correlation between channels of organizational communication and employee performance in FIRS, Benin City.

## Correlations

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		Channels of Organisational Communication	Employee Performance
Channels of Organisational Communication	Pearson Correlation	1	.704**
	Sig. (2-tailed)		.000
	N	70	70
Employee Performance	Pearson Correlation	.704**	1
	Sig. (2-tailed)	.000	
	N	70	70

\*\* . Correlation is significant at the 0.05 level (2-tailed).

Data from table 2 shows a significant relationship between channels of organizational communication and employee performance in FIRS, Benin City. With a correlation coefficient value of 0.704, the table above reveals a strong correlation between channels of organizational communication and employee performance in FIRS, Benin City. Based on the aforementioned statistical finding, the study thus rejects the null hypothesis (there is no significant relationship between channels of organizational communication and employee performance in FIRS, Benin City) due the  $p$ -value (sig = 0.000) less than 0.05, and accept the research hypothesis (there is a significant relationship between channels of organizational communication and employee performance in FIRS, Benin City).

### Hypothesis Three

3. **Ho:** There is no significant relationship between indicators of effective communication and employee organizational performance in FIRS, Benin City.

**Hr:** There is a significant relationship between indicators of effective communication and employee organizational performance in FIRS, Benin City.

**Table 3:** Correlation between indicators of effective communication and employee organizational performance in FIRS, Benin City.

### Correlations

		Indicators of Effective Communication	Employee Performance
Indicators of Effective Communication	Pearson Correlation	1	.832**
	Sig. (2-tailed)		.000
	N	70	70
Employee Performance	Pearson Correlation	.832**	1
	Sig. (2-tailed)	.000	
	N	70	70

\*\* . Correlation is significant at the 0.05 level (2-tailed).

Table 3 analysis reveals a positive relationship between indicators of effective communication and employee organizational performance in FIRS, Benin City, due to the high rate of  $R$  coefficient which is 0.832, hence signifying a strong relationship between indicators of effective communication and employee organizational performance in FIRS, Benin City. The data from table 23 also reveals a  $p$ -value (sig = 0.000) which is  $< 0.05$ , indicating that the researcher rejects the null hypothesis which state that, there is no significant relationship between indicators of effective communication and employee organizational

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performance in FIRS, Benin City, and accepts the research hypothesis which states that, there is a significant relationship between indicators of effective communication and employee organizational performance in FIRS, Benin City.

#### Hypothesis Four

4. Ho: There is no significant relationship between challenges of organizational communication and employee performance in FIRS, Benin City.

Hr: There is no significant relationship between challenges of organizational communication and employee performance in FIRS, Benin City.

**Table 4:** Correlation between challenges of organizational communication and employee performance in FIRS, Benin City.

		<b>Correlations</b>	
		Challenges of Organizational Communication	Employee Performance
Challenges of Organizational Communication	Pearson Correlation	1	.748**
	Sig. (2-tailed)		.000
	N	70	70
Employee Performance	Pearson Correlation	.748**	1
	Sig. (2-tailed)	.000	
	N	70	70

\*\* . Correlation is significant at the 0.05 level (2-tailed).

Table 4 reveals that, there exist a significant relationship between challenges of organizational communication and employee performance in FIRS, Benin City with a correlation coefficient  $R$  value of 0.748, indicating that, challenges of organizational performance has a strong influence on employee performance in FIRS, Benin City. Furthermore, with the  $p$ -value (Sig = 0.000) less than ( $<$ ) 0.05, the study thus rejects the null hypothesis (there is no significant relationship between challenges of organizational communication and employee performance in FIRS, Benin City) based on the statistical finding in table 24, and accept the research hypothesis (there is a significant relationship between challenges of organizational communication and employee performance in FIRS, Benin City).

#### Discussion of Findings

Firstly, the relationship between organizational communication and employee performance in Federal Inland Revenue Service was examined with a correlation coefficient  $R$  value of 0.885 (see table 1). Communication is very vital for the effective operation of organizations to manifest. Respondents in FIRS agreed that communication is a priority in the organization. This stance can be accentuated by the fact that communication is the nervous system of any working organization (Femi, 2014). Communication is the process by which people are informed and guided to achieve the best results. To communicate effectively means not only putting your thoughts in order and presenting them in an accessible way, but also expressing them in a way that would capture the attention of the receiver (Ahsanul, 2013).

Communication makes possible the interaction between members of the working team in particular and the organization in general. Management should be the first to establish bridges between the members of the organization, through a careful and effective communication. Through communication, organization activities scroll correctly (Bose, 2018). A good manager will use communication in order to make it understandable to convey its message receptor exactly as we think in order to obtain the expected feedback at the time of the initiation of the communicative process (Femi, 2014). All these elements form the basis

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of communication processes, whereby individuals of an organization will be able to establish interpersonal connections, which are the basis of good management. The respondents also agreed that effective communication feedback impacts on workers' effectiveness in FIRS, Benin City. Corroborating the aforementioned findings Rhoades et al (2001) opined that, good two-way communication is required so that management can keep employees informed of the policies and plans affecting them and the employees can react promptly with their views about the management's proposals and actions. There is the specific need for downward communication from the management to the employees in relation to matters such as the employees' duties and obligations, management plans and intentions, changes in the organizational structure and the performance standards and organizational objectives. On the other hand, employees need to communicate with the management in relation to queries regarding management instructions and the stated intentions, suggestions for improving working methods and processes and the problems experienced at work.

The study also reflected on the relationship between the channels of communication and employee performance in Federal Inland Revenue Service, Benin City. The employees agreed that channels of communications were accessible by all employees in FIRS, Benin City. They also noted that telephone communication made access to information by employees easy. The respondents agreed the adoption of intranet (internal network) communication by employees to facilitate communication was also easy and memorandums aided effective communication, both internally and externally.

The study went a step further and examined the impact of indicators of effective communication on employee performance in Federal Inland Revenue Service Benin city. Respondents agreed that concise communication has an impact on employee performance. Studies have shown that without convincing communication organization ends up troublesome or stunning coming to fruition into communication issues that intrude with helpful exercises in the organisation (Bolarinwa, 2015). Conciseness according to Onifade., Opele, and Okafor (2018) is a necessity for effective communication. Concise communication has following features. It is both time-saving as well as cost-saving. It underlines and highlights the main message as it avoids using excessive and needless words. Concise communication provides short and essential message in limited words to the audience. Concise message is more appealing and comprehensible to the audience. Concise message is non-repetitive in nature. Zarembo (2003), found that rationally transmission goes past social occasion of information anyway understanding and feedback. Most legitimate conflict has been taken after to breakage in communication. Nonappearance of communication input baffle advantageous performance of commitments, demotivates specialists, causes agent frustration which accordingly impacts delegate performance. Robbins (2006), Mckinney et al (2004), Winska (2010), Okoye (2004) and Bose (2018) all found convincing communication can update the delegate performance.

The respondents agreed that communication clarity has an impact on employee performance in FIRS, Benin City and also that communication is a complete process in FIRS, Benin city. Clarity implies emphasizing on a specific message or goal at a time, rather than trying to achieve too much at once. Clarity in communication makes understanding easier. Complete clarity of thoughts and ideas enhances the meaning of message. Clear message makes use of exact, appropriate and concrete words. As opined by Elger (2007), the better informed employees are, the less likely they are to spread biased and possibly damaging miss information. The importance of effective communication is not only building and maintaining a good relationship between employers and their staff, but also in giving a sense of belonging and ownership to the organization, which ensures improved development for customers both local and international thus leading to delivery of the organization's goals.

Lastly, the barriers to effective communication were examined. Respondents agreed that language, information overload and cultural differences posed challenges to effective communication. Hewitt (2006) established that the flow of communication between the sender and the receiver can be hampered by barriers which are semantic in nature – This happens when the parties involved in the process of communication

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misunderstand and misinterpret the words used differently; so that the thought in the message could not be understood the same way.

### **Conclusion**

From the data collected and analyzed from the field, the study concludes amongst others that, there exist a relationship between organizational communication and employee performance in Federal Inland Revenue Service, Benin City. The channels of communication and employee performance in Federal Inland Revenue Service, Benin City was also observed by the study to be vital to its continues growth and development. In the light of the aforementioned findings the study thus affirms that the issue of effective channels of communication is of utmost importance to the survival of FIRS, Benin City.

### **Recommendations**

The findings of the study have provided vital information about the impact of organizational communication on employee performance in the Federal Inland Revenue Service (FIRS), Benin City, Edo state. It is based on the findings of this study that the following recommendations were made:

1. Communication should be passed in a language understood by all staffs of FIRS, Benin city.
2. The use of modern channels of communication like the internet and both wired and wireless telephone should be encouraged.
3. Feedback and criticism should be handled maturely by both management and staff.
4. Communication should be clear and concise.
5. Information should be disseminated in a timely manner and not overloaded

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