Relationship between Organisational Communication and Performance among Higher Education Institution Employees

Lozan Najat[1], Junaidah Yusof[2*], Dlan Dalshad[1], Mas Idayu Saidi[2], Rabeatul Husna Abdull Rahman[3], Mhd Zamal Nasution[4]

[1]Qaiwan International University, Kurdistan, Iraq, [2]Faculty of Social Sciences and Humanities, Universiti Teknologi Malaysia, Malaysia, [3]Faculty of Business and Management, Universiti Teknologi MARA Perlis, Malaysia, [4]Postgraduate School Universitas Airlangga, Surabaya, 60131, Indonesia
*Corresponding Author Email: junaidahy@utm.my

Abstract
Effective organisational communication is widely recognised as a critical determinant of employee performance and organisational success. This study investigates the relationship between organisational communication and employee performance within the Kurdistan Technical Institute. Using a quantitative research design, data were collected from 73 employees through a structured questionnaire measuring organisational communication practices and performance outcomes. Descriptive and correlational analyses revealed that employees perceived organisational communication to be moderately effective and employee performance to be high. The Pearson correlation indicated a strong, positive relationship between organisational communication and employee performance. The findings affirm that clear information flows, supportive communication climates, and opportunities for upward, downward, and horizontal communication enhance employees' work outcomes. The study highlights theoretical and practical implications, including the importance of communication as a managerial tool for fostering employee motivation, productivity, and organisational commitment. Limitations include a relatively small sample size and limited access to respondents. Recommendations for future research include expanding the geographical scope, examining communication through mixed-methods approaches, and exploring the moderating role of organisational culture.
Keyword: Organisational Communication, Employee Performance, Communication Climate, Upward–Downward Communication, Workplace Productivity

Introduction
Organisational communication plays a central role in shaping workplace effectiveness, employee attitudes, and organisational outcomes. Communication is widely defined as the

process of transmitting messages through verbal and non-verbal channels (Al-Tokhais, 2016; Muyco, 2026). Within organisational settings, it encompasses the structured flow of information between employees, management, and external stakeholders. Effective organisational communication strengthens coordination, reduces ambiguity, and supports functional relationships across departments and hierarchical levels (Harris & Nelson, 2008). When communication is clear and timely, employees are better able to understand expectations, complete tasks, and adapt to organisational needs.

Organisational communication has long been recognised as a critical factor influencing employee productivity, job satisfaction, and overall performance (Pettit et al., 1997). Communication supports the fulfilment of organisational tasks, enhances adaptability to change, and contributes to relationship-building that reinforces organisational culture and identity (Goldhaber, 1993; Wen et al., 2025). As organisations become increasingly complex, the need for effective communication, both internal and external, has grown substantially. Poor communication, despite advances in communication technologies, remains a significant source of organisational conflict, service failure, and reduced productivity (Temel et al., 2025). Managers who lack effective communication skills may inadvertently contribute to job dissatisfaction, uncertainty, and reduced employee performance (Iedema & Wodak, 1999).
Employee performance, defined as the degree to which employees successfully carry out their tasks in alignment with organisational objectives (Cascio, 2006; Mathis & Jackson, 2015), is closely linked to organisational communication. Research demonstrates that organisational communication functions as a form of social infrastructure supporting teamwork, trust, and shared decision-making, all of which significantly enhance performance (Abugre, 2011). Communicative behaviours such as listening, recognition, information sharing, and participation influence employees' motivation and sense of responsibility, thereby affecting their overall performance levels (Redding, 1972). Clear information flows allow employees to seek clarification, develop relevant skills, and perform tasks efficiently, contributing to better organisational outcomes.

Within this context, organisational communication is also deeply embedded in organisational culture and climate. An effective communication climate characterised by openness, trust, collaborative decision-making, and recognition has been shown to produce higher levels of employee performance (Pace & Faules, 2010; Meilita, 2014). In contrast, communication breakdowns at managerial or operational levels often lead to misunderstandings, reduced morale, and diminished productivity. As organisations increasingly depend on skilled human capital to maintain competitiveness in global markets, understanding how communication influences performance has become more important than ever (Ali & Patnaik, 2014). Given these considerations, this study examines the impact of organisational communication on employee performance within the Kurdistan Technical Institute. Specifically, it investigates (i) the level of organisational communication and employee performance and (ii) the relationship between organisational communication and employee performance. Understanding this relationship offers valuable insights for organisations seeking to enhance communication systems, strengthen workplace relationships, and improve employee output.

Literature Review

Organisational Communication

Organisational communication refers to the process by which individuals in an organisation create, exchange, and interpret information to coordinate activities and achieve collective goals. Scholars describe it as the foundation of organisational functioning because it influences how employees understand their roles, how decisions are made, and how relationships are maintained (Harris & Nelson, 2008). In earlier work, Goldhaber (1993) emphasised that communication is essential for transmitting values, guiding behaviours, and ensuring that organizational processes operate effectively. Communication is also central to shaping organisational identity and climate, which influence how employees perceive their work environment and how they interact with supervisors and colleagues.

Research highlights that organisational communication enables employees to understand the expectations placed upon them. Clear messages reduce ambiguity, allowing employees to make informed decisions (Kitchen & Daly, 2002). In their work on communication during change, Kitchen and Daly (2002) argued that communication is one of the most important tools for guiding employees through periods of uncertainty. This is further supported by Hayes (2007), who noted that successful organisational change relies on clear, consistent, and credible communication from management. Scholars also note that effective communication is closely linked to motivation, commitment, and cooperation, which are essential elements in ensuring that employees perform effectively (Kataria et al., 2013).

A strong organisational communication climate is characterised by trust, openness, feedback, and mutual respect. Pace and Faules (2010) explained that a positive climate supports problem-solving and encourages the sharing of information. Meilita (2014) found that employees who perceive communication to be open and respectful report higher motivation and better work outcomes. In contrast, poor communication reinforces tension, reduces clarity, and contributes to employee dissatisfaction. D'Avila and Carmona (2025) noted that communication problems are among the most common reasons for underperformance in modern organisations, despite the availability of advanced communication technologies. There are three forms of communication: horizontal, downward, and upward communications, as follows.

Horizontal Communication. It involves information sharing between employees at the same organisational level. It is essential for coordination, teamwork, and problem-solving. Otoo (2016) explained that horizontal communication enhances cooperation by allowing employees to discuss issues directly with colleagues. Osborne and Hammoud (2017) further argued that horizontal communication fosters stronger relationships among employees, resulting in improved teamwork and enhanced performance. Effective horizontal communication also reduces delays by enabling faster decision-making.

Downward Communication. It refers to the flow of information from managers to employees. It includes instructions, feedback, and explanations of organisational goals. Rukmana and Setiawan (2018) emphasised that downward communication ensures employees understand organisational expectations. Franco, et al. (2024) observed that employees who receive clear messages from supervisors are more confident in performing their work and tend to achieve higher performance standards.

Upward Communication. It is the transmission of information from employees to supervisors. It includes feedback, suggestions, and reporting of challenges. Al-Tokhais (2016) found that upward communication enhances participation by giving employees opportunities to voice their concerns. Research by Tian et al. (2020) demonstrated that upward communication improves decision-making because managers gain access to information from operational levels of the organisation. Odine (2015) noted that upward communication fosters cooperation between employees and management, thereby enhancing performance and minimizing misunderstandings.

Employee Performance
Employee performance refers to the extent to which individuals successfully carry out their assigned tasks in a manner that contributes to organisational goals. Cascio (2006) defined performance as the achievements of employees based on established standards. Mathis and Jackson (2015) further emphasised that performance reflects both the quantity and quality of work produced. It is influenced by several factors, including an individual's knowledge, skills, motivation, and the organisational environment.

Performance has been examined in two primary dimensions. The first dimension is task performance, which includes activities directly related to the production of goods or delivery of services (Jankingthong & Rurkkhum, 2012). The second dimension is contextual performance, which refers to behaviours that support the organisational environment, such as cooperation, initiative, and adherence to rules. Bodhi and Zoonen (2025) argued that organisations should evaluate performance not only by the outcomes achieved but also by the behaviours used to achieve them. Sutrisno (2013) added that attitudes, interactions, and the manner in which employees participate in organisational life are central to overall performance.

Organisational Communication and Employee Performance
A considerable body of research has established that organisational communication directly influences employee performance (Abugre, 2011; Sabattin, 2020). Communication shapes how employees understand their responsibilities, how they interact with peers, and how they interpret organisational objectives. Effective communication practices foster clarity, boost motivation, and empower employees to perform their tasks with confidence and efficiency (Pettit et al., 1997). When communication is transparent and supportive, employees develop trust in their supervisors and are more willing to engage in organisational tasks.

Empirical evidence further supports the idea that communication influences performance through its effects on motivation and work satisfaction. Pincus (1986) reported that employees who are satisfied with internal communication tend to perform better in their roles. Similarly, Otoo (2016) found that communication within the Ghana Revenue Authority significantly contributed to employees' productivity. In another study, Cui (2020) highlighted that effective communication strengthens trust between employees and managers, thereby enhancing both cooperation and performance. These findings are consistent with Social Cognitive Theory, which posits that behaviour is shaped through interaction with the environment and the social system (Bandura, 1986). In this context, communication provides the environmental cues that guide performance.

Communication also serves as a source of knowledge, skills, and abilities. Fuertes et al. (2020) explained that the flow of information supports the development of professional competence, which directly influences performance outcomes. Poor communication can reduce these opportunities and contribute to decreased confidence and lower performance. Sabattin (2020) added that high performance levels enable organisations to sustain a competitive position in the market, and communication is one of the main drivers of such performance. Hence, this study come out with the follow research framework:

H_1: There is a relationship between organisational communication and performance among among higher education institution employees

Theoretical and Research Framework
The study is grounded in Social Cognitive Theory, which posits that behavior is shaped through continuous interaction between personal, behavioural, and environmental factors (Bandura, 1986). Communication represents a key environmental factor that guides behaviour. As organisations communicate expectations, feedback, and support, employees adjust their behaviours accordingly. The theory suggests that communication structures, such as feedback systems and information flows, play a major role in shaping employee performance. Hence, as stated in Figure 1, organisational communication acts as the independent variable, and employee performance is the dependent variable in this study.
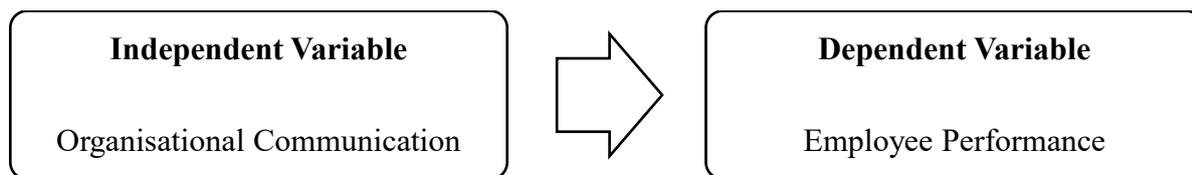
Independent Variable Organisational Communication	→	**Dependent Variable** Employee Performance

Figure 1 Research Framework

Methods
Research Design
The study employed a quantitative research design to investigate the relationship between organisational communication and employee performance. Quantitative research allows for objective measurement of variables and supports statistical analysis that can be generalised to a wider population (Creswell, 2014). According to Burns and Grove (2001), quantitative designs are suitable when the intention is to measure relationships between variables using numerical data. Similarly, Kumar (2005) emphasised that a research design provides a systematic plan that guides the entire research process by outlining procedures for data collection, sampling, and analysis.

This study adopted a descriptive and correlational approach. Descriptive analysis was used to summarise employees' perceptions of organisational communication and performance, while correlational analysis examined the strength and direction of the relationship between the two variables. Correlational designs are appropriate when the objective is to determine whether variables are associated without manipulating them (Salkind, 2006). This allowed the researcher to identify naturally occurring relationships between organisational communication and employee performance within the selected organisation.

Population and Sampling

The population of a study refers to the group of individuals who possess the characteristics of interest to the researcher and from whom data may be collected or generalised (Welman et al., 2005). For this study, the target population consisted of 250 full-time employees working at the Kurdistan Technical Institute. Because it was not feasible to collect data from the entire population, a sample was selected.

A simple random sampling technique was used. Simple random sampling ensures that every individual in the population has an equal chance of being selected, thereby enhancing the representativeness of the sample (Mouton, 2002). Based on the widely used Krejcie and Morgan (1970) sample size table, a population of 250 requires a minimum sample size of 152 respondents. Although 152 questionnaires were distributed, a total of 110 were returned, and after screening, 73 were deemed complete and suitable for analysis. Salkind (2006) noted that survey research often faces challenges such as non-response, and it is common for final usable samples to be lower than anticipated.

Research Instrument Development

Data were collected using a structured questionnaire. Questionnaires are commonly used in quantitative studies because they allow researchers to gather data efficiently from large groups of respondents while maintaining consistency across responses (Babbie & Mouton, 2005). The questionnaire was divided into two main sections. Section A collected demographic information, including age, gender, educational background, and marital status. Section B measured organisational communication and employee performance.

The items used to measure organisational communication and employee performance were adapted from Hanaysha (2016), who developed validated instruments for examining communication and performance in organisational settings. Both constructs were measured using a five-point Likert scale ranging from strongly disagree to strongly agree. Likert scales are widely used because they capture the degree of agreement and provide interval-level data, making them suitable for statistical analysis (Kumar, 2008).

A pilot test was conducted with 11 employees to assess the reliability and clarity of the questionnaire. Pilot testing is crucial for identifying ambiguous items, refining the wording of questions, and assessing the internal consistency of the instrument (Salkind, 2006). The reliability of the scales was assessed using Cronbach's alpha coefficients. According to Nunnally (1978), an alpha value above 0.70 indicates acceptable reliability. The organisational communication scale achieved an alpha value of 0.902, which is considered excellent, while the employee performance scale achieved a value of 0.782, which is considered acceptable. These values confirmed that the instrument was reliable for use in the main study.

Data Collection Procedures

Data collection was conducted using an online questionnaire distributed through the Human Resource department of the Kurdistan Technical Institute. Online distribution was chosen because it allows respondents to complete the questionnaire conveniently and supports efficient data retrieval. The use of online forms also reduces administrative errors and increases confidentiality for respondents (Creswell, 2014).

Participation was voluntary, and anonymity was maintained throughout the process. Respondents were informed that their responses would be used solely for academic purposes, and no identifying information was collected. Ethical considerations were applied in accordance with recommended research guidelines, including obtaining informed consent and respecting respondent privacy (Welman et al., 2005).

Data Analysis Techniques
Data analysis was conducted using the Statistical Package for the Social Sciences. According to Mouton (2002), statistical software enhances the accuracy of data analysis, enabling researchers to perform complex statistical procedures efficiently. The analysis involved two major steps.

First, descriptive statistics were used to summarise demographic data and provide an overview of employees' perceptions of organisational communication and performance. Measures such as mean scores and standard deviations were used to interpret the central tendency and variability of responses (Salkind, 2006).

Second, Pearson correlation analysis was used to determine the relationship between organisational communication and employee performance. The Pearson correlation coefficient measures the strength and direction of a linear relationship between two continuous variables (Pallant, 2016). A positive coefficient indicates that an increase in one variable is associated with an increase in the other. This method was appropriate because both organisational communication and employee performance were measured using interval-level data. The use of a quantitative correlational design allowed the researcher to objectively examine the relationship between organisational communication and employee performance.

Result
Demographic Profiling
A total of 73 valid responses were collected and analysed. The demographic results, as presented in Table 1, offer a clearer understanding of the sample's characteristics and the diversity of the participants. Most respondents were between 31 and 41 years of age, representing 54.1 percent of the sample. Employees in the age group of 20 to 30 years made up 36.5 percent, while 8.1 percent were between 42 and 52 years. These age distributions indicate that the sample was composed primarily of individuals in early and mid-career stages, which reflects a workforce that is likely to be actively engaged in organisational processes and communication. Of the respondents, 63% were male and 37% were female. This distribution suggests that the workforce at the Kurdistan Technical Institute is male dominated. Although gender was not a variable under investigation, understanding the demographics provides additional context for interpreting communication patterns across the organisation.

Table 1
Demographic Profiling

Demographic Details	Categories	Frequency (f)	Percentage (%)
Age	20-30 years	27	36.5%
	31-41 years	40	54.1%
	42-52 years	6	8.1%
Gender	Female	27	37%
	Male	46	63%
Educational Background	High-school Diploma	11	14.9 %
	Bachelor's Degree	22	30 %
	Master's Degree	40	55.1 %
Marital Status	Single	37	51 %
	Married	36	49 %

Most respondents held a master's degree, representing 55.1 percent of the sample. This was followed by those with a bachelor's degree at 30 percent and those with a high school qualification at 14.9 percent. The results suggest that the respondents were well-educated, which may have influenced their expectations regarding the quality, clarity, and flow of communication. Previous research notes that employees with higher education levels often expect transparent and meaningful organisational communication (Hargie & Tourish, 2009). Respondents were almost evenly distributed in terms of marital status. Approximately 51% of the participants were single, while 49% were married. This balance demonstrates that personal status was well represented within the sample, providing a broad view of employee experiences within the organisation.

Level of Organisational Communication and Employee Performance
Descriptive statistics, as shown in Table 2, were used to examine the extent to which respondents perceived organisational communication to be effective and the employee performance. The mean score for organisational communication was 3.38, which corresponds to a moderate level. This suggests that while employees recognise communication efforts within the organisation, these efforts may not always be consistent or effective across all departments.

Table 2
Level of Organisational Communication and Employee Performance

Variables	Mean	Level
Organisational Communication	3.378	Moderate
Employee Performance	3.7	High

Items such as active listening by supervisors, recognition of feedback, and opportunities for open expression received varying levels of agreement. For example, the item related to the ability to disagree with supervisors received one of the highest mean scores, indicating that employees feel somewhat comfortable expressing differing opinions. However, some items, such as the flow of essential information, scored lower, indicating that communication practices may require further improvement. These results are consistent with studies that emphasise the importance of clarity and transparency in upward, downward, and horizontal communication structures (Osborne & Hammoud, 2017; Rukmana & Setiawan, 2018).

While employee performance was measured through five items, the results showed an overall mean score of 3.70, indicating a high level of performance among respondents. Most employees agreed that they meet formal job requirements, contribute positively to organisational goals, and take initiative in their work. Items related to recognition and contribution to the organisation received particularly high mean scores. This suggests that employees perceive themselves as hardworking and capable. High performance reported by respondents aligns with findings in previous studies, which show that employees who receive support and clear communication from their organisations tend to perform at higher levels (Pettit et al., 1997; Pincus, 1986).

Relationship between Organisational Communication and Employee Performance
Pearson correlation analysis was conducted to examine the research objective regarding the relationship between organisational communication and employee performance. The results, as shown in Table 3, reveal a strong positive correlation between the two variables ($r = 0.675$, $p < 0.01$). This suggests that improvements in organisational communication are linked to enhanced employee performance. The correlation coefficient suggests that the relationship is both meaningful and statistically significant. These results support the findings of Abugre (2011), Otoo (2016), and Cui (2020), who argued that effective communication facilitates trust, motivation, and clarity, all of which contribute to higher performance.

Table 3
Relationship Between Organisational Communication and Employee Performance

Variables	Employee Performance
Organisational Communication	0.675**

** $p < .01$

The positive relationship observed in this study aligns with Social Cognitive Theory, which posits that behaviour is shaped through social interaction and environmental factors such as organizational communication (Bandura, 1986). When communication facilitates understanding and reduces uncertainty, employees are more confident in their roles and more likely to demonstrate strong performance.

Discussion
Level of Organisational Communication and Employee Performance
The results showed that employee performance was rated at a high level (mean = 3.70). Respondents generally believed that they met their job expectations, contributed positively to organisational goals, and performed tasks efficiently. Employees who understand their roles and feel motivated are more likely to maintain high performance levels. The combination of high performance with moderate communication suggests that although employees are performing well, their performance might improve further if communication becomes more efficient, consistent, and supportive. This interpretation is supported by Reppmann et al. (2025) and Pincus (1986), who found that communication satisfaction enhances both motivation and performance. When employees receive clear messages and timely feedback, they experience fewer uncertainties and are more confident in completing their tasks.

Relationship between Organisational Communication and Employee Performance
The study found a strong and statistically significant positive relationship between organisational communication and employee performance (r = .675, p < .01). This indicates that employees who perceive organisational communication to be effective are more likely to demonstrate higher performance levels. The strength of the correlation suggests that communication is not simply a supportive organisational function but a core determinant of how well employees carry out their tasks.

This result is consistent with the findings of Abugre (2011) and Sun et al. (2025), who reported that effective communication strengthens interpersonal relationships and fosters a supportive organisational environment that enhances performance. Similarly, Pettit et al. (1997) argued that increased communication quality leads to greater job clarity and higher performance outcomes. The present findings reinforce these earlier conclusions by demonstrating that communication has a relationship with how employees understand their responsibilities, interpret managerial expectations, and coordinate work with colleagues.

The findings of the study reinforce a substantial body of research that points to the importance of organisational communication in shaping employee performance. Studies by Otoo (2016), Cui (2020), and Osborne and Hammoud (2017) all emphasised that communication quality influences trust, cooperation, and clarity, which are essential components of effective performance. The present study extends these findings within the context of a higher education institution in the Kurdistan region. Educational institutions often require high levels of coordination, information exchange, and teamwork. The moderate communication perception found in this study suggests that such institutions may benefit greatly from improved communication practices.

From a theoretical perspective, the findings align with Social Cognitive Theory (Bandura, 1986), which proposes that behaviour is shaped by continuous interactions between personal factors, environmental influences, and behavioural responses. Organisational communication forms a major part of the work environment. When communication is clear, consistent, and respectful, it shapes employee beliefs about their competence, which in turn enhances performance. The strong correlation observed in the current study suggests that employees at the Kurdistan Technical Institute rely heavily on communication cues to guide their behaviours. The findings also provide empirical support for the role of upward, downward, and horizontal communication. Upward communication, in particular, appeared to be relatively strong, as employees felt able to share their concerns. However, downward communication, particularly in terms of clarity and information flow, was perceived as inconsistent. This mirrors the conclusions of Rukmana and Setiawan (2018), who argued that downward communication is often the weakest link in organisational communication systems.

In small conclusion, the strong positive relationship between communication and performance confirms the relevance of Social Cognitive Theory in organisational settings. Communication appears to serve as a central environmental cue that guides behaviour, reduces uncertainty, and strengthens role clarity. The findings suggest that employees construct their performance behaviours partly based on the communication they receive from supervisors, colleagues, and the organisation as a whole. From a practical perspective,

the findings highlight the need for organisations to invest in communication strategies. Improving the clarity, consistency, and accessibility of information can significantly enhance employee performance. Organisations that neglect communication risk creating misunderstandings, reducing morale, and limiting the potential of their workforce.

Research Limitations
Every research study has its constraints, and acknowledging these limitations strengthens the credibility and transparency of the findings. Although the present study provides meaningful contributions, several methodological and contextual limitations must be recognised. First, the limitation concerns the relatively small number of usable responses. Although 152 questionnaires were distributed, only 73 were valid and included in the analysis. A limited sample may reduce the statistical power of the study and limit the extent to which the findings can be generalised to the entire population of the organisation. Salkind (2006) notes that survey research often suffers from non-response challenges, and the present study reflects this common difficulty. A larger sample would have allowed greater confidence in the representativeness of the findings. Second, he study was conducted solely within the Kurdistan Technical Institute. Although the institution provided a suitable environment for examining communication and performance, organisational cultures differ widely across institutions. As a result, the findings may not reflect communication practices or performance patterns in other higher education institutions or private organisations. Mouton (2002) emphasises that contextual limitations may restrict the external validity of research. Thus, caution should be exercised when applying these findings to different settings.

Third, the study used self-reported questionnaires to gather data. Self-reported responses may be influenced by social desirability bias, respondent mood, or subjective interpretations of items. Creswell (2014) observes that participants sometimes provide answers that reflect what they believe the researcher expects rather than their actual experiences. This could result in inflated or deflated scores for communication or performance. Fourth, the exclusive use of a quantitative approach limited the depth of insights into how employees experience communication within the organisation. While quantitative methods enable measurement and correlation, they do not capture emotional, interpersonal, or experiential aspects of communication. A qualitative component, such as interviews or focus groups, could have provided richer explanations for why communication is perceived as moderate despite relatively high performance.

Recommendations for Future Research
Based on the findings, several recommendations are suggested to help the Kurdistan Technical Institute and similar organisations enhance communication systems and strengthen employee performance. First, Horizontal communication is essential for collaboration among colleagues operating at similar levels. The organisation should encourage cross-departmental meetings, teamwork-based initiatives, and shared digital workspaces. These practices can enhance coordination, minimize task duplication, and foster a culture of collaboration. Second, the moderate perception of communication suggests that essential information may not always reach employees effectively. The organisation should establish a transparent information flow system supported by digital tools such as internal portals or official communication applications. Such systems help ensure that employees receive accurate and consistent information directly from recognised sources.

Third, Future studies should include several higher education institutions or private sector organisations. A broader sample would provide a more comprehensive understanding of communication practices across different organisational cultures and increase the generalisability of findings. Fourth, leadership behaviour plays a critical role in shaping communication practices and employee performance. Future researchers may investigate whether leadership styles such as transformational or transactional leadership moderate or mediate the relationship between communication and performance. Fifth, integrating qualitative interviews or focus groups with quantitative surveys can provide a deeper understanding of communication dynamics. Mixed methods studies can uncover the reasons behind moderate communication perceptions, identify emotional and interpersonal issues, and offer more nuanced interpretations.

Conclusion

In conclusion, the study aimed to investigate the impact of organisational communication on employee performance at the Kurdistan Technical Institute. The results revealed a strong positive relationship between communication and performance, demonstrating that communication is a fundamental mechanism that shapes how employees understand their roles, coordinate their tasks, and respond to organisational expectations. Employees reported high levels of performance but only moderate satisfaction with communication, suggesting that improved communication practices could further enhance performance outcomes. The findings contribute to both theory and practice by reinforcing Social Cognitive Theory, which highlights the role of environmental cues such as communication in shaping behaviour. For practitioners, the study underscores the need to prioritise communication systems that are clear, consistent, and responsive. Addressing communication gaps can improve morale, strengthen trust, and support the development of a high-performing workforce. Although the study faced limitations related to sample size, its single-institution focus, and self-reported data, it provides meaningful insights into the communication landscape of a higher education setting. By implementing the recommendations provided and supporting further research in this area, organisations can work towards creating communication environments that empower employees and enhance overall organisational effectiveness.

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