


International Journal of Communication and Public Relations (IJCPR)


Internal Communication and Employee Productivity in the Ready-Mix Concrete Industry, Kiambu County

June Wangeci Githaiga and Dr. Musuruve Inimah



Internal Communication and Employee Productivity in the Ready-Mix Concrete Industry, Kiambu County

 ¹June Wangeci Githaiga
Post Graduate Student, Department of Media Technology and Applied Communication, Jomo Kenyatta University of Agriculture and Technology

 ²Dr. Musuruve Inimah
Lecturer, Jomo Kenyatta University of Agriculture and Technology

Article History

Received 7th September 2025

Received in Revised Form 9th October 2025

Accepted 5th November 2025



How to cite in APA format:

Githaiga, J., & Inimah, M. (2025). Internal Communication and Employee Productivity in the Ready-Mix Concrete Industry, Kiambu County. *International Journal of Communication and Public Relation*, 10(3), 67–81. <https://doi.org/10.47604/ijcpr.3556>

Abstract

Purpose: This study examined the influence of internal communication on employee productivity in the ready-mix (RMX) concrete industry in Kiambu County. The objectives were to determine the influence of internal communication strategies that are used in the selected RMX companies within Kiambu County on employee productivity, establishing the role of internal communication in batching operations, to assess employees' perceptions of communication and its implications on their productivity and to identify the impact of internal communication challenges affecting employee productivity.

Methodology: From a target population of 134 employees, 117 participated in the study, representing a response rate of 83.7%. Respondents were drawn from Rhombus Concrete, Homes Concrete and Sidai Concrete using systematic random sampling. Data was collected through structured questionnaires with Likert-scale items administered to employees, and Key Informant Interviews conducted on the managers. Quantitative data was analyzed using descriptive and inferential statistics in SPSS, while qualitative data was examined thematically.

Findings: The findings showed that task-specific communication, particularly during batching, had the most substantial impact on employee productivity by enhancing operational accuracy and reducing errors.

Unique Contribution to Theory, Practice and Policy: The study recommended that RMX companies adopt clear task-focused communication protocols, align policies with communication needs, and institutionalize continuous improvement mechanisms to foster transparency, responsiveness, and sustainable competitiveness.

Keywords: *Internal Communication, Employee Productivity, Ready-Mix Concrete Industry*

JEL Codes: *D83, J24, L74*

©2025 by the Authors. This Article is an open access article distributed under the terms and conditions of the Creative Commons Attribution (CC BY) license (<http://creativecommons.org/licenses/by/4.0>)

INTRODUCTION

Communication is a foundational pillar in organizational success, influencing how information flows between management and employees, and shaping alignment with strategic goals. Internal communication refers to the exchange of information among members within an organization, encompassing formal channels such as emails, memos, and meetings, as well as informal ones like office gossip or grapevine conversations (Gafner, 2023). It can be vertical (top-down or bottom-up), horizontal (across peers), or diagonal (across departments and hierarchies), each serving distinct collaborative and operational functions (Whitworth, 2011). External communication, often driven by Public Relations (PR), manages how an organization interacts with its external stakeholders, including customers, investors, and regulators, to build reputation, manage crises, and influence public perception (Hayes, 2023). Globally, studies in sectors such as healthcare, telecoms, and solar construction have shown that effective internal communication enhances employee productivity, trust, and engagement, while poor communication leads to delays, confusion, and diminished morale (Das & Mishra, 2020; Tavakoly et al., 2020; Hayase, 2009).

In the construction industry, which operates as a matrix environment with multiple stakeholders and high-pressure timelines, communication is especially critical. Research from Nigeria and India highlights that vertical and delegated communication among project managers and mid-level leaders facilitates coordination, reduces conflict, and improves project delivery (Babalola & Aigbavboa, 2022; Subramaniam et al., 2022). Informal communication is also valued for fostering trust and openness. In Kenya, studies at Kenya Ports Authority and other institutions reveal that ineffective communication contributes to bureaucratic delays, grapevine distortions, and reduced employee productivity (Kibe, 2014; Sadia et al., 2016). The sector's strategic importance is underscored by the Affordable Housing Project (AHP) under Kenya's Vision 2030, which aims to deliver over 500,000 homes and create 350,000 jobs in construction. This national push has accelerated demand for ready-mix (RMX) concrete, a time-sensitive product requiring precise coordination and communication across teams to meet delivery deadlines and maintain quality standards.

Despite the growing prominence of RMX companies in Kenya such as Rhombus Concrete, Bamburi-Lafarge, and Sidai Concrete, there remains a research gap in understanding how internal communication affects employee productivity within this high-pressure sector. While global literature affirms the role of communication in enhancing organizational performance, few studies have contextualized these findings within Kenya's RMX industry, where batching timelines, logistical constraints, and government partnerships heighten the stakes. Moreover, the role of PR in sustaining commercial viability and securing government contracts has not been sufficiently linked to internal communication dynamics. This study therefore seeks to explore how internal communication practices within RMX companies in Kenya influence employee productivity, bridging the gap between global insights and local realities in a sector pivotal to national development.

Problem Statement

Communication engagements within manufacturing companies and their stakeholders are important in producing desirable quality products, thus it is paramount to tackle hindrances that negatively affect effective internal communication within an organization (Atambo and Momanyi, 2016). As the country gears towards attaining affordable housing units for its citizens through its Vision 2030 program, RMX companies play a vital role of supplying the

concrete to be used in this housing projects. Internal communication is important in companies as it greatly affects the employee work output as well as the final product delivered to construction projects. This implies that employees' duty performance tends to be affected by lack of open and direct communication from the senior management (Hayase, 2009). Different departments ranging from finance, quality and production, sales, procurement and logistics have to work in tandem to ensure the concrete delivered to the client at site meets the industry standards. In an environment where communication is done poorly, it can lead to a brand and reputation distortion, low employee engagement, confusion, and ineffective customer interactions, and in the end, poor performance (Smith and Mounter, 2008). Lack of proper internal communication within the departments, and between managers and the employees affects performance. The sentiment is emphasized by Kibe (2014) that lack of effective communication negatively impacts employees' productivity and organizational performance generally, thus in turn connotes to slow and bureaucratic decision-making. This research study therefore sought to investigate the internal communication within selected RMX concrete companies in Kiambu County and how it affects employees' productivity.

Theoretical Framework

The Systems Theory was originally proposed by Ludwig von Bertalanffy in 1968, conceptualizes organizations as complex, interdependent systems composed of interconnected subsystems such as communication, human resources, and production (Jackson, 2007). This holistic paradigm emphasizes that the performance of each part affects the whole, and that open systems, those that exchange information with their environment, are more adaptable and effective (Coffey, 2009). Applied to internal communication, the theory underscores the importance of structured information flow, feedback mechanisms, and organizational alignment to enhance employee productivity. Mayfield and Mayfield (2002) further elaborate that systems operate through inputs, throughputs, outputs, and feedback, making communication a central conduit for organizational learning and performance. In this study, Systems Theory informs the conceptual framework by illustrating how internal communication functions as a structural and relational mechanism that integrates various organizational components, enabling RMX companies to identify systemic communication gaps and optimize employee output.

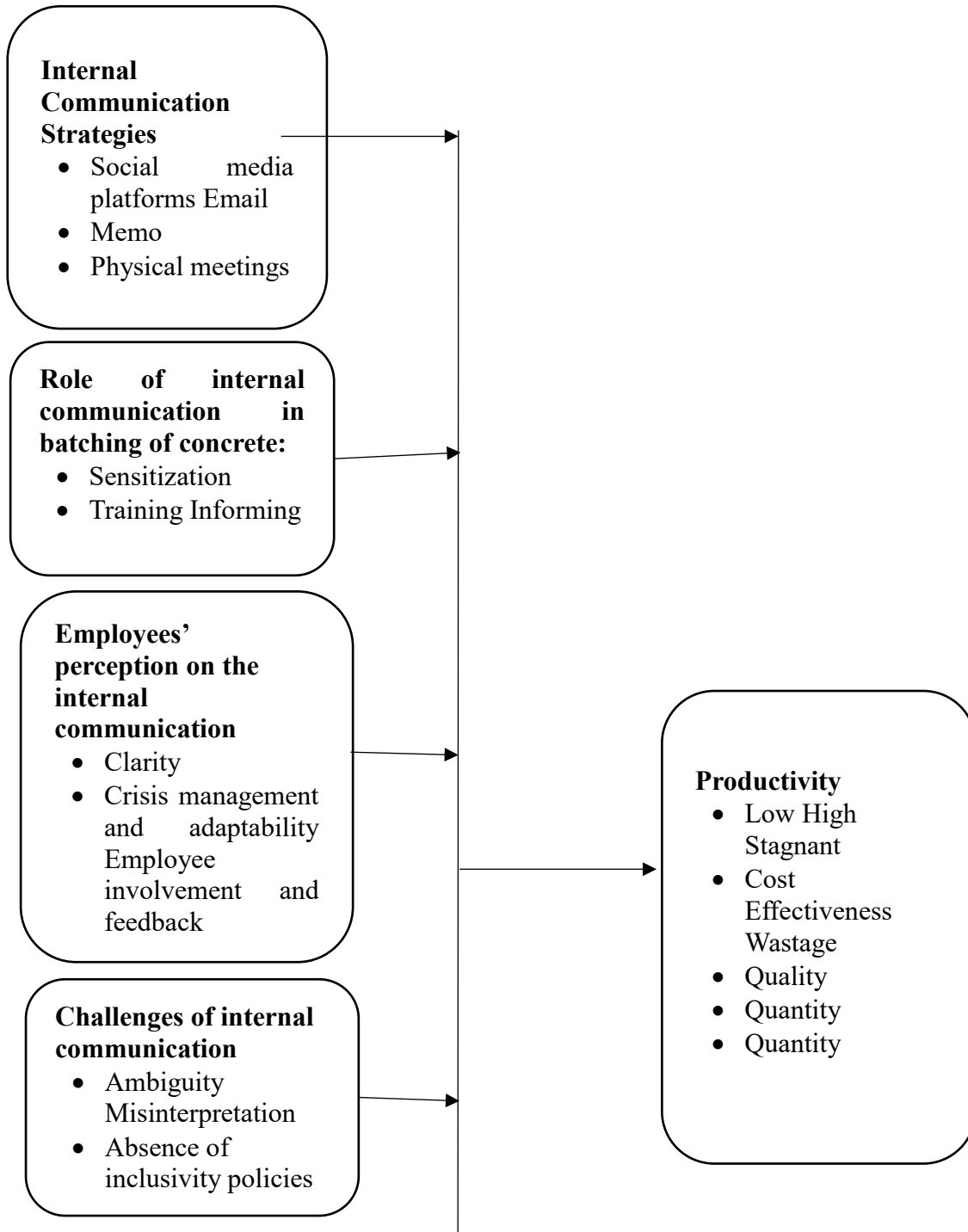
Organizational Information Theory (OIT) was developed by Karl Weick in 1974, views organizations as adaptive systems that process information to reduce uncertainty and maintain productivity (Daft & Griffin, 1983). Central to OIT is the concept of equivocality, the ambiguity of information in complex environments, which organizations manage through enactment, selection, and retention processes. In the context of RMX companies, where batching timelines, safety protocols, and client demands generate high volumes of information, OIT helps explain how communication clarity and responsiveness affect employee performance (Sadia et al., 2016). The theory also highlights the role of communication richness through interpersonal channels and IT systems in enhancing understanding and feedback. By applying OIT, this study explores how RMX firms can evaluate and refine their internal communication strategies to reduce information overload, improve coordination, and foster a culture of openness and responsiveness, thereby boosting employee productivity in high-pressure operational settings.

Conceptual Framework

A conceptual framework is a graphical representation that shows how the variables are related in the study, usually illustrating a cause and effect relationship (Swaen & George, 2024). The figure below depicts the conceptual framework of the study and how the variables relate to one another.

Independent Variables

Dependent Variable



*Figure 1: Conceptual Framework***Empirical Review**

Dutta et al. (2021) investigated the relationship between human communication and productivity in an organizational setting using a unique dataset from a Software Factory (SF) at a southwestern U.S. university. The study observed 79 participants over 144 weeks, collecting over 7,000 hours of audio recordings to analyze speech patterns and communication networks. Using a two-stage conversation detection method and graph theory metrics such as algebraic connectivity and graph energy, the researchers linked communication structures to productivity, measured by effective lines of code. The study found that communication graph features were stronger predictors of productivity than speech features, with a mean absolute error of less than 10%. However, the study was limited to a small, software-focused organization and relied heavily on audio-based interaction data, which may not generalize to high-pressure, time-sensitive sectors like construction or ready-mix concrete operations in Kenya.

De Vries, Bakker-Pieper, and Oostenveld (2010) explored the relationship between internal communication styles and organizational performance in a Dutch governmental organization with 279 employees. The study categorized communication into six styles; argumentativeness, expressiveness, preciseness, assuredness, and supportiveness. The study used regression analysis to examine their effects on employee motivation, satisfaction, and team performance. Results showed that supportive and precise communication styles were most strongly associated with positive leadership outcomes, while argumentativeness had the weakest link. The study also found that charismatic and human-oriented leadership styles mediated the relationship between communication and performance. While the findings underscore the importance of communication in shaping leadership effectiveness and team productivity, the study focused on a public sector context and did not address communication challenges in decentralized, operationally intense environments like the RMX industry.

Lee et al. (2022) examined how Employee-Organization Relationship (EOR) qualities (trust, satisfaction, commitment, and control mutuality) affect Symmetrical Internal Communication (SIC) and Employee Job Engagement (EJE) across 804 full-time employees in major U.S. industries. Using confirmatory factor analysis and structural equation modeling, the study found that effective communication between employees and managers improved job satisfaction, commitment, and overall productivity. Communal EORs were significantly linked to perceptions of SIC, while satisfaction strongly predicted job engagement. However, the study focused on large U.S. firms and did not explore how internal communication functions in high-pressure, operational sectors like Kenya's RMX industry, where batching timelines and delivery coordination demand more immediate and multidirectional communication strategies.

METHODOLOGY

A mixed –method approach of both questionnaires and interviews was utilized in the study so as to achieve greater results. The target population was all employees in the three RMX companies, which is a total of 202 with the rationale as follows: Rhombus Concrete (130), Sidai Concrete (25) and Homes Concrete (47), arrived at by cross referencing the data from the company's Human Resource (HR) departments and company profiles. The departments

within these organizations are Finance, Human Resource (HR), Sales, Quality and Production, and Logistics. The sampling frame considered Rhombus Concrete, Sidai Concrete and Homes Concrete which are three out of the five RMX companies located within Kiambu County. The proportionate sample size of the three RMX companies was arrived at by using the Taro Yamane statistical formula. Using a 95% confidence level and 5% error of margin, the sample size was 134. In the case where some departments have a small number of employees for example HR department across the three RMX companies, all the employees were subjected to the study so as to ensure equal representation across all departments. It is prudent to note that consent of collection of data and conducting interviews was sought from the National Commission for Science, Technology and Innovation (NACOSTI). The pilot study was conducted at Quality Ready-Mix Concrete Ltd on a total of 12 employees. Cronbach's alpha was used for the reliability analysis of the instrument of this study. It was calculated for each of the variables of this study and the findings showed that there was a good internal consistency (reliability) of the items in the Likert- scale because the Cronbach's Alpha values for each of the variables were above the minimal acceptable value (0.60). In this study, thematic analysis was employed to analyse the interview transcripts in order to detect recurring themes associated with internal communication practices, employees' perceptions, and productivity outcomes within Kiambu County RMX companies. In relation to the Quantitative Data, the completed questionnaires were organized, checked for completeness and outliers. Then, the different categorical responses were coded and assigned with numerical values suitable for data entry and analysis. Once the coding was done, the data was entered into a computer system- Statistical package for analysis (SPSS). SPSS statistical package as a tool was used for both descriptive and inferential analysis. For the Descriptive analysis, percentages, means, and standard deviations were utilized. For inferential statistics, multiple linear regression involving three models was used to capture the effect of the moderating variable.

RESULTS

Response Rate

A total of 134 questionnaires were sent; 117 of them were filled and returned and an overall response rate of 87.3% was achieved. This type of response is deemed as satisfying to survey-based research as 70 % is commonly deemed as sufficient.

Descriptive Analysis

Internal Communication Strategies Utilized

Table 1: Internal Communication Strategies Utilized

Statement	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Mean	Std. Dev.
Clear & straightforward strategies	7 (6%)	11 (9%)	38 (32%)	30 (26%)	31 (26%)	3.57	1.15
Tools boost productivity	11 (9%)	6 (5%)	28 (24%)	36 (31%)	36 (31%)	3.68	1.23
Information updates help productivity	11 (9%)	11 (9%)	19 (16%)	46 (39%)	30 (26%)	3.62	1.23
Methods support collaboration	5 (4%)	12 (10%)	28 (24%)	44 (38%)	28 (24%)	3.67	1.08
Feedback channels are available	9 (8%)	27 (23%)	23 (20%)	36 (31%)	22 (19%)	3.3	1.23
Tasks are well-organized through communication	8 (7%)	15 (13%)	25 (21%)	50 (43%)	19 (16%)	3.49	1.12
Need frequent improvements	0 (0%)	3 (3%)	18 (15%)	58 (50%)	38 (32%)	4.12	0.76
Timely information issued	4 (3%)	15 (13%)	29 (25%)	44 (38%)	25 (21%)	3.61	1.07

The findings as shown in Table 1 above revealed significant weaknesses in internal communication within the organization, with 52% of employees citing a lack of transparency and 60% disagreeing that current communication practices support task organization. Nearly 70% of respondents felt that feedback channels were either non-functional or nonexistent, indicating systemic shortcomings that hinder collaboration and productivity. The mean score of 4.12 on the need to improve communication strategies further underscored employee dissatisfaction, with half of the participants advocating for regular updates to existing practices. These results align with prior studies by Rakov and De Ridder (2022) and Bjarnason et al. (2011), which emphasize that ineffective communication systems can obstruct rather than empower organizational performance.

Insights from Key Informant Interviews (KIIs) complemented the survey data by highlighting how managers are leveraging digital tools to bridge communication gaps. Manager A noted that WhatsApp groups facilitate timely information sharing and boost morale through brainstorming sessions. Manager C emphasized that collaborative platforms have enhanced productivity, particularly in deal prospecting and closure, while Manager D stressed the importance of follow-up calls to ensure message clarity. Manager G added that work scheduling via WhatsApp helps foster a sense of team belonging. Together, the survey and KIIs suggest that although internal communication remains fragmented, digital tools like WhatsApp, texts,

and calls are beginning to enhance transparency, feedback, and collaboration. Therefore, offering a foundation for more structured and impactful communication strategies.

Role of Internal Communication in Batching of Concrete

Table 2: Role of Internal Communication in Batching of Concrete

Statement	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Mean	Std. Dev.
Updates on batching changes	7 (6%)	16 (14%)	27 (23%)	46 (39%)	21 (18%)	3.5	1.12
Info on targets & goals	7 (6%)	21 (18%)	19 (16%)	52 (44%)	18 (15%)	3.45	1.13
Timely feedback & suggestions	10 (9%)	22 (19%)	19 (16%)	39 (33%)	27 (23%)	3.44	1.27
Clarity on production goals	6 (5%)	11 (9%)	42 (36%)	43 (37%)	15 (13%)	3.43	1.00
Issues with unclear instructions	7 (6%)	10 (9%)	36 (31%)	50 (43%)	14 (12%)	3.46	1.01
Improved communication boosts efficiency	7 (6%)	14 (12%)	31 (26%)	48 (41%)	17 (15%)	3.46	1.07
Channels allow expression of concerns	11 (9%)	23 (20%)	26 (22%)	36 (31%)	21 (18%)	3.28	1.24
Need for further improvements	4 (3%)	11 (9%)	16 (14%)	52 (44%)	34 (29%)	3.86	1.05

The findings as shown in Table 2 revealed critical breakdowns in internal communication during the batching process, with 57% of employees reporting they do not receive timely updates on batching changes, 59% lacking clarity on production goals, and 56% indicating they do not get timely feedback on performance. Half of the respondents felt that production targets are poorly communicated, while 49% said they are unable to express concerns through existing channels. These results point to a workforce that is misaligned, uncertain, and unable to correct errors promptly, an especially costly issue in batching, where timing and accuracy directly affect product quality and operational efficiency. The findings echo Alawag et al. (2022), who warned that communication failures in RMX production can lead to cascading operational errors, and Chmielecki (2015), who emphasized the necessity of transparent communication for successful project execution.

Key Informant Interviews (KIIs) reinforced these concerns by highlighting how fragmented communication affects batching productivity. Manager A cited interdepartmental conflict caused by biased information from the sales team, while Manager D noted that conflicting instructions within departments distort batching outcomes. Manager C explained that performance is tracked through monthly sales figures, underscoring the need for clear communication in goal-setting. Manager G emphasized the importance of verifying that information reaches its intended audience, and Manager B stressed the company's reliance on real-time data to maintain batching efficiency. Together, the survey and KIIs reveal that while

internal communication is recognized as essential, its current inconsistencies and distortions undermine synchronization, precision, and overall productivity in RMX operations.

Employees' Perception on Internal Communication and its Implication

Table 3: Employees' Perception on Internal Communication and its Implication

Statement	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Mean	Std. Dev.
Communication frequency is adequate	9 (8%)	17 (15%)	24 (21%)	54 (46%)	13 (11%)	3.38	1.11
Company objectives are clear	4 (3%)	15 (13%)	45 (38%)	39 (33%)	14 (12%)	3.38	0.97
Miscommunication hinders productivity	2 (2%)	8 (7%)	9 (8%)	51 (44%)	47 (40%)	4.14	0.95
Channels foster teamwork	7 (6%)	7 (6%)	22 (19%)	53 (45%)	28 (24%)	3.75	1.07
Communication is transparent	9 (8%)	20 (17%)	34 (29%)	43 (37%)	11 (9%)	3.23	1.09
Feedback opportunities are provided	18 (15%)	25 (21%)	29 (25%)	32 (27%)	13 (11%)	2.97	1.25
Salary affects productivity	6 (5%)	12 (10%)	23 (20%)	32 (27%)	44 (38%)	3.82	1.19
Improvements in communication needed	4 (3%)	7 (6%)	13 (11%)	51 (44%)	42 (36%)	4.03	1.01

The results as shown in Table 3 revealed a serious weakness in internal communication across the organizations, with 84% of respondents identifying miscommunication as a major barrier to productivity—the highest-rated concern ($M = 4.14$). Additionally, 80% emphasized the need for improvements in communication systems ($M = 4.03$), suggesting that current practices lack clarity and efficiency. Feedback mechanisms were also rated poorly ($M = 2.97$), indicating that employees feel excluded from participatory decision-making. While 43% acknowledged that communication sometimes supports teamwork, the majority expressed that ambiguity and ineffective channels undermine motivation and operational performance. These findings align with Jacobs and Chavez (2016), who linked poor interpersonal communication to trust deficits and reduced collaboration, and with Martinez and Hurtado (2018), who emphasized strategic communication as essential for aligning management goals with employee execution.

Key Informant Interviews (KIIs) echoed these concerns, offering nuanced insights into employee perceptions and managerial responses. Manager E noted that while many employees view the current communication strategy positively especially in terms of feedback responsiveness, some still feel improvements are needed. He emphasized the importance of flexible, immediate solutions to negative feedback to sustain productivity. However, challenges persist, as illustrated by instances where WhatsApp groups devolved into blame-shifting platforms due to delayed information, resulting in poor concrete quality and operational disruptions. These qualitative findings reinforce the survey data, highlighting that employee perception of communication particularly its timeliness and precision, is central to productivity. Improving internal communication is therefore not merely a procedural fix, but a strategic imperative for enhancing performance and competitiveness in RMX operations.

Challenges of Internal Communication

Table 4: Challenges of Internal Communication

Statement	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Mean	Std. Dev.
Difficulties finding important information	3 (3%)	14 (12%)	22 (19%)	50 (43%)	28 (24%)	3.74	1.04
Delays in receiving critical updates	5 (4%)	22 (19%)	28 (24%)	47 (40%)	15 (13%)	3.38	1.07
Channels allow clear sharing of urgent information	12 (10%)	12 (10%)	28 (24%)	46 (39%)	19 (16%)	3.41	1.18
Departments provide conflicting messages	5 (4%)	15 (13%)	27 (23%)	38 (32%)	32 (27%)	3.66	1.14
Channels effective for cross-departmental coordination	6 (5%)	20 (17%)	27 (23%)	47 (40%)	17 (15%)	3.42	1.09
Misunderstandings/errors from incomplete communication	6 (5%)	10 (9%)	16 (14%)	45 (38%)	40 (34%)	3.88	1.13
Needs of remote/distributed workers addressed	3 (3%)	19 (16%)	39 (33%)	41 (35%)	15 (13%)	3.39	0.99
Productivity can improve through communication-specific improvements	2 (2%)	10 (9%)	15 (13%)	51 (44%)	39 (33%)	3.98	0.98

Survey findings revealed persistent challenges in internal communication within ready-mix concrete companies, particularly around information access, clarity, and timeliness. A combined 67% of respondents disagreed or strongly disagreed that existing channels made it easy to find important information, while 40% expressed dissatisfaction with the speed of critical updates. Miscommunication emerged as a major concern, with 72% of employees indicating that instructions were often unclear, reflected in a high mean score of 3.88. Additionally, 59% of respondents reported inconsistencies in interdepartmental messaging, complicating coordination efforts. Communication strategies were also found to be inadequate for remote or distributed workers, with nearly half of the respondents stating that current systems do not support off-site engagement. These findings align with Mohd and Khan (2020), who link fragmented communication in construction projects to operational inefficiencies, and Neuman (2018), who frames miscommunication as a structural flaw that undermines trust and collaboration.

Key Informant Interviews (KIIs) reinforced these survey results by illustrating how communication breakdowns manifest in daily operations. Manager C highlighted that untimely updates from other departments disrupt productivity, while Manager D pointed to interdepartmental blame-shifting as a source of low morale and poor task execution. Manager E confirmed that delays in communication negatively affect employee motivation and output. Additional concerns were raised about information overload on platforms like WhatsApp, which led to batching errors and customer dissatisfaction. Manager G emphasized the need for direct communication from the source to avoid third-party distortions, and noted that reliance on online channels outside work hours was problematic due to limited internet access among employees. Collectively, both the quantitative and qualitative data underscore that fragmented, delayed, and inconsistent communication not only hampers batching precision and timeliness but also erodes employee morale and client satisfaction making internal communication reform a strategic imperative for RMX companies.

Inferential Statistics

Table 5: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.881 ^a	.776	.766	.23071

a. Predictors: (Constant), Employee Productivity, Role of Internal Communication on batching of Concrete, Challenges of Internal Communication, Internal Communication Strategy, Employee Perception of Internal Communication

Table 5 revealed a strong and consistent relationship between internal communication factors and employee productivity, with Model 1 showing an R value of 0.881 and R² of 0.776, indicating that communication strategies, employee perceptions, batching-related communication, and communication challenges account for 77.6% of the variance in productivity. The low standard error of 0.23071 confirms the model's predictive accuracy and reliability. These results underscore the importance of structured, task-specific internal communication systems in enhancing employee performance within technically intensive environments like ready-mix concrete operations.

Table 6: ANOVA

Model	Source	Sum of Squares	df	Mean Square	F	Sig.
1	Regression	20.462	5	4.092	76.884	.000
	Residual	5.908	111	0.053		
	Total	26.37	116			

a Dependent Variable: Productivity

b Predictors: (Constant), Employee Productivity, Role of Internal Communication on batching of Concrete, Challenges of Internal Communication, Internal Communication Strategy, Employee Perception of Internal Communication

The results in Table 6 confirmed that internal communication factors are statistically significant in explaining variations in employee productivity. Model 1, which includes internal communication strategy, employee perception, batching communication, and communication challenges, yielded an F-value of 76.884 ($p = 0.000$), indicating a strong model fit and that these predictors have a substantial impact on productivity. This demonstrates that well-structured communication practices especially those tied to operational tasks like batching play a critical role in enhancing employee performance within RMX companies.

Table 7: Coefficients

Model	Predictor	B	Std. Error	Beta	t	Sig.
1	Constant	2.465	0.021	–	115.557	.000
	Internal Communication Strategy	0.048	0.031	0.101	1.531	0.129
	Role of Internal Communication on Batching	0.042	0.031	0.088	2.336	0.018
	Employee Perception of Internal Communication	0.017	0.033	0.036	-5.148	0.008
	Challenges of Internal Communication	-0.006	0.024	-0.013	-0.272	0.786
	Employee Productivity	0.413	0.022	0.867	18.477	.000

Dependent Variable: Employee Productivity

The results in Table 7 revealed that internal communication significantly influences employee productivity in RMX firms, particularly when focused on task-specific operations. In Model 1, employee productivity had the strongest direct effect ($B = 0.413$, $p < 0.001$), while

communication related to batching also showed a meaningful positive impact ($B = 0.042$, $p = 0.018$), confirming that operational clarity enhances workflow efficiency. However, internal communication strategy, employee perception, and communication challenges were not individually significant, suggesting that general communication practices only improve productivity when tied directly to operational tasks. These findings support earlier research by Hanaysha (2016) and Alberca & Parte (2018), which emphasized that strategic, accurate, and participative communication is essential for optimizing performance, reducing errors, and sustaining operational excellence in project-based environments.

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

Summary

The study investigated how internal communication influences employee productivity in ready-mix (RMX) concrete companies, focusing on strategies, operational communication during batching, employee perceptions, and communication challenges. The workforce was predominantly male, middle-aged, and technically trained, with most employees having 3–10 years of experience, making them well-positioned to assess communication practices. Descriptive analysis revealed that while some employees found communication strategies clear, many raised concerns about inadequate feedback and persistent barriers such as time lags and conflicting instructions. Communication related to batching was strongly linked to productivity, whereas general strategies and perceptions had less immediate impact. Regression analysis confirmed that task-specific communication significantly boosts workflow efficiency, while broader communication elements did not show strong direct effects. These findings underscore the importance of operationally focused, well-coordinated internal communication systems in enhancing employee performance within RMX environments.

Conclusion

This study demonstrated that internal communication is a critical operational and strategic factor influencing employee productivity in ready-mix (RMX) concrete companies. It is not merely an administrative function but a driver of task efficiency, workflow optimization, and organizational performance. Task-specific communication particularly in batching, was shown to significantly reduce errors, delays, and rework when information is clear, timely, and actionable. While general communication strategies and employee perceptions hold value, their impact on productivity is less direct unless aligned with operational demands. Overall, the findings affirm that productivity in RMX firms is best supported by accurate, responsive, and well-coordinated internal communication systems tailored to technical processes.

Recommendations

To enhance employee productivity in ready-mix (RMX) concrete firms, the study recommended strengthening task-based internal communication protocols, particularly in batching and production scheduling. Instructions should be clear, standardized, and timely to reduce errors and ensure smooth workflow. Communication tools like emails, memos, and briefs should be simplified, and employees should receive regular training on their use. Visual aids such as digital boards and checklists can further improve speed and accuracy. Additionally, organizations should invest in improving employee perception and engagement with internal communication through workshops, meetings, and recognition of proactive communicators. Monitoring and evaluation systems should be established to track communication effectiveness and identify recurring challenges. A culture of continuous improvement, supported by digital

tools like real-time reporting and collaboration software, is essential for sustaining responsiveness, job satisfaction, and long-term organizational performance.

Suggested Areas for Further Research

Building on the findings of this study, future research could delve deeper into the psychological and behavioral dimensions of internal communication within RMX companies. Also, further research could be conducted on employee perceptions and attitudes towards internal communication, including how and to what extent it influences their work productivity. Additionally, comparative studies across different countries or sectors could help identify contextual factors that shape communication effectiveness. Exploring the role of digital communication platforms and their impact on team cohesion and operational efficiency would also offer valuable insights for strategic improvement.

REFERENCES

- Alawag, A. M., Alaloul, W. S., Liew, M. S., Musarat, M. A., Baarimah, A. O., Saad, S., & Ammad, S. (2023). Critical success factors influencing total quality management in industrialised building system: A case of Malaysian construction industry. *Ain Shams Engineering Journal*, 14(2), 101877.
- Alberca, P., & Parte, L. (2018). Operational efficiency evaluation of restaurant firms. *International Journal of Contemporary Hospitality Management*, 30(3), 1959-1977.
- Atambo, W. N., & Momanyi, D. K. (2016). *Effects of internal communication on employee performance: a case study of Kenya power and lighting company*, South Nyanza Region, Kenya. *Imperial Journal of Interdisciplinary Research (IJIR)*, 2(5), p. 328-340.
- Babalola, I. H., & Aigbavboa, C. O. (2022). *Evaluating Communication Features of Human Resource Management Practices: The Construction Industry in Lagos State, Nigeria*. *Businesses*, 2(4), 471-485.
- Bertalanffy, L. von. (1968). *General system theory: Foundations, development, applications*. New York: George Braziller.
- Bjarnason, E., Wnuk, K., & Regnell, B. (2011, August). Requirements are slipping through the gaps—A case study on causes & effects of communication gaps in large-scale software development. In 2011 IEEE 19th international requirements engineering conference (pp. 37-46). IEEE.
- Chmielecki, M. (2015). Factors influencing effectiveness of internal communication. *Management and Business Administration. Central Europe*, (2), Akademia Leona Koźmińskiego. p. 24-38.
- Das, S., & Mishra, V. (2020). *Achieving project success through leadership communication: A study on construction industry*. (Master's Thesis, Uppsala University, Sweden).
- Datf, R. & Griffin, R. (1983). *Organization As Information Processing Systems*. Dept. of Management, Texas A&M University, p. 7.
- De Vries, R. E., Bakker-Pieper, A., & Oostenveld, W. (2010). Leadership = communication? The relations of leaders' communication styles with leadership styles, knowledge sharing and leadership outcomes. *Journal of Business and Psychology*, 25(3), 367–380. <https://doi.org/10.1007/s10869-009-9140-2>
- Dutta A, Steiner E, Proulx J, Berisha V, Bliss DW, Poole S, et al. (2021) *Analyzing the relationship between productivity and human communication in an organizational setting*. PLoS ONE 16(7): e0250301. <https://doi.org/10.1371/journal.pone.0250301>
- Gafner, J. (2023). *A Complete Guide to Internal and External Communication*. Retrieved from <https://www.indeed.com/career-advice/career-development/internal-and-external-communication>
- Hanaysha, J. R. M. (2016). Improving employee productivity through organizational culture and leadership: A study from higher education sector in Malaysia. *International Journal of Productivity and Performance Management*, 65(6), 1–20. <https://doi.org/10.1108/IJPPM-03-2016-0060>

- Hayase, L.K. T. (2009). *International communication in organizations and employee engagement* (Doctoral dissertation, University of Nevada, Las Vegas),
- Hayes, A. (2023). *Public Relations (PR) Meaning, Types, and Practical Examples*. Retrieved from <https://www.investopedia.com/terms/p/public-relations-pr.asp>
- Kibe, C. W. (2014). Effects of communication strategy on organizational performance: A case study of Kenya Ports Authority. *European journal of business and management*, 6(11), p. 6-10.
- Lee, E., Kang, M., Kim, Y. and Yang, S.-U. (2022), "Exploring the interrelationship and roles of employee–organization relationship outcomes between symmetrical internal communication and employee job engagement", *Corporate Communications: An International Journal*, Vol. 27 No. 2, pp. 264-283. <https://doi.org/10.1108/CCIJ-12-2020-0167>
- Martinez, L. A. M., & Hurtado, S. R. F. (2018). Internal communication issues in the firms: Does it affect the productivity? *Rev. Eur. Stud.*, 10, 1.
- Mohd Nasurdin, A., Tan, C. L., & Naseer Khan, S. (2020). Can high performance work practices and satisfaction predict job performance? An examination of the Malaysian private health-care sector. *International Journal of Quality and Service Sciences*, 12(4), 521-540.
- Neuman, W. L. (2007). *Basics of social research: Qualitative and quantitative approaches* (2nd ed.). Boston, MA: Allyn and Bacon.
- Rakov, M., & De Ridder, J. (2022). Knowledge Sharing in Organizations: A Present and Futures Study.
- Sadia, A., Salleh, B. M., Kadir Z. A., & Sanif, S. (2016). The relationship between organizational communication and employees' productivity with new dimensions of effective communication flow. *Journal of business and social review in emerging economics*, 2(2), p. 93-100
- Smith, L., & Mounter, P. (2008). *Effective internal communication*. Kogan Page Publishers.
- Subramaniam, C.; Ismail, S.; & Rani, W.N.M.W.M.; Mahdiyar, (2022) *A. Improving project communications management practices in the construction sector during the COVID-19 Pandemic: A Malaysian scenario*. *Buildings*, 12, 1291.
- Tavakoly Sany, S. B., Behzhad, F., Ferns, G., & Peyman, N. (2020). Communication skills training for physicians improves health literacy and medical outcomes among patients with hypertension: a randomized controlled trial. *BMC health services research*. Mashdad, Iran. 20, p. 1-10. Retrieved from <https://doi.org/10.1186/s12913-020-4901-8>
- Weick, K. E. (1979). *The social psychology of organizing* (2nd ed.). Reading, MA: Addison-Wesley.
- Whitworth, B. (2011). *Internal communication*. The IABC handbook of organizational communication, p.195-206.