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

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#### Abstract

**Purpose:** This research sought to investigate internal communication and employee productivity in the ready-mix concrete industry in Kiambu County.

**Methodology:** The study was guided by two theories which are: Systems Theory and Organizational Information Theory. For the research methodology, mixed-methodology research design was used in the study which combined both qualitative and quantitative data. The target population of the study was 134 employees. However, only 88 of the employees took part in the study from the Companies-Rhombus Concrete and Sidai Concrete, with systematic random sampling method being used to select them. The research tools used for data collection included questionnaires that had Likert-scale which were distributed to the general employees while Key Informant Interviews were done on the managers. The quantitative data collected was analysed through descriptive and correlation statistics using SPSS and presented using tables and figures, while qualitative data was analysed using thematic analysis.

**Findings:** The findings were internal communication strategies had limited impact on employee productivity, in that text messages WhatsApp, and calling methods had measurable impressions. Broad communication strategies were proven ineffective, but specific platforms and tools directly enhanced communication and general work productivity. Factors such as batching processes, employee skills and equipment setup were stauncher predictors of productivity. Unambiguous communication processes, job satisfaction and actionable feedback, proved to majorly impact productivity outcomes. Internal communication hurdles have a lesser impact on employee productivity, with a minor negative relationship.

#### Unique Contribution to Theory, Practice and Theory:

The study was guided by Systems Theory. Organizations through their departments are working to holistically address these issues by implementing enhanced tools, regular meetings, and rational communication channels. However, the research model calls for further research so as to explore new variables affecting productivity reason being the current models fails to account for meaningful variation in productivity levels. Major recommendations entail: employee development through training, real-time communications in organizations, establish and maintain clear communication channels, support honest employee feedback and establish company policies that match current communication needs.

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

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## **INTRODUCTION**

Communication plays a pivotal role in an organization's operations and overall success. How information flows between the management to the employees and employees to the management, largely determines the work output and its alignment to the organization's goals and ambitions. Chukukwa (2015) defines communication as a means by which people in an organization express and exchange information, ideas, feelings, and transmit meaning from a sender to a receiver based on organizational activities.

Communication in general is key as it enables individuals, parties or organizations pass information that is critical for action-taking as well as provision for feedback. Interaction on how an organization conducts its communication is sub-divided into external and internal communication: External communication in an organization is mostly attributed to Public Relations (PR) which is defined as managing how information about an individual or company is disseminated to the public (Hayes, 2023). Public Relations is essential to an organization's success as it gauges how the publics feels about a company, its products and its brand, and always strives to boost the organization image and reputation. According to Hayes, PR involves disseminating important company news and events, building and maintaining a brand image, as well as spinning which implies covering up negative news or events associated with the company in order to save its face. PR may tap on relations of investor or shareholders of the company and get information on its financial performance, government relations as it plays a major role on influencing the environment in which an organization operates through laws as well as influencing key public decision makers, and customer relations which is the bridge that connects an organization and its customers via inquiring on their needs, conducting market research and maintaining key relationships with its clients who after all are the main drivers of the business.

The construction industry is broad, diversifying into the steel industry, cement, woodworks, concrete, oil and gas, and others. Construction projects are complex endeavors which require precise planning, coordination, and execution according to Meredith, Shafer and Mantel (2017). They involve numerous stakeholders that include the clients, project managers, regulatory authorities, architects, engineers to contractors, subcontractors and the workmen including bricklayers and casual site workers. With so many moving parts, effective communication is paramount to the successful completion of any construction project. Effective communication is essential for construction project success, fostering understanding, collaboration, and smooth information flow among the stakeholders. By keeping all parties informed about project progress, challenges, and potential changes, construction professionals can manage expectations and address concerns in a timely manner.

### **Internal Communication Strategies**

Effective internal communication emanates from strategic communication approach which is to establish organization objectives that relies on employees' and all departments' communication and lays out the means to achieve the set goals. The strategy is a procedural and structural map which determines the flow of information, to whom, how its controlled and how the information can be adapted to fit the company objectives ( Duan et al., 2022).



Internal communication drives organizational success. Simplifying processes, working with teams, and sharing information enhances productivity. Effective internal communication boosts company workflows. Staff receiving timely information through clear communication channels speeds up decision-making and work completion. A central hub for changes, papers, and comments boosts efficiency. Communication techniques break down barriers and promote cross-functional collaboration, and through sharing of knowledge and resources, teams and departments achieve goals faster. Sharing documents in real time allows cross-time zone project management. Maintaining operational performance demands prompt and wide information sharing, especially in dynamic situations requiring rapid decision-making. Fast, precise communication helps workers adapt quickly. Employees receive crucial information via internal messaging and push alerts, which in turn reduces miscommunications.

There are communication channels that can be used to spread information in an organization depending on the characteristics of the targeted audience like internal memos, internal emails, intranet, collaborative tools and tactics, video, desktops, mobile phones and social media (Verčič & Špoljarić, 2020). Online systems called social platforms allow people to share, connect, and interact (Penni, 2017). Social media, instant messaging, and forums are examples of these platforms. Social media allows employees to share information and cooperate remotely. Social media platforms affect employee productivity, according to Systems Theory. Social media may help employees share knowledge and collaborate, making the company more productive. Social media platforms can boost productivity by lowering communication obstacles. Although meetings and emails are common forms of communication in traditional organizations, slow and complicated channels might hinder decision-making and production. Social media allows more spontaneous and informal contact, which is faster and more effective. It lets numerous people from different or remote locations exchange information via social networks over the use of internet. This may include platforms such as company WhatsApp groups, private organization platforms via company intranet eg. Yammer, Slack and others, allowing staff to air out their views or suggestions, and at the same time allowing management to communicate vital information affecting operations to all staff.

Social media platforms can be used to supplement traditional methods of communication within organizations due to their fast nature, meaning information disseminated reaches the intended recipient in real-time. Traditional businesses use face-to-face meetings, which can prove time-consuming and expensive, especially if employees are far apart. However, the use of social media platforms has proved to be rapid, efficient, and economical, saving time and enhancing productivity. Organizational social media platforms can also be used to discuss key topics and make speedy judgments, improving productivity and decision-making. However, they can potentially reduce productivity if not managed well, whereby staff may spend most of their working hours on the social platforms leading to reduced productivity. Technical issues associated with the internet can frustrate and hinder dissemination of information especially if it's needed fast in aiding urgent decision-making. Employee disagreement and misunderstandings on the organization social platforms can lower morale and productivity.

## **Role of Internal Communication in Batching of Concrete**

In relation to the communication strategies, relevant communication channels are essential depending on the characteristics of the targeted audience (Welch, 2012). The channels should embrace working environments like remote workers, offices employees or field workers which directly affects the information consumption. Also, upward communication is prudent as part of internal communication which helps gather feedback and adjust messages retention as well as understanding. Well-crafted internal communications strategies should embrace to accomplish the following through relevant and appropriate channels:

Sensitization through internal communication entails getting people in an organization to know more about the organization. This process starts with communicating information that may assist employees in grasping the purpose of the organization and their part in it (Morsing & Schultz, (2006). When these components are incorporated, the employees acquire a better understanding of the organizational objectives, which is essential in the achievement of organizational targets. Secondly, sensitization extends to culture and diversity. Updates on diversity, equity, and inclusion are necessary to establish a positive workplace environment and increase employees' cooperation levels. Crew members who are well appreciated and encouraged would do their best to contribute and work hard towards the uplifting of the company or organization. Moreover, creating awareness among the employees regarding health and safety measures also serves as a safety pre-condition for achieving optimum employee productivity by minimizing workplace incidences and associated downtime.

## **Employees' Perception on Internal Communication and Its Implications**

Communication or sharing of information in an organization requires accuracy and timeliness to ensure that it meets its intended goal of maintaining an organization's harmony and overall flow. Communication within the internal organizational context must be implemented properly in order to inform the employees about the specific changes that take place in the organization, the statuses of the projects, and operations. Knowledge that employees have can allow them get the assistance they need to support the objectives of the company and work more effectively. Internal communication also entails the development of feedback systems including questionnaires and feedback boxes. These avenues facilitate employee opinions to be aired, thus helping the organization address the various concerns and make relevant decisions. This two-way process communication does not only improve the satisfaction level of employees but also solves different processes and increases productivity (Tourish & Robson, (2006). In any specific situations, it is crucial to organize employee expectations and prevent the outbreak of chaos, in which simple and unambiguous communication is critical. Proper crisis management helps to avoid disruptions and maintain high employee engagement in work even under adverse conditions. Well informed and engagement of employees translates to direct efficiency and production. Companies which engage their workforce outperform those that don't by 147% (Gallup). Also companies that focus on employees' engagement have low turnover of 65% rates and five times higher shareholders returns (Kenexa).

Maintaining operational performance demands prompt and wide information sharing, especially in dynamic situations requiring rapid decision-making. Fast, precise communication helps workers

adapt quickly. Effective internal communication equips workers to act. Knowing company goals, priorities, and results improves employee performance. Knowledge helps them choose and own their career. Sharing the company's success and long-term ambitions inspires employees to value their work (Alawag et al., 2023). Truthful communication boosts business culture and efficiency. Open communication fosters trust and accountability, fostering innovation and idea-sharing in a collaborative workplace. Effective internal communication plans also help companies respond to market, regulatory, and technology changes. Sharing major changes and asking employees for comments can reveal concerns. Regular staff surveys or focus groups may reveal company concerns. This allows plan and operational changes. Empowered, honest communication helps businesses develop and grow. This method encourages effort. To ensure that communication efficiency is maximized, it may be prudent that organizations can enroll their staff in training programs, communication technologies, and reporting systems. Clear, open, and comprehensive communication practices facilitate greater effectiveness in internal communication, build employee confidence, and ultimately translate into quality productivity and performance.

### **Challenges of Internal Communication**

As discussed in the previous chapter, internal communication takes different forms or rather different channels which affect productivity either directly or indirectly. Some of the challenges anticipated upon carrying out the data collection in relation to the study entail: information miscommunication or misinterpretation which may arise due to the usage of different communication means which translates to insufficient communication technology. Also lack of development of communication skill for frontline workers like lack of training implementation and performance appraisal programs may pose as a challenge (Mubarok & Darmawan, 2019).

Furthermore, lack of regular briefing of the workforce otherwise known as lack of regular communication of task and duties is a challenge to internal communication and employees' productivity. Beside, absence of inclusivity policies is also a challenge since it limits communication and feedback-giving between the managers and general staff (DiGaetano, 2013). Information silos and ambiguity poses as a challenge pinning down internal communication skills reason being, once employees fail to decipher information given, they ought to keep following the top management for translation and clarification which negatively affects productivity.

### **Internal Communication and Employee Productivity**

Employee productivity connotes employees' ability to assimilate instructions, direction and given requirements all in form of input and turn them into output within a given period of time (Martinez, & Hurtado, 2018). Internal communication plays a critical role in determining employees' productivity as it enhances coordination, clarity of information and gives employees morale to work fully. In the wider construction industry, high employee productivity is normally symbolized by timely project completions, efficient operations, and high-quality output.

High employee productivity emanates from the following: Effective communication systems in that all employees receive clear instructions relating to their different roles which in turn eliminates the notion of misunderstanding thus increasing operational efficiency (Sadia et al., 2016), and effective and real time sharing of information by utilizing modern means of technology like mobile communication devices and GPS tracking devices. Engaging the employees via frequent meetups

fosters a sense of belonging and accountability reason being such sessions ensure the employees are included in the company decision making process. Lastly, high productivity emanates from continuous employee training and development thus instilling efficiency, competence and confidence amongst the employees; this results in downtime reduction and increases productivity.

Low employee productivity tends to arise in organizations due to scenarios as explained: Poor communication which in turn results in misunderstanding; for instance, giving unclear instructions to drivers leading to either late or incorrect deliveries; absence of departmental coordination leading to disruptions and bottlenecks, and undervaluing employees which leads to lack of motivation thus affecting the employees' output quality. Low employee productivity can be as a result of incompetency which emanates from lack of training within an industry (Mubarok & Darmawan, 2019). This affects general productivity in terms of output quality.

### **Cost Effectiveness and Wastage**

Employee performance refers to the efficiency and effectiveness with which employees fulfill their job responsibilities (Martinez & Hurtado, 2018). It is a critical determinant of organizational success, as it directly impacts productivity and profitability. The relationship between employee performance, internal communication, and productivity is noteworthy. Effective internal communication is a crucial factor in enhancing employee performance as it helps to keep employees informed, engaged, and motivated (Sadia et al., 2016). Adequate communication practices can help employees understand their job responsibilities, receive feedback, and stay up-to-date on company news and changes. Under performance we consider: cost effectiveness and wastage.

Corporate success depends on good internal communication, which boosts teamwork and cuts costs. Communication of rules, processes, and performance expectations impacts project efficiency, material waste, resource allocation, and operating costs. By describing policies and processes, firms waste less. When workers use materials properly, errors and omissions cost less. Since materials are expensive, inventory management, production, and quality management prevent industrial material waste. Recycling and composting professionals are more likely to use these methods, reducing waste and raw material costs. Communication internally improves resource allocation and initiative priority. Understanding organizational goals and resources helps employees spend prudently. Interdepartmental communication cuts costs and duplication. Project management needs team agreement on goals, timetable, and deliverables to avoid costly delays and misunderstandings (Mubarok & Darmawan 2019).

### **Quality and Quantity in Terms of Work and Product Output**

Communication is a crucial issue within the organization as it affects the quality and the quantity of work and the manufacture of the products. A strong internal communication strategy allows for dissemination of information, involvement of employees, and duty to focus on company objectives, all of which leads to increased efficiency. For organizational productivity and competitiveness, the quality of work and the commodities delivered by the organization is of great essence. Current literature has clearly shown that internal communication is highly important in maintaining and improving work quality. Clear and unambiguous messages within organizations are very useful in enabling an employee to know what he or she is supposed to do and the expected

performance. In the article by Bjarnason, Wnuk & Regnell, (2011), all the issues that are based on misunderstanding and errors are caused by weak and inconsistent communication, and this influences the quality of the completed assignments. This explanation postulates that when employees are informed about the processes, the goals, and the expectations that are demanded of them by the organization, their productivity as well as the quality of their work output shall be optimized.

The significance of feedback in enhancing the quality of an organization is crucial. Rakov & De Ridder (2022), observes that feedback systems must be consistent to support the learning process to help employees understand their strengths and weaknesses. Practical criticism assists in balancing conviction and competence of workers while increasing the efficiency of their work output. Furthermore, feedback leads to the formation of a communication channel that increases the likelihood of employees taking responsibility for their work output. Effective and timely internal communication is also vital in the dissemination of training and development of information. Training programs disseminated via internal media enhance employees' ability and cognition to carry out their duties efficiently. It not only helps to improve the quality of the work performed but also contributes to innovations and achievement of the organization. Although quality is equally important, the actual amount of work or commodities produced also lies at the basis of organizational efficiency. This is a clear indication that internal communication significantly determines the amount of output from the employees. Good internal communication promotes clarity of goals as an important component of enhancing performance efficiencies. As put forward by Locke and Latham (2015), the Goal-Setting Theory suggests that specific and difficult goals increase the motivation and subsequent performance of organizational members. This means that every employee who has a clear understanding of his/her targets and the reason behind such targets is likely to work harder and produce more.

### **Company Policy**

Company policies are the guidelines and frameworks that ensure productivity is optimized and internal communication is streamlined (Bednárík, 2019). The policies play a vital role in shaping the relationship between effective operations and robust internal communication. Company policies entail timely and clear conveying of information between different departments of an organization as eluded by the Organizational Information Theory to include; production, sales and logistics. Due to the complexity of operations in the construction industry being depicted by fixed deliveries, tight schedules, and stringent quality requirements, miscommunication can cause significant disruptions thus impacting both consumer satisfaction and productivity if they are not in line with company policies. These policies are crucial in that they align with the company's regulatory requirements and operational objectives (Palakurti, 2023).

Company policies are crucial for consistency and clarity since they standardize communication protocols. For instance, they dictate use of specific communication channels like emails and instant messages to convey different types of information. Furthermore, the policies ensure well-being of the employees as well as enhance productivity thus minimizing downtime and accidents. Engaged and motivated employees also emanates from policies which impacts performance efficiency and improve productivity. Company policies promote employee engagement via feedback, recognition and career development opportunities (Saratun, 2016).



In the ready-mix concrete industry, company policy as a pivotal moderating variable shapes the dynamics between employee productivity and internal communication. Well-manicured company policies standardize communication protocols, facilitate employee engagement, enhance safety and compliance and improve operational efficiency. Therefore, company policies may help achieve operational excellence and sustain competitive advantage depending on how or what they consist of.

### **Statement of the Problem**

Communication engagements within manufacturing companies and their stakeholders are important in producing desirable quality products, thus its 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.

## **LITERATURE REVIEW**

### **Theoretical Review**

#### **The Systems Theory**

Systems theory was originally proposed by a biologist Ludwig von Bertalanffy in 1968 as General Systems Theory: foundations, applications and development whose aim was to explain the relationship between parts and whole of living organism (Weckowicz, 2000). Systems theory is more applicable and valid in internal communication due to its stance (Ruesch, et al., 2017). According to Ludwig, System Theory is a holistic paradigm which provides an opportunity to appraise the complicated connection between internal communication and employee productivity within organizations. At its core, Systems Theory suggests that organizations are a complex managed system which is made up of several interconnected elements that mutually affect each other's functioning and overall success.

Systems consist of five qualities, as described by Coffey (2009), due to the relationships and interdependence among their individual parts. Self-regulation involves guiding the operations of a system towards a goal state by 'steering' towards it. Systems are viewed as interconnected

components, with each system being a part of a larger system that includes its own subsystems. One important aspect to consider is whether a system is open or closed. Systems with open boundaries allow for the flow of information, material, or energy with their surroundings. Closed systems are isolated from their surroundings. Adaptability involves focusing on emerging processes rather than static structures in dynamic systems.

According to Jackson (2007) there is a general consensus among organizational theorists that adopting a systems approach provides valuable insights into how organizations operate. Systems Theory posits that a business organization consists of interconnected functions or subsystems like public relations, marketing, human resources, and production. Every subsystem and the system overall have boundaries that separate them from the surrounding environment. According to Jackson (2007), a system is comprised of interconnected and autonomous components organized to create a cohesive entity. Hall & Fagen (2017) defines a system as a set of objects or entities that interrelate with one another to form a whole. Coffey (2009) discusses how the systems approach can be applied to various types of systems, including inorganic, organic, social, or cognitive systems.

Applied to internal communication and employee productivity, the Systems Theory concept focuses on the connectivity of various organization components as communication channels, organizational structure, feedback mechanisms, and individual behaviors. Being the center of an organization, internal communication plays a crucial role in boosting synergy and multiplicity among these parts, which contributes to the high engagement and productivity of the employees. The organizations can adopt Systems Theory perspective to determine and resolve systemic obstacles which are responsible for underperformance. This involves creating the channels that facilitate the flow of information, supporting the transparency and information sharing, and laying down the feedback mechanisms that lead to effective revision and continuous improvement. Systems Theory agrees on the fact that organizational goals must be realigning with a communication strategy to ensure that there is harmony and synergy across the system. The systems approach gives insight on the role of communication in enhancing efficient functionality amongst various organization compartments.

According to Mayfield & Mayfield (2002), the systems approach provides a valuable framework for managers to conceptualize organizations. This method allows for viewing the organization as a complete entity with interconnected components - a system made up of subsystems. The systems approach includes inputs, outputs, throughput, and feedback. The concepts outlined illustrate the behavior of a system. When applied to the public relations (and communication) function, information is received from the environment as input, processed as throughput, and sent back as output. Upon analyzing the data collected, the system processes the information and sends it out to address the issue. It then seeks feedback from the environment to assess the effectiveness of the information provided. A system consists of objects, attributes, relationships, and environment, each of which is defined as follows: Objects are the parts, elements, or members that can be physical, abstract, or both. Characteristics: the characteristics and features of the system. Understanding relationships involves considering how each part of a system impacts and limits the others. The system operates within an environment that has the potential to impact the system

or be impacted by it. The Systems Theory was therefore used in the study to explain the structure of communication and how it impacts productivity.

**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.

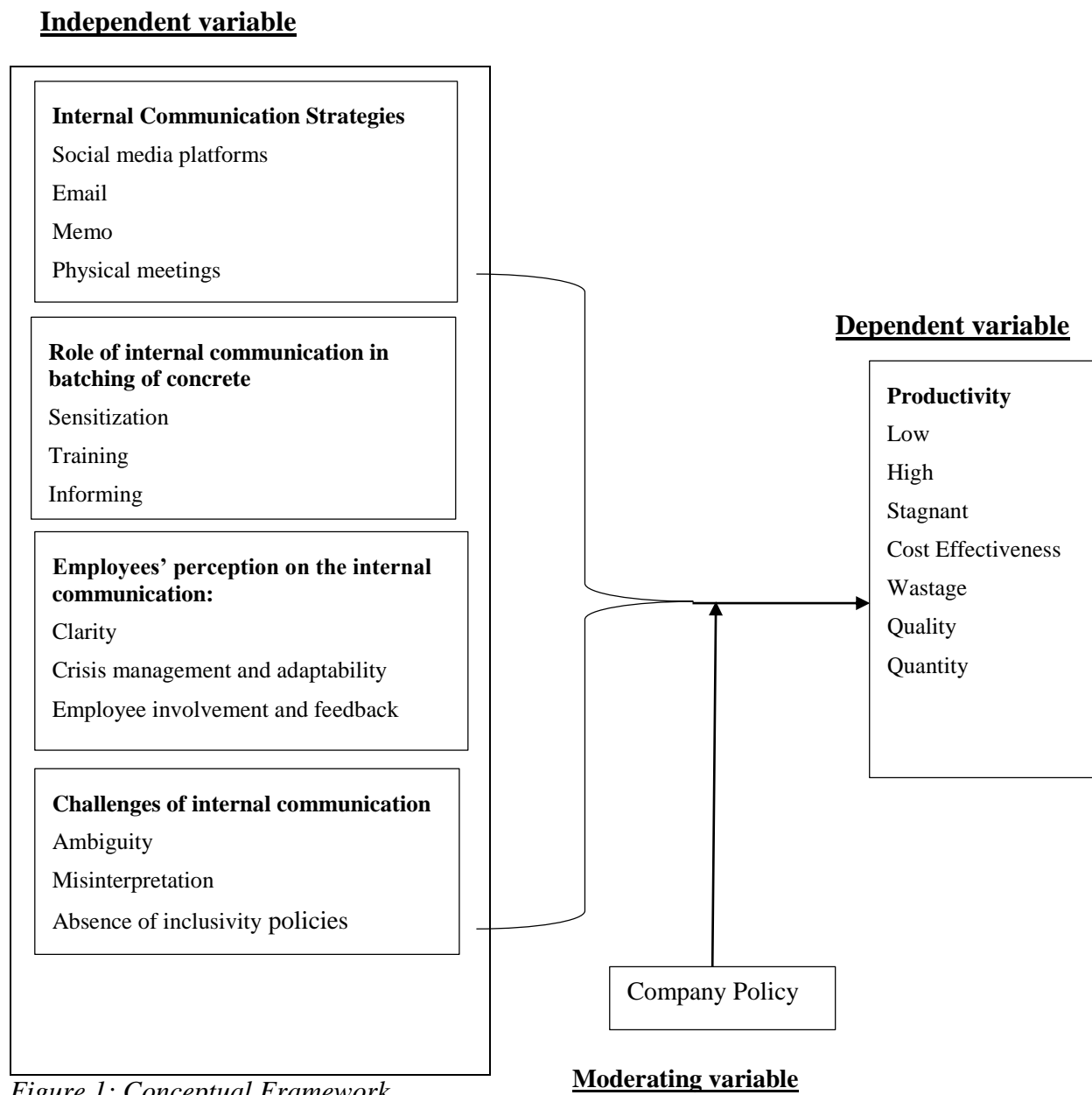


Figure 1: Conceptual Framework

## **Empirical Review**

Dutta et al. (2021) did a study to investigate the relationship between productivity and human communication in an organizational setting. The key finding of the study by the researchers was as follows: under methodology used, the researchers extracted network and speech characteristics data from audio recordings of employees interacting with each other in real time. The research took place at a southwestern university's Software Factory (SF), a professional organization that provides software engineering services for financed research projects and technology spinouts. The study involved 79 managers, employees, clients, and researchers for 144 weeks from late 2002 to early 2005. SF worked on 31 projects, producing social science, natural science, education, and internal applications like an activity reporting system. The SF data is a unique dataset that attempts to observe 79 employees and clients almost constantly. The collection contained participant audio from September 2002 to June 2005, with 7000 hours of time-synchronized recordings. The study used audio recordings to establish communication networks and extract speech features to forecast Visual Source Safe (VSS)-derived effective lines of codes. The SF dataset provides a unique long-term view of work activity and communication in a small organization.

In addition to the above studies, a study by Sumarno and Ali Iqbal (2022) investigated the effect of internal communication and employee well-being on employee performance, mediated through employee engagement at PT WUZA, a company that deals with consumer goods located in West Jakarta, Indonesia. Communication and well-being as they relate to employee performance were investigated in the study. The study investigated the relationship between employee well-being and performance as mediated by engagement and internal communication. When the Slovin formula was applied, 97 samples were produced. Using questionnaires, this quantitative investigation collected data from 220 respondents. The Structural Equation Model (SEM) on Smart PLS (Partial Least Squares) was utilized in this investigation. The findings indicate that while internal communication does impact employee performance significantly, it lacks a significant effect on employee engagement. Employee well-being does influence employee engagement significantly, and employee engagement fails to function as a mediator between internal communication and employee performance. The study found that effective communication between employees and their managers led to better job performance and enhanced well-being. The study also found that employees who felt more connected to their organization through effective communication were less likely to experience burnout, leading to better overall productivity.

## **Research Gaps**

The studies covered in the literature review were done globally but the present study sought to conceptualize from a local setting so that it can add to the general information available. Studies on internal communication and employee production in the RMX industry in Kenya are few, therefore the present study sought to fill the gap. The study by Sumarno and Ali Iqbal (2022) on employee engagement as an intermediary in relation to the effect of internal communication and employee well-being on employee performance, indicates that, while internal communication does impact employee performance significantly, it lacks a significant effect on employee engagement. Fawcett, Fawcett & Swanson, (2019) research concluded that even if internal communication has a positive impact on organizational performance, its influence on organizational performance is an



area that requires more research. In that, internal communication may have a considerable effect on employee productivity, but the impact may not be sufficient to be identified in organizational performance.

Also, the study by Krambia-Kapardis and Zopiatis (2018) was done in hospitality, while the present study seeks to look at internal communication in the RMX industry. The study was designed to explore the link between internal communication and employee involvement, and how this relationship influences their productivity. According to the study, there exists an association between high levels of employee engagement and effective internal communication which leads to greater rates of productivity. This means that the internal communication is a determining factor in encouraging employees to show their maximum efficiency and high productivity. However, the study calls for adequate investigation on how internal communication is a determining factor in encouraging employees to show their maximum efficiency and high productivity within the ready-mix concrete industry, which has a salient role to play in the government agenda of housing and manufacturing.

## **METHODOLOGY**

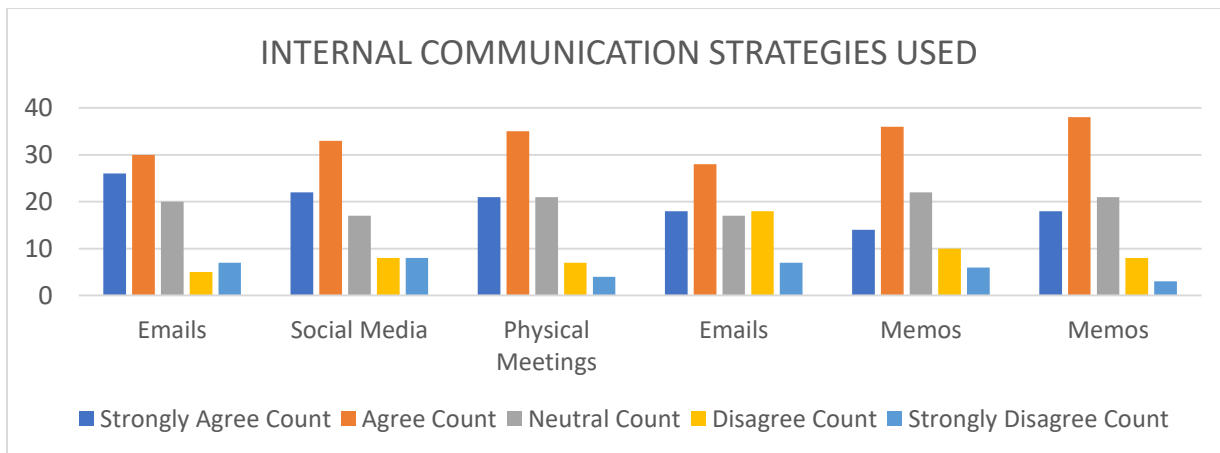
The research design was mixed-method design. The target population was all employees in the three RMX companies, which is a total of 202 with the rationale as follows: Rhombus Concrete (130), Sidai Concrete (25) and Homes Concrete (47), arrived at by cross referencing the data from the company's Human Resource (HR) departments and company profiles. The departments within these organizations are Finance, Human Resource (HR), Sales, Quality and Production, and Logistics. The study applied stratified sampling method and the sample size was 134. . The study made use of both Questionnaires and Key Informant Interviews. 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. Quantitative data analysis software SPSS (Statistical Package for the Social Sciences) software was used to analyse the questionnaire responses. The use of tables and figures were used to present the data and its analysis.

## **FINDINGS AND DISCUSSIONS**

### **Findings of Objective 1**

The first objective of the study was to investigate the internal communication strategies that were used in the selected RMX companies within Kiambu County.

The question that guided the study was: What internal communication strategies are used in the selected RMX companies within Kiambu County? A questionnaire on a Likert scale tool was designed to address the specific question. With the help of research assistants, the questionnaires were filled by 88 respondents, with the questionnaire having eight items. The items were categorized thematically on the following themes: Social media platforms, Email, Memo and Physical meetings. The questionnaire's task was intended to elicit desirable responses that meet the first research objective. The bar graph below shows a summary of the quantitative data obtained from the respondents as per the themes of this research objective:



*Figure 2: Internal Communication Strategies Used*

The above graph shows 30 respondents agreed that emails are widely utilized for structure communication hence allowing and ensuring employees stay productive and informed. 33 respondents also agreed that social media platforms used in the company do facilitate real time updates and boost swift dissemination of company information. It is also prudent to note that 35 respondents in the questionnaires agreed that face to face meetings or rather physical meetings encouraged real time discussions, teamwork and boosted collaboration. Emails were also agreed to be a formal and reliable channel which allowed employees to express their concerns and air their feedback as was agreed by 28 respondents. Also, 36 respondents agreed that memos aid in effective dissemination of clear information which helped the employees execute their tasks and stay organized. Lastly, under the effectiveness of internal communication strategies, 38 respondents agreed that memos facilitate timely conveyance of essential updates in a structured manner.

However, on the qualitative analysis conducted from the interviews which were done on the managers, Whatsapp, text messages and calls greatly influenced how the employees conducted their duties as the platforms allowed for clarity and instant feedback from the employees regarding their work schedules. The managers checked the results of the work produced and the turn-around time of the same and used it as a determinant of the behavioral collaboration between them and their juniors. For instance, Manager A said that “They are effective due to various WhatsApp groups which enables everyone to get timely information.” Manager C stated that “It has led to positive productivity due to collaboration among team-members that is, prospecting and closing deals.” Alberca & Parte (2018) is in line with Key Informant C elaboration on importance of collaboration in that; efficient internal communication boosts productivity, culture, and adaptability. Manager D reiterated that “Follow up call: only in the event the employee is deemed not to have received the message so a follow up call is done to ensure the information shared is seen and understood. Verčić & Špoljarić, (2020) in the literature review support what Key Informant D stated in that communication channels such as emails, social media and physical meetings are prudent means of spreading information in an organization depending on the characteristics of the targeted audience in order to ensure conveyed information is seen, understood and is easy to follow-up via tools like internal memos, internal emails, intranet, collaborative tools

and tactics, video, desktops, mobile phones and social media; in the event an employee is deemed not to have received such information. Manager G in pertinence to communication done also said, “Planned information and advanced scheduling especially in shifts plus WhatsApp in case there is a change. Employees feel as part of the team when constant communication is done.” Lastly, Manager A said that “If information given is not understood, the employees seek further engagement (brainstorming ideas) together with the managers, thus boosting morale and productivity.” Such engagements are done via physical meeting as elaborated by Lehmann-Willenbrock (2017), a study which supports Key Informant A aversions that meetings are intended to achieve solving of conflicts emanating from misunderstanding of conveyed information, relationship-building, team dynamics and to shape employee attitudes, an aspect which impacts employee satisfaction and, acts as a driver of organization commitment and a distinct component of overall job satisfaction.

Conclusively, WhatsApp, text messages and calls greatly influenced how the employees conducted their duties as the platforms allowed for clarity and instant feedback from the employees regarding their work schedules.

The table below shows the correlation test done between Internal Communication Strategy and Employee Productivity.

**Table 1: Correlation between Internal Communication Strategy and Employee Productivity**

		Correlations	
		InternalCommStrategyLog	EmployeeProductivity
InternalCommStrategyLog	Pearson Correlation	1	.018
	Sig. (2-tailed)		.867
	N	88	88
Employee Productivity	Pearson Correlation	.018	1
	Sig. (2-tailed)	.867	
	N	88	88

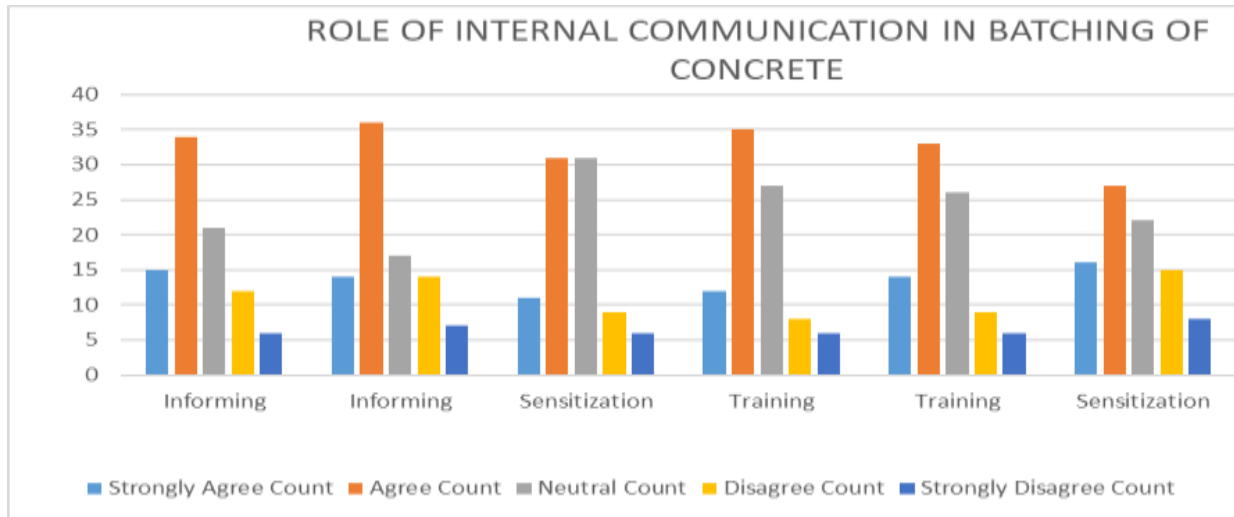
From the table above, there is a positive relationship between Internal Communication Strategy and Employee Productivity since the correlation coefficient is 0.018 ( $r=0.018$ ) but the relationship is so weak since the value of  $r=0.018$  approaches zero at which there is no correlation and hence the relationship is not significant because  $p=0.867 > 0.05$ . Hence, the variable Internal Communication Strategy did not have influence on the dependent Variable-Employee Productivity.

### Findings of Objective 2

The second objective of the study was to establish the role of internal communication on batching of concrete within the selected RMX companies.

The question that guided the study was: What is the role of internal communication on the batching of concrete within the selected RMX companies? With the help of research assistants, the questionnaires which had a Likert scale were filled by 88 respondents, with the questionnaire having eight items. The items brought out the following themes: Sensitization, Training and Informing. The questionnaire’s task was intended to bring out desirable responses that meet the

second research objective. The bar graph below shows a summary of the quantitative data obtained from the respondents as per the themes of this research objective:



*Figure 3: Role of Internal Communication in Batching of Concrete*

The bar graph indicates that 34 respondents agreed to often receiving updates regarding changes in batching procedures and processes through the existing internal communication channels. 27 respondents did agree that the current internal communication sufficiently addressed the need for timely feedback and suggestions from general staff. Additionally, 35 respondents agreed that challenges emanate from misunderstanding of instructions' implementation which relate to batching. Also, 31 respondents agreed and 31 respondents were neutral that the information provided by the management is clear and consistent in relation to production goals. Furthermore, 33 respondents agreed that overall batching process efficiency has positively improved as a result of improved internal communication. It is vital to note that 27 respondents also agreed that the existing communication channels allow them to freely air their concerns about batching processes.

In the interview analysis, Manager A said that, "There is interdepartmental conflict arising from dissemination of biased information arising from sales team to batching team." Also Manager G stated that, "There needs to be an integration of diversified departmental means of communication." Manager D said "Distortion of communication due to instructions emanating from different people within the same departments (batching and quality)," as he was expounding on predicaments which are prone to batching and quality departments. According to Guan & Frenkel, (2019), onboarding process is paramount because it allows employees to be more familiar with the organizational procedures and standards as soon as possible; a sentiment which boosts Key Informant D elaboration on how distortion of instruction impacts batching and general productivity. On measuring the effectiveness of internal communication on production targets and goals, Manager C stated that "It's measured through the numbers (i.e. the monthly sales done by each team member)." To strengthen the previous statement on the essence of the methods used to measure progress, Manager G stated that "To find out whether the information reaches the intended recipients, which helps to improve employee engagement." Lastly, Manager B on answering future suggestions stated that, "Improve the information structure because the company relies on real



time information.” In relation to the sentiment, a study by Esteban-Lloret, Aragón-Sánchez & Carrasco-Hernández (2018) supports Key Informant B’s statement in that the most important aspect on effecting internal communication on batching process is through incorporation of training to all employees in an organization whose aim is to improve their general productivity. From the sentiments, it is evident that the managers do agree that the internal communication on batching of concrete is effective. Managers from one of the RMX companies reiterated the need for implementation of real-time communication platforms other than Whatsapp texts and calls that cuts across all departments so as to enable any production anticipated problems to be solved before they occur. To buff up the previous statement, Mishra, Boynton & Mishra, (2014) from quantitative analysis suggested that organizations can provide the needed knowledge to the employees, which serves to keep the people working in organizations relevant in their fields. Managers from the other RMX company however confirmed that their current internal communication platforms (Whatsapp, texts, calls and face to face) were effective which led to batching being done well.

The table below shows the correlation test done between Role of Internal Communication in Batching of Concrete and Employee Productivity.

**Table 2: Correlation between Role of Internal Communication in Batching of Concrete and Employee Productivity**

		<b>Correlations</b>	
		RoleInternalCommLog	EmployeeProductivity
RoleInternalCommLog	Pearson Correlation	1	-.073
	Sig. (2-tailed)		.502
	N	88	88
EmployeeProductivity	Pearson Correlation	-.073	1
	Sig. (2-tailed)	.502	
	N	88	88

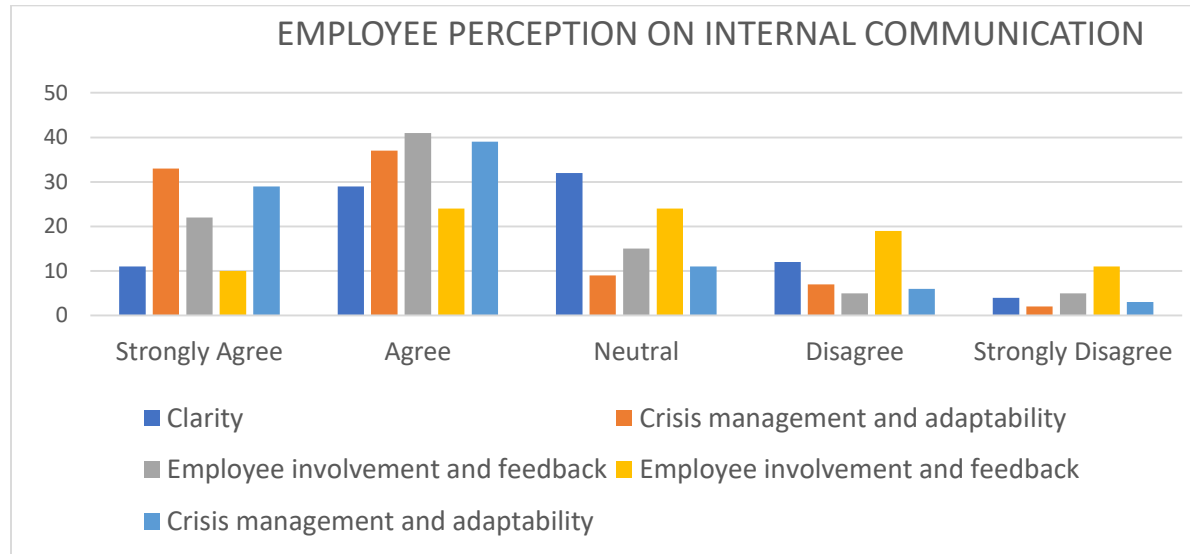
From the above table there is a negative relationship between Role of Internal Communication in Batching of Concrete and Employee Productivity since the correlation coefficient is  $-0.073$  ( $r = -0.073$ ). However, the relationship is weak since the value of  $r = -0.073$  approaches zero at which there is no correlation. Also, the relationship is not significant because  $p = 0.502 > 0.05$ . Hence, the variable Role of Internal Communication on Batching of Concrete did not have influence on the dependent variable Employee Productivity.

### Findings of Objective 3

The third objective of the study was to investigate the employees’ perception on the internal communication used and its implication on their productivity.

The question that guided the study was: What are employees’ perceptions on internal communication used within the selected RMX companies and how does it affect their productivity? The questionnaires which had a Likert scale were filled by 88 respondents, with each

questionnaire having eight items. The items brought out the following themes: Clarity, Crisis management and adaptability, and Employee involvement and feedback. The bar graph below shows a summary of the quantitative data obtained from the respondents as per the themes of this research objective:



*Figure 4: Employee Perception on Internal Communication*

As depicted in the bar graph above, 32 respondents were neutral on matters pertaining their understanding of the objectives and goals of the current internal communication channels. 37 respondents agreed that meetings allow for timely clarification of conveyed information more so in crisis situations which mandate immediate resolutions. 41 respondents agreed that physical meetings foster engagement, problem solving and teamwork across departments. On matters of two-way communication, 24 respondents agreed and 24 were neutral that there was sufficient opportunity to air their feedback and suggestions on company procedures and policies. 39 respondents agreed that the current internal communication platforms allow for swift adaptability which enhances rapid communication during crisis or changes.

In qualitative analysis, Manager E stated that “Most employees perceive the current communication strategy as good as it facilitates their feedback being acted on.” Manager E on employee perception and its impact on general productivity and satisfaction stated that, “Majority of employees do take the communication positively whereas a few of them felt that there was need for improvement.” Findings by Lai & Huili Lin, (2017) support Key Informant E responses on general perception and strength of the current internal communication perception by employees, through stipulating that communication-satisfaction translates into employees' response to the effectiveness, the level of details, and the adequacy of the communication within the organization. To emphasize on methods used to collect and analyze employees' views, Manager A said that, “Through measuring the results which is analyzed through meetings and feedback. The Company has implemented open-door policy and open space work plan that has less hindrances which addresses feedback positively.” Manager E mentioned, “We look for a flexible and immediate solution to negative feedback to ensure that the employee is satisfied,” The responses of Key

Informant E support the findings of the quantitative data that improved employee satisfaction is a two-way process and it impacts productivity heavily if conveyed through clear communication as per Tourish & Robson, (2006) and Diala & Nemani, (2011) study in relation to addressing the methods used in analyzing the views of the employees. Sidai Concrete often held interpersonal and inter-departmental meetings which were open to criticism and helped ease communication, more so in shifts allocation resulting in job satisfaction. However, blame game was found to be rampant on Whatsapp groups in one of the companies amongst employees from the Production department especially when there was delay in dissemination of important information leading to production of poor concrete which in some instances led to concrete pumps blocking at site.

The table below shows the correlation test done between Employees’ Perception and Employee Productivity.

**Table 3: Correlation between Employees’ Perception and Employee Productivity**

**Correlations**

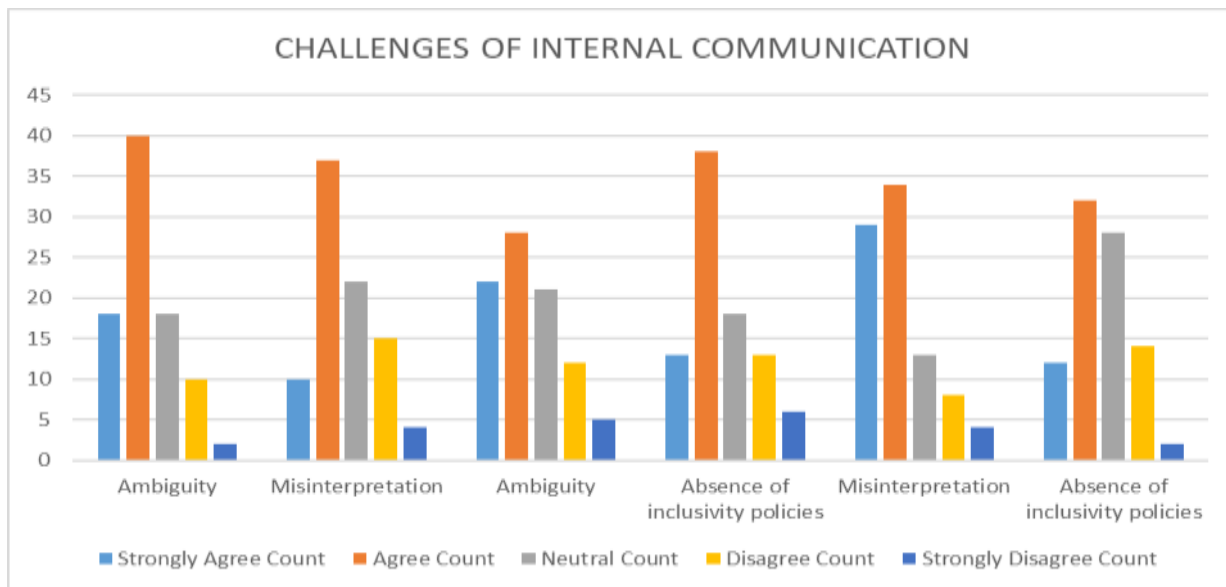
		EmployeePerception	EmployeeProductivity
EmployeePerception	Pearson Correlation	1	-.073
	Sig. (2-tailed)		.499
	N	88	88
EmployeeProductivity	Pearson Correlation	-.073	1
	Sig. (2-tailed)	.499	
	N	88	88

The above table shows that there is a negative relationship between Employees’ Perception and Employee Productivity since the correlation coefficient is -0.073 ( $r=-0.073$ ). However, the relationship is weak since the value of  $r=-0.073$  approaches zero at which there is no correlation. Also, the relationship is not significant because  $p=0.499>0.05$ . Hence, the variable Employees’ Perception did not have influence on the dependent variable Employee Productivity.

**Findings of Objective 4**

The fourth objective of this study was to establish the internal communication challenges and its impact on employee productivity within the selected RMX companies.

The question that guided the study was: What are the internal communication challenges and how do they impact employee productivity within the selected RMX companies? The questionnaires which had a Likert scale were filled by 88 respondents, with each questionnaire having eight items. The items brought out the following themes: Ambiguity, Misinterpretation and Absence of inclusivity policies. The bar graph below shows a summary of the quantitative data obtained from the respondents as per the themes of this research objective:



*Figure 5: Challenges of Internal Communication and Employee Productivity*

As per the above bar graph, 40 respondents agreed that there were difficulties in finding important information via the current internal communication channels. 37 respondents agreed that lack of timely clarification often has negative impact or can lead to misinterpretation on responsibilities and priorities. Different departments at times provided conflicting and inconsistent messages which affected employees' ability to perform their tasks as agreed by 28 respondents. 38 respondents agreed that physical meeting was detrimental to remote workers or distributed teams reason being it limits their access to key discussions from such meetings. Also, 34 respondents agreed that despite meetings being meant for clarification of information, poor structuring of instruction could lead to misinterpretation. Remote workers or distributed teams' needs within the RMX Company require to be fully addressed by the current internal communication strategies as agreed by 32 respondents.

According to the qualitative analysis done, Managers from one of the RMX companies that participated in the study emphasized that last-minute information sharing especially inter-departmentally was the biggest challenge that the organization encountered. Manager C said that, "External factors from other departments, untimely communication" was a big challenge. To solidify the sentiment, Manager D responded that "blame game" was one of the predicaments departments encounter with internal communication which in turn affects employee productivity. As per quantitative analysis obtained from Mubarok & Darmawan (2019) study, lack of development of communication skill for frontline workers such as lack of training implementation and performance appraisal programs may pose as a challenge, a finding which is in line with Key Informant D sentiments. The blame game was emphasized by Manager E who stated that "Delays from other departments lowers employee morale and productivity levels." To emphasize on the impact of technology in the concrete industry, Manager D stated that "Reducing manual work, improved accuracy of data which leads to improved decision making by the management." One of the resolutions as elaborated by Manager C was holding of frequent meetings with departmental heads so as to be able to align and work efficiently towards attaining the main company goals.



Manager C added that one of the challenges on matters of miscommunication is, “Yes, impact is negative on production and how the client views the company.” In one of the RMX companies, the main challenge encountered was the inability to filter out relevant information shared on Whatsapp platforms by the employees, which inevitably led to delays in the delivery of concrete by drivers and poor quality of concrete produced by the batching team. This brought about negative customer feedback but the managers from both companies emphasized that there was minimal misunderstandings plus they were working to resolve the matter. Manager G corroborated the above statement by stating in regards to miscommunication, “Rarely. Working on every employee getting information directly from the source and not through third party.” DiGaetano, (2013) findings conforms with Key Informant G sentiments by elaborating that the employees should be often engaged so as to ensure smooth flow of communication within the companies and also to improve productivity which if neglected poses as a challenge and limits communication and feedback-giving between the managers and general staff. Another challenge widely encountered within the organization was communication done via Whatsapp platform outside working hours was not received on time as majority of the employees lacked internet access outside the company premises. One of the solutions advocated by the Manager G to tackle the issue of miscommunication was advocating for team collaboration and open communication between the employees and their managers, and amongst the employees themselves.

The table below shows the correlation test done between Employees’ Perception and Employee Productivity.

**Table 4: Correlation between Challenges of Internal Communication and Employee Productivity**

		Correlations	
		ChallengesInternalComm	Employee Productivity
ChallengesInternalComm	Pearson Correlation	1	-.058
	Sig. (2-tailed)		.593
	N	88	88
Employee Productivity	Pearson Correlation	-.058	1
	Sig. (2-tailed)	.593	
	N	88	88

From the above table, there is a negative relationship between Challenges of Internal Communication and Employee Productivity since the correlation coefficient is  $r = -0.058$  ( $r = -0.058$ ). However, the relationship is weak since the value of  $r = -0.058$  approaches zero at which there is no correlation. Also, the relationship is not significant because  $p = 0.593 > 0.05$ . Hence, the variable Challenges of Internal Communication did not have influence on the dependent variable- Employee Productivity.

**Correlation between Moderator Variable, Independent and Dependent Variables**

The table below shows the correlation between the moderating variable (company policy), and the dependent and independent variables.

**Table 5: Correlation between Moderator Variable, Independent and Dependent Variables**

		Correlations					
		Company Policy	InternalCommStrategyLog	RoleInternalCommLog	Employee Perception	Challenges Internal Comm	Employee Productivity
Company Policy	Pearson Correlation	1	.654**	.698**	.631**	.678**	-.073
	Sig. (2-tailed)		.000	.000	.000	.000	.498
	N	88	88	88	88	88	88
Internal Comm StrategyLog	Pearson Correlation	.654**	1	.718**	.638**	.478**	.018
	Sig. (2-tailed)	.000		.000	.000	.000	.867
	N	88	88	88	88	88	88
RoleInternal CommLog	Pearson Correlation	.698**	.718**	1	.687**	.595**	-.073
	Sig. (2-tailed)	.000	.000		.000	.000	.502
	N	88	88	88	88	88	88
Employee Perception	Pearson Correlation	.631**	.638**	.687**	1	.438**	-.073
	Sig. (2-tailed)	.000	.000	.000		.000	.499
	N	88	88	88	88	88	88
Challenges InternalComm	Pearson Correlation	.678**	.478**	.595**	.438**	1	-.058
	Sig. (2-tailed)	.000	.000	.000	.000		.593
	N	88	88	88	88	88	88
Employee Productivity	Pearson Correlation	-.073	.018	-.073	-.073	-.058	1
	Sig. (2-tailed)	.498	.867	.502	.499	.593	
	N	88	88	88	88	88	88

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

The above table shows there is a strong, significant and positive relationship between Company Policy and The Independent Variables since their correlation coefficients are greater than 0.6, and their  $p=000 < 0.05$ . However, there is a weak and negative relationship between Company Policy and the Dependent Variable- Employee Productivity since the value of  $r=-0.073$  approaches zero at which point there is no correlation, and the relationship is not significant because  $p=0.498 > 0.05$ .

## SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

### Summary

#### Internal Communication and Employee Productivity

The quantitative analysis demonstrates internal communication strategy used in this general framework shows limited effects on employee productivity levels. The specific communication methods of WhatsApp together with text messages and calling methods demonstrate measurable impacts on employee task performance and interactions with managers according to qualitative research. The difference between results suggests that broad communication strategies alone are ineffective but specific tools together with alternative communication platforms improve both communication and work productivity directly. Research needs to examine particular communication tools and practices within internal communication strategies because this will yield more important findings about their influence on employee productivity.

#### Role of Internal Communication in Batching of Concrete and Employee Productivity

The findings demonstrate that employee productivity remains unaffected by internal concrete batching communication methods. Other elements involving batching processes, equipment setup and employee skills appear stronger predictors of productivity than employee communication according to both quantitative assessments and regression models. Interview feedback demonstrates that practical batching performance improvements can be achieved through constructing better communication tools including live feedback systems and inter-divisional coordination. The proposed move from instructional communication to training-focused

communication demonstrates a need to advance employee understanding of batching processes to maximize communication effectiveness. The implementation of improved communication methods which combine educational and interactive approaches (including real-time feedback systems and training) has the potential to boost concrete batching operation productivity even with no proven statistical connection. The quantitative results showed negative relationships but statistical insignificance between concrete batch operations' internal communication and employee productivity. Nonetheless qualitative findings indicate that future-oriented employee training programs would positively enhance productivity across the long term.

### **Employees' Perception on the Internal Communication and their Productivity**

The quantitative analysis shows no significant relationship between employees' perceptions of internal communication and their productivity. Analysis results show minimal connection between internal communication ratings and productivity performance so other organizational factors probably play a greater role in efficiency than interpersonal communication methods themselves. The qualitative data reveals essential lessons about how productive outcomes stem from clear communication processes combined with actionable feedback approaches and worker job satisfaction levels. The research data shows that blame-shifting and poor communication methods at crucial times contribute to reduced productivity even though staff maintain positive feelings about communication practices. Qualitative findings show that staff generally like their internal communication but research numbers indicate that good communication does not help productivity rates. Enhancing communication quality by resolving delays and blame-shifting problems along with fair compensation would create positive effects on job satisfaction while increasing productivity.

### **Challenges of Internal Communication and Employee Productivity**

According to the quantitative assessment, problems with internal communication demonstrate only a minor influence with no meaningful statistical relation to worker productivity levels. Statistical analysis reveals a tiny negative relationship between communication challenges and productivity which leads to non-significant variation in productivity between employees. Qualitative data reveals challenges persist in communication but the organizations work to solve these problems by implementing regular meetings alongside better tools and clearer communication channels and enhanced infrastructure. In certain situations, at Sidai Concrete these engaging methods help both internal communication and productivity reach higher levels. Documents from Rhombus Concrete that is, the questionnaires and interview transcripts, demonstrate that dependence on WhatsApp-style communications leads to prolonged delays along with misunderstood information that adversely impacts work efficiency and customer happiness levels.

The company would gain advantages through standardized communication procedures which must include tools for delivering critical information on time. The quantitative results from the study show no strong direct link between organizational communication issues and employee productivity, however qualitative data indicates the need for better communication systems which include clear information pathways and necessary tools accessibility in order to enhance company performance. Better worker output will emerge from organizational communication improvement at a future point. Studies indicate that internal communication challenges demonstrate a minimal

association with productivity changes although upgrades to company communication infrastructure and procedures remain beneficial for enhancing both short-term performance and extended-term organizational results.

### **Correlation between Moderator Variable, Independent and Dependent Variables**

1. The findings show that organization policies create a positive connection with internal communication variables yet demonstrate no direct relationship with employee productivity measurements.
2. Employee productivity levels remain unaffected by internal communication strategies and perception-based analysis using both correlation and regression evaluation methods.
3. The complete research model including its moderating effects fails to account for meaningful variation in productivity levels.
4. Additional research should explore new variables which affect productivity because current findings lack sufficient direction for useful development.

### **Conclusion**

Analysis demonstrates internal communication plans and organizational guidelines match communication practices yet these elements independently fail to create substantial employee productivity effects. Analysis of the models supports a conclusion that employee productivity is mainly influenced by elements that extend past communication methods. Detailed qualitative research demonstrates that particular communication activities including immediate feedback provision and transparent messaging and between-department team support boost workplace productivity through practical benefits. Companies aiming to increase their productivity must focus on enhancing both communication clarity and quality together with tactical implementation of real-time tools to build reliable inter-departmental coordination channels.

Also, from academic point of view, symmetrical communication from supervisors and employees plus efficient internal communication triggers employee engagement, enthusiasm, and job fulfilment thus augmenting productivity and better job performance, leading to better overall productivity. Some scholars from discussed literature review under chapter two connote that there is a direct link between internal communication and productivity whereas others think that the relationship is subtle as well.

When organizations maintain an open feedback system, their workforce becomes more motivated and engaged. Organizations will see their employees become more effective when they spend resources on training programs which combine both communication abilities and technical expertise. Company policies form an essential part of shaping communication structures yet need adaptability and alignment with employee evolutionary needs to maintain their effectiveness. Productivity results tend to improve more steadily when businesses combine comprehensive strategies which support communication methodologies along with systemic organizational considerations.

Despite all the efforts by companies through their managers, some challenges tend to arise. It is therefore prudent from the findings of the study and as eluded by different managers, collaboration between the company employees and different departments is vital so as to ensure smooth running and dissemination of clear information which in turn results to improved general productivity.



## Recommendations

Several proven practical recommendations emerge from the analysis which enhances internal communication practices toward higher employee productivity outcomes. The quantitative findings demonstrate minimal internal communication to productivity connections but qualitative evidence with context supports thoughtful communication improvements that can generate meaningful results. Below are several recommendations to enhance internal communication and, potentially, boost productivity:

1. Organizations ought to make use of real-time communications systems in order to deliver instant updates through instant messaging platforms. Enhanced information distribution along with minimized misunderstandings could lead to faster responses to questions and concerns. To maximize platform effectiveness while preventing information mismanagement within these tools, organizations need to set protocols defining their usage parameters and train staff in optimized communication techniques that work through their selected applications. Organizations must invest in ensuring both high-quality and easy-to-understand communication. Workers are more effective when they receive transparent information which leads to successful task execution. Unclarity between employees results in unproductive situations that generate performance problems which diminish organizational effectiveness. Standardization of communication templates for channels alongside simple or complex ideas or instruction through training will enhance feedback loops to minimize message ambiguity.
2. The development of employees through appropriate training must have priority in every organization. There is need to establish a system of frequent training sessions which enhances communication and technical capabilities of your staff. The program extends past classroom guidance to include learning through practical experiences alongside immediate feedback sessions. Employee training at a high level prepares workers to understand challenging tasks along with effective communication with both team members and supervisors leading to productivity growth.
3. The establishment and upkeep of straightforward channels which keep information flowing among all departments is necessary. Creation of a structured organization which manages how information passes among departments and a formal communication process will improve internal communication processes. Each department needs to select communication liaisons who will maintain proper transfer of information between departments. A company should establish regular departmental meetings along with collaborative digital platforms to create better coordination while maintaining goal and project alignment.

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