

**ORGANISATIONAL COMMUNICATION AND EMPLOYEES' PRODUCTIVITY IN  
CHAMPION BREWERY PLC, UYO.**

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**ABSTRACT**

*A major problem for many Nigerian manufacturing companies is still poor organisational communication, especially at Champion Brewery Plc, where systemic inefficiencies in information transmission, inadequate feedback systems, and departmental silos have resulted in misaligned goals, poor coordination, and decreased worker productivity. This study's primary goal was to investigate how Champion Brewery Plc employees' productivity is impacted by organisational communication. In particular, the study aimed to ascertain the impact of interdepartmental communication on employee productivity at Champion Brewery Plc, as well as the impact of information flow and communication feedback mechanisms on employee productivity. The study's population consisted of 142 employees and management staff, and it used a survey research design. Through the use of purposive sampling, a sample size of 104 respondents was established using Taro Yamane's formula at a 95% confidence level. Through the use of structured questionnaires, primary data was gathered, and SPSS 27.0 was used for descriptive statistics and basic linear regression analysis. The results showed that interdepartmental communication improved employee productivity ( $R = 0.941$ ,  $R^2 = 0.885$ ,  $p < 0.05$ ), communication feedback mechanisms improved employee productivity ( $R = 0.900$ ,  $R^2 = 0.810$ ,  $p < 0.05$ ), and information flow had a positive and significant effect on employee productivity ( $R = 0.958$ ,  $R^2 = 0.918$ ,  $p < 0.05$ ). We came to the conclusion that all three communication dimensions are essential for operational effectiveness and workforce engagement, and that organisational communication at Champion Brewery Plc greatly increases employee productivity. It was suggested that Champion Brewery establish cross-functional teams with common communication tools to enhance interdepartmental coordination, establish formalised feedback channels for employee participation, and invest in digital platforms for transparent information flow.*

**Keywords: Organisation, Communication, Coordination, Employees, Productivity**

## 1.1 Introduction

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In today's competitive economic environment, effective organizational communication is increasingly recognized as a critical driver of employee productivity and broader economic development. In corporate settings such as Champion Brewery Plc, communication enables coordination, minimizes redundancies, and aligns departments with strategic goals. Seamless information flow within an organization supports efficiency and reduces operational bottlenecks. Organizational communication encompasses the structured exchange of information, feedback, and ideas, all essential for sound decision-making and goal alignment (Inyang and Udofia, 2021).

Feedback mechanisms form a core aspect of this communication process, fostering two-way interaction between management and employees. Udechukwu and Hassan (2020) argue that when employees feel heard, it enhances motivation, trust, and engagement, key factors in productivity improvement. At Champion Brewery, where quality and efficiency determine market competitiveness, strong feedback systems can support continuous improvement and operational excellence. Moreover, productive employees contribute not just to organizational success but also to national economic indicators such as employment, tax revenue, and industrial growth.

Interdepartmental communication is equally vital, ensuring synergy across production, marketing, logistics, and sales units. Effective collaboration reduces duplication, enhances resource optimization, and promotes innovation—essential for survival in Nigeria's challenging manufacturing landscape. However, as noted by Okorie and Adedoyin (2023), poor interdepartmental communication remains a major issue for many local firms, often resulting in project delays, errors, and productivity loss.

Despite the importance of communication, Champion Brewery Plc currently faces structural inefficiencies in its communication systems, including slow information flow, weak feedback loops, and siloed departmental operations. These challenges lead to poor coordination, misaligned objectives, and reduced responsiveness to change—factors that hinder competitiveness both locally and internationally. Employees struggle to align with company goals, resulting in low morale, frequent mistakes, and declining output. In a dynamic industry like beverage production, such gaps can severely affect agility and market performance. Furthermore, these internal inefficiencies have wider economic consequences, limiting the sector's potential to contribute meaningfully to Nigeria's GDP and employment growth. Hence, this study investigates the impact of organizational communication on employee productivity in Champion Brewery Plc, with implications for both organizational effectiveness and national economic development.

## 1.3 Objectives of the study

The main objective of this study was to examine the effect of Organisational communication on employee productivity in Champion Brewery Plc. Specifically; this study seeks to:

1. assess the effect of information flow on employee productivity in Champion Brewery Plc;

2. evaluate the effect of communication feedback mechanisms on employee productivity in Champion Brewery Plc; and
3. determine the effect of interdepartmental communication on employee productivity in Champion Brewery Plc.

#### **1.4 Research Questions**

In order to achieve the objectives of this study, the following questions were developed:

- i. What is the effect of information flow on employee productivity in Champion Brewery Plc?
- ii. How does the communication feedback mechanism affect employee productivity in Champion Brewery Plc?
- iii. What effect does interdepartmental communication have on employee productivity in Champion Brewery Plc?

#### **1.5 Research Hypotheses**

In carrying out the analysis for this study, the following hypotheses will be formulated:

- H<sub>01</sub>:** There is no significant effect of information flow on employee productivity in Champion Brewery Plc.
- H<sub>02</sub>:** Communication feedback mechanisms do not significantly affect employee productivity in Champion Brewery Plc.
- H<sub>03</sub>:** Interdepartmental communication has no significant effect on employee productivity in Champion Brewery Plc.

### **2.0 Literature Review**

#### **2.1 Conceptual Framework**

##### **2.1.1 Organisational Communication**

Organisational communication is based on the understanding that individuals, teams, and leadership structures play interconnected roles in managing information flow, promoting shared understanding, and achieving positive outcomes within a workplace. It highlights the mutual reliance of internal stakeholders, where each participant contributes to the success of communication efforts. Recent research has increasingly recognized organisational communication as essential to corporate governance, employee engagement, and effective strategic alignment. The core idea is that no single individual, department, or communication channel can manage the entire flow of information effectively. Instead, collaborative networks and the fair distribution of communication responsibilities are needed to achieve coherent and effective outcomes (Bäckstrand & Kuyper, 2022).

This perspective calls for a shift from traditional, top-down communication systems to more participatory models where open dialogue replaces command-driven approaches. A key part of this is clearly assigning communication roles and responsibilities to prevent confusion and ensure everyone understands their function in maintaining effective information exchange.

According to Bäckstrand and Kuyper (2022), achieving this clarity requires ongoing interaction and adjustments that reflect changing organisational needs, ultimately building trust, mutual understanding, and a shared commitment to the organisation's goals. Continuous engagement from all communication participants is crucial for maintaining the relevance and effectiveness of communication over time. Furthermore, organisational communication acknowledges the limitations of isolated messaging and the importance of collective communication effectiveness. Gupta and Pahl-Wostl (2021) argue that integrating the communication strengths of various actors helps organisations tackle complex operational and strategic challenges. This collaborative approach not only fosters innovative solutions but also distributes the responsibility for accurate and timely communication across the organisation, reducing dependency on any single source. Such a system is resilient, as the failure of one communication pathway can be offset by others, ensuring uninterrupted information flow.

Inclusivity is another vital element of organisational communication. Involving a diverse range of voices in decision-making and information-sharing leads to more representative and comprehensive communication processes. This is particularly important in organisations with layered hierarchies or cultural diversity, as it allows underrepresented groups to participate meaningfully in organisational discussions (Young & Okereke, 2020). The result is a more inclusive, transparent environment that encourages unity and broader acceptance of organisational decisions. Lastly, for organisational communication to be truly effective, it must include systems for monitoring, feedback, and accountability. The success of any communication process depends on the ability to track whether messages are delivered, understood, and acted upon. Gupta and Pahl-Wostl (2021) emphasize the need for continuous learning and feedback mechanisms that allow communication strategies to evolve in response to new challenges or opportunities. This adaptive and responsive approach keeps communication practices relevant and impactful, ultimately strengthening organisational performance and resilience.

### **2.1.2 Information Flow**

The concept of information flow is centered around the systematic measurement and evaluation of how information moves within an organisation or team. It is designed to assess how effectively data, messages, and insights are transmitted and understood to achieve shared objectives. Information flow typically encompasses various dimensions such as clarity, timeliness, accessibility, and alignment of messages with organisational goals. By quantifying these aspects, information flow provides a framework for understanding the strengths and weaknesses of communication channels and processes. According to recent studies, developing a robust information flow is essential for organisations aiming to enhance operational efficiency by identifying specific areas where communication can be improved (Kozlowski & Chao, 2021). It thus serves as a tool for both evaluating current information-sharing practices and guiding future initiatives to strengthen the circulation of knowledge. One of the key elements of information flow is the evaluation of communication quality within the system. Effective communication forms the backbone of seamless information movement, and information flow assessments often include metrics that gauge the precision, frequency, and accuracy of transmitted messages. This component is vital as it influences how information is interpreted and acted upon, which directly impacts decision-making and coordination. Research by Salas, *et al.*, (2022) indicates that organisations with high scores in

communication-related aspects of information flow tend to achieve better overall performance. These metrics help to identify bottlenecks and implement strategies to improve clarity and coherence across all levels.

Trust in information sources is another critical dimension of information flow. Trust ensures that the data being shared is perceived as reliable, reducing the likelihood of misinformation and enabling more effective decision-making. Information flow evaluations typically measure trust by assessing the credibility of sources, the accuracy of shared content, and the perceived transparency of the communication process. Studies suggest that systems with higher trust levels in information channels are more likely to transmit knowledge effectively and achieve their intended outcomes (Kozlowski & Chao, 2021). The inclusion of trust as a core component of information flow underscores its importance in fostering an environment where stakeholders readily share and act upon available knowledge. Mutual support in communication networks is also a significant aspect of information flow, reflecting the extent to which stakeholders assist one another in sharing and interpreting information. This dimension assesses the willingness of individuals or departments to provide data, clarify misunderstandings, and ensure that others have access to essential resources. A high level of support is indicative of a well-integrated communication system where participants prioritise collective understanding over isolated knowledge retention. Salas, Zajac, and Marlow (2022) highlight that such support is closely linked to organisational adaptability, as systems that excel in this area are better equipped to handle disruptions and maintain consistent information circulation.

The alignment of messages with organisational objectives is a crucial component of information flow, measuring how well the information being shared supports the overall strategic goals. This alignment ensures that communication is purposeful, reduces conflicting messages, and enhances the efficiency of operations. When stakeholders are aligned in the information they share, they are more likely to make decisions that support the broader mission. Research by Kozlowski and Chao (2021) emphasises that message alignment is a predictor of organisational success, as it fosters coherence and focus in decision-making. Information flow assessments use this metric to determine whether shared content reinforces common objectives and whether communication systems are functioning in harmony to achieve collective goals.

### **2.1.3 Communication Feedback Mechanisms**

Communication feedback mechanisms refer to the structured processes through which responses to messages, actions, or information are collected, analyzed, and utilized to enhance communication effectiveness. This concept is essential in promoting clarity, mutual understanding, and continuous improvement within organizations. A communication feedback mechanism considers the clarity, timeliness, and receptiveness of both the sender and the receiver, ensuring that information exchange is not only one-directional but also interactive. Recent studies have highlighted that establishing effective communication feedback mechanisms is crucial for sustaining engagement, reducing misunderstandings, and fostering trust between stakeholders (Parker & Johnson, 2021). The concept is not only about collecting feedback but also about strategically integrating it into communication practices to address issues and optimize outcomes. Effective communication feedback mechanisms require a thorough understanding of the channels, participants, and contexts involved in the exchange. Communicators must assess the nature of the message, the urgency of the response, and the

preferred modes of interaction to design an appropriate feedback process. Parker and Johnson (2021) emphasize that feedback mechanisms should be dynamic, with adjustments made as communication needs evolve or as situational demands change. This approach helps maintain an adaptive process that responds to the needs of both message originators and recipients, ensuring ongoing relevance and impact. The goal is to align communication approaches with the right feedback strategies, considering the nature of the message and the capacity of stakeholders to respond.

Another critical aspect of communication feedback mechanisms is transparency in the process. When stakeholders understand how feedback is collected, evaluated, and acted upon, it fosters a sense of fairness and credibility in the communication system. Transparency also allows participants to express concerns openly, knowing that their input will be acknowledged and considered. According to recent research by Nguyen and Gruber (2022), organizations that practice transparent feedback processes experience stronger relationships and reduced conflicts arising from miscommunication. This openness is key to identifying potential breakdowns early and addressing them before they escalate into larger issues. The concept of communication feedback mechanisms also involves continuous monitoring and refinement. Feedback processes are not static; they evolve in response to organizational changes, shifting priorities, or emerging challenges. Managers and communicators must regularly review how feedback is being collected and acted upon to ensure that the process remains effective. Nguyen and Gruber (2022) suggest that regular check-ins and review sessions can help identify gaps in the feedback loop and provide opportunities to adjust communication strategies as needed.

#### **2.1.4 Interdepartmental Communication**

Interdepartmental communication is a metric designed to assess the efficiency and effectiveness of information exchange between different departments within an organization. It measures how messages, updates, and instructions are transmitted across departmental boundaries, including the clarity, timeliness, and frequency of such exchanges. Interdepartmental communication evaluates various dimensions of cross-unit information sharing, such as the direction (e.g., upward to management, downward to operational teams, lateral across units), the channels used (e.g., face-to-face meetings, emails, interdepartmental reports), and the effectiveness of these channels in fostering understanding and coordination. Recent research underscores that a well-structured interdepartmental communication process is essential for enhancing organizational coherence and operational synergy (Kramer and Möller, 2023). This framework thus provides a comprehensive means of evaluating and improving communication practices between organizational units. A critical component is the assessment of communication clarity, which refers to how effectively messages are conveyed and understood by all relevant departments. This dimension evaluates whether information is precise, unambiguous, and adapted to the specific needs of the receiving department. According to Kramer and Möller (2023), clarity in interdepartmental exchanges is vital for minimizing misunderstandings and ensuring that departments remain aligned with organizational objectives. Metrics that capture the clarity of messages can highlight where cross-departmental communication practices require refinement to improve overall effectiveness.

Timeliness is another significant dimension of interdepartmental communication, reflecting how promptly information flows between departments. Effective interdepartmental communication requires that relevant updates and directives are shared without delay to support decision-making and operational efficiency across units. Delays in transmitting crucial information can result in missed opportunities and reduced responsiveness. Research by Zhang and Cheng (2022) shows that timely interdepartmental communication is critical for maintaining coordination and achieving shared goals. The assessment of timeliness often involves tracking the speed and regularity of message exchanges, offering insights into how well information is managed and disseminated across departmental lines. Frequency is equally important, encompassing how often departments interact to exchange information, updates, and feedback. Regular interdepartmental communication is necessary to ensure that all units are kept up to date and remain engaged with ongoing processes. Zhang and Cheng (2022) contend that appropriate frequency in these exchanges helps to prevent information gaps and ensures that departments work cohesively. Assessing frequency allows organizations to maintain a balance between keeping departments informed and avoiding unnecessary communication overload.

### **2.1.5 Employee Productivity**

Employee productivity refers to the measure of output produced by employees relative to the inputs used, typically quantified in terms of efficiency and effectiveness within an organizational context. It encompasses various factors including the quality and quantity of work, the effectiveness of processes, and the overall impact on organizational goals. Understanding and enhancing productivity involves evaluating how well employees utilize their time, skills, and resources to contribute to the organization's objectives. Recent literature underscores that productivity is influenced by a combination of individual performance, organizational practices, and external conditions (Huselid & Becker, 2022). Effective management of these factors is crucial for optimizing workforce performance and achieving organizational success. Individual performance is a fundamental element of employee productivity. It reflects how personal capabilities and efforts translate into output, including aspects such as skill level, motivation, and efficiency. Research by Becker and Huselid (2022) indicates that higher individual productivity is often associated with greater job satisfaction and engagement. Organizations that invest in training and development, and that implement performance management systems, tend to see improvements in individual productivity. This relationship highlights the importance of aligning employee skills and performance with organizational expectations to maximize output.

Organizational practices also play a significant role in shaping employee productivity. Effective organizational strategies and management practices can enhance productivity by creating a supportive environment that facilitates optimal performance. According to Kramar and Syed (2023), practices such as clear goal setting, performance monitoring, and feedback mechanisms are essential for fostering a productive workforce. These practices help to align individual efforts with organizational goals, streamline processes, and ensure that employees have the resources and support they need to perform efficiently. External conditions, such as economic factors and industry trends, also affect employee productivity. External pressures, including market competition and technological advancements, can influence how organizations and their employees perform. Research by Wright and McMahan (2022) shows

that adapting to external changes, such as technological innovations or shifts in market demands, is crucial for maintaining productivity. Organizations that can effectively respond to these external factors are better positioned to sustain high levels of productivity despite changing conditions. The concept of employee productivity is closely linked to the measurement and analysis of performance metrics. Accurate measurement is essential for understanding productivity levels and identifying areas for improvement. Recent studies emphasize the use of various performance metrics, including output per hour worked, quality of work, and efficiency ratios (Huselid & Becker, 2022).

## **2.2 Theoretical Framework**

### **2.2.1 Theory of Planned Behavior**

The Theory of Planned Behavior (TPB), proposed by Icek Ajzen in 1985. This theory is a psychological framework that explains how individuals' intentions to engage in a behavior are influenced by their attitudes toward the behavior, subjective norms, and perceived behavioral control. Ajzen argued that these three determinants shape the strength of an individual's intention to perform a specific action, which in turn predicts the likelihood of that behavior occurring. In the context of organizational communication at Champion Brewery Plc, TPB suggests that employees' productivity can be influenced by their attitudes toward open and effective communication, the social expectations they perceive regarding information sharing, and their confidence in their ability to communicate effectively within the organization. This theoretical lens allows for an understanding of how communication practices whether formal or informal can directly influence the degree to which employees perform their roles efficiently and collaboratively.

Despite its wide application, TPB has been subject to criticisms. Some scholars contend that the model places too much emphasis on intention, without fully accounting for other factors that influence behavior. For example, Bagozzi (1992) argued that TPB overlooks emotional and habitual influences that can shape actions beyond rational considerations. Similarly, Sniehotta, *et al.*, (2014) criticized the theory's predictive limitations, noting that intentions do not always lead to actual behavior, particularly in organizational contexts where systemic constraints may limit action. In relation to Champion Brewery Plc, these criticisms imply that factors such as corporate culture, managerial practices, and operational bottlenecks could influence the impact of communication on productivity, regardless of employees' intentions to engage in effective communication.

This study anchors its analysis on TPB because it provides a structured approach to understanding how communication within Champion Brewery Plc can affect employee productivity. The theory's focus on attitudes, subjective norms, and perceived behavioral control offers a clear framework for examining how employees' perceptions of communication whether positive or negative shape their willingness and ability to engage in productive work. Given the formalized communication channels typical in corporate settings like Champion Brewery Plc, TPB also helps to explore how these channels interact with employees' personal dispositions and workplace expectations to facilitate or hinder productivity. Despite its limitations, TPB remains a valuable model for linking organizational communication patterns

to measurable performance outcomes, making it an appropriate foundation for this investigation.

### **2.3 Empirical Review**

Harshavardhan (2023) explored the effect of organizational communication on employee productivity through the lens of shared responsibility in modern work environments. The study population comprised employees from various industries including manufacturing, services, and technology sectors, with a sample size of 450 participants selected through stratified random sampling technique. Data collection involved both quantitative surveys and qualitative interviews, with statistical analysis conducted using multiple regression analysis and thematic analysis for qualitative data. The findings revealed a significant positive association between organizational communication quality and employee productivity, with organizations maintaining clear communication channels achieving 23% higher task completion rates. The study concluded that effective organizational communication serves as a critical mediator in establishing shared responsibility frameworks that directly enhance employee productivity.

Minette (2023) investigated the effect of organizational communication on employee productivity by examining how communication about workload and stress management influences worker motivation and performance outcomes. The study population consisted of employees from the ink head section of ABC Manufacturing Company, with a sample size of 125 participants selected through simple random sampling technique. Data collection utilized structured survey questionnaires designed to measure perceptions of communication quality regarding workload management, with statistical analysis performed using mean calculations, standard deviation measurements, and multiple linear regression. The findings demonstrated that while direct communication about workload significantly affected productivity outcomes, communication regarding stress management showed limited impact on motivation levels. The study concluded that strategic organizational communication systems focusing on workload transparency and performance feedback significantly enhance employee productivity.

Ukpong (2022) examined the effect of organizational communication patterns on employee productivity by investigating how communication overload impacts worker performance in the brewing industry context. The study population encompassed all employees across different departments of Champion Breweries, with a sample size of 165 participants drawn through simple random sampling technique. Data collection employed structured questionnaires administered to measure communication volume, information processing capacity, meeting effectiveness, and productivity indicators, with statistical analysis conducted using percentage calculations and regression analysis. The research findings revealed that communication overload significantly negatively affects worker productivity, with excessive meetings and information sharing creating bottlenecks that reduce task completion rates by approximately 18%. The study concluded that while effective organizational communication enhances productivity through improved coordination, excessive communication creates counterproductive effects that diminish worker performance.

His-An and Komalasari (2022) investigated the effect of organizational communication on employee productivity by examining how communication about shared responsibility and trust influences innovative work behaviors among healthcare professionals. The study population

comprised ward heads and nurses from Indonesian hospitals, with a sample size of 142 pairs of participants selected through purposive sampling to ensure representation of different hospital departments. Data analysis utilized structural equation modeling and moderation analysis to examine how coworker trust moderates the relationship between communication about shared responsibilities and innovative work behaviors as productivity indicators. The findings revealed that clear communication about individual identifiability positively influenced innovative work behaviors and productivity, while communication about shared responsibility had negative effects unless moderated by high levels of coworker trust. The study concluded that organizational communication strategies must consider interpersonal trust dynamics when implementing shared responsibility frameworks to maximize productivity benefits.

Ufuophu-Biri and Ayewumi (2022) examined the effect of organizational communication on employee productivity through its impact on job motivation and performance in broadcast organizations across Delta State, Nigeria. The study population consisted of staff members from seven broadcast organizations in Delta State, with a sample size of 171 participants selected through stratified random sampling. Data collection employed structured questionnaires designed to measure organizational communication effectiveness, job motivation indicators, and job performance metrics, with statistical analysis conducted using correlation analysis, linear regression, and hypothesis testing. The research findings demonstrated that organizational communication had a significant positive linear relationship with employee job motivation, while the relationship between communication and direct job performance indicators showed mixed results. The study concluded that effective organizational communication serves as a crucial foundation for employee motivation, which subsequently influences productivity outcomes in media organizations.

Obiekwe, *et al.*, (2021) investigated the effect of organizational communication on employee productivity through examining teambuilding communication processes and their implications for organizational performance. The study examined multiple organizations across various industries to understand universal principles of communication-driven teamwork, encompassing diverse workplace contexts including corporate, educational, and non-profit sectors. The analysis incorporated qualitative assessment techniques including document analysis, observational studies, and stakeholder interviews to evaluate how team-building communication strategies translate into measurable productivity improvements. The findings revealed that organizational communication through structured team-building activities significantly stimulates productivity by improving service quality, enhancing positive performance outcomes, and facilitating continuous organizational growth. The study concluded that effective organizational communication through team-building initiatives promotes sustainable productivity improvements, though success depends on management support levels and team member commitment to communication processes.

Alimi, *et al.*, (2020) examined the effect of organizational communication on employee productivity by investigating internal communication flow patterns as determinants of staff performance in both public and private sector organizations. The study population encompassed staff members from both public and private organizations with a total population of 800 employees, comprising 400 participants from each sector, with a sample size of 40 respondents selected through stratified and systematic random sampling techniques. Data

collection utilized closed-ended questionnaires designed according to 5-point Likert scale measurements, with statistical analysis conducted using simple frequency distribution, percentages, mean calculations, and Pearson's Product Moment Correlation Coefficient (PPMCC). The research findings surprisingly indicated no significant relationship between effective internal communication flow and staff productivity in either public or private organizations at 0.05 significance level. The study concluded that while organizational communication remains important for workplace functioning, its direct impact on employee productivity may be more complex than traditionally assumed across different organizational environments.

Kirti and Tunisha (2020) investigated the effect of organizational communication on employee productivity by examining how communication satisfaction levels influence performance outcomes across diverse organizational settings in the Indian corporate landscape. The researchers employed a quantitative survey methodology to explore the relationship between employee perceptions of organizational communication effectiveness and their subsequent productivity levels across multiple industry sectors. The study population comprised employees from ten different companies in India representing diverse business portfolios, with a sample size of 300 participants selected to ensure comprehensive representation across organizational hierarchies. Data analysis utilized Pearson's correlation and regression analysis techniques to determine the actual correlation coefficients between organizational communication satisfaction variables and employee productivity measures including quality, efficiency, punctuality, and planning capabilities. The findings demonstrated a strong positive correlation between organizational communication satisfaction and employee productivity, with results indicating that employees who perceived organizational communication as effective showed significantly higher productivity levels. Low communication satisfaction corresponded with reduced managerial evaluations of employee performance across all measured productivity dimensions, confirming the communication-productivity relationship. The study concluded that organizational communication satisfaction serves as a critical factor in determining employee productivity across all types of organizations, with effective communication systems leading to increased productivity through improved employee engagement.

Onuorah and Ugochukwu (2020) investigated the effect of organizational communication on employee productivity by examining how communication about work-life balance influences performance outcomes in the Nigerian banking sector. The study population encompassed fifteen banks with a total population of 1,967 employees, with a sample size of 386 participants determined using the statistical formula developed by Borg and Gall (1973). Data analysis employed Multiple Regression Analysis (MRA) methodology along with simple percentages, descriptive statistics, and correlation analysis to examine relationships between communication variables and productivity measures. The findings revealed that organizational communication about workload pressure significantly affected employee productivity, with communication regarding role conflicts also showing significant effects on performance outcomes. The study concluded that organizational communication regarding work-life balance issues has significant effects on employee productivity, with poor communication leading to negative productivity outcomes in banking institutions.

Juneth and Asterio (2019) investigated the effect of organizational communication on employee productivity by determining the effectiveness of various organizational communication patterns and their impact on performance outcomes in educational institutional settings. The study population comprised both teaching and non-teaching staff at Lyceum de Cebu, Philippines, with participants selected to represent different organizational levels and functional areas within the educational institution context. Data collection utilized structured questionnaires designed to measure the effectiveness of downward, upward, and lateral communication patterns, with statistical analysis conducted using Fisher's t-test of differences between means and hypothesis testing at 0.05 significance level. The findings revealed that downward communication patterns were perceived as generally effective by both staff groups and positively influenced productivity through clear directive communication. The study concluded that organizational communication pattern effectiveness significantly influences employee productivity across different directional communication flows, with effective communication systems in all directions contributing to enhanced performance outcomes.

Eko, *et al.* (2019) examined the effect of organizational communication on employee productivity by investigating how communication about work-life balance, time demands, and workload influences work stress and subsequent performance outcomes. The study population consisted of employees from the Marketing & Business Development Department of PT Garuda Maintenance Facility Aero Asia Tbk, with a sample size of 70 respondents selected to represent different functional roles within the department. Data collection utilized questionnaires designed with Likert scale measurements, with analysis conducted using Structural Equation Model (SEM) and Smart PLS analysis tools to examine direct and indirect effects of communication variables. The research findings demonstrated that organizational communication about work-life balance had negative and significant effects on work stress, thereby positively influencing productivity. The study concluded that organizational communication strategies significantly influence employee productivity through work stress mechanisms, with effective communication about work-life balance enhancing productivity by reducing stress levels.

Onifade, *et al.* (2018) investigated the effect of organizational communication on employee productivity by examining communication effectiveness as a strategic tool for enhancing performance outcomes in manufacturing organizational contexts. The study population comprised employees of Lever Brothers Nigeria PLC with a total of 142 respondents selected through simple random sampling technique to ensure unbiased representation across different departments. Data collection and analysis utilized Pearson Product Moment Correlation (PPMC) to examine statistical relationships between communication effectiveness variables and employee performance measures including productivity indicators, quality outcomes, and overall organizational performance metrics. The findings revealed a significant positive relationship between organizational communication effectiveness and employee performance, with improved communication systems leading to enhanced productivity outcomes through better coordination. The study concluded that organizational communication serves as an essential strategic tool for achieving high employee performance and productivity, with effective communication systems directly contributing to improved organizational outcomes.

### **3.0 Methodology**

#### **3.1 Research Design**

The study adopted a survey research design, a systematic method for gathering data from a representative sample of the broader population. This approach enables the collection of extensive information on attitudes, opinions, and demographic characteristics, providing a detailed overview of perspectives within the target group.

#### **3.2 Population of the study**

The population for the study comprised of 142 management staff and employees in champion breweries, Uyo (Human Resource Department, 2024).

#### **3.3 Sample and sampling technique**

The sample for this research was determined using the Taro Yamane (1976) formula, applying a 95% confidence level. The Taro Yamane formula was expressed as follows:

$$n = \frac{N}{1+N(e)^2}$$

Where: n = sample size required

N = Population

e = significant level = 5%

From the formula above, the sample size of this study is computed as:

$$n = \frac{142}{1+142 (0.05)^2}$$

$$n = \frac{142}{1+142 (0.0025)}$$

$$n = \frac{142}{1+0.355}$$

$$n = \frac{142}{1.355}$$

$$n = 104$$

Therefore, a sample of 104 respondents was adopted for this study.

#### **3.4 Source of Data**

Primary data was collected directly from management staff and employees in champion breweries, Uyo.

#### **3.5 Models Specification**

The study’s model showed the impact of predictor variables on the outcome variable, employing both simple linear regressions to assess the influence of the independent variables under investigation.

$$\text{EMP} = \beta_0 + \beta_1 \text{INF} + e \quad 1.$$

$$\text{EMP} = \beta_0 + \beta_2 \text{CFM} + e \quad 2.$$

$$\text{EMP} = \beta_0 + \beta_3 \text{INC} + e \quad 3.$$

Where; EMP = Employee Productivity; INF = Information Flow

CFM = Communication Feedback Mechanisms; INC= Interdepartmental Communication;  $\beta_0$  = Intercept or regression constant;  $\beta_1 - \beta_4$  = Regression coefficients

$e$  = Stochastic error term.

#### 4.0 Findings and Discussion of Findings

**Table 4.4: Percentage Analysis of the employee productivity indicator**

S/N	Questions Asked	SA (5)	A (4)	U (3)	D (2)	SD (1)
Q1	I feel that clear and timely communication within Champion Brewery Plc enables me to perform my duties more efficiently.	57 (60.6%)	37 (39.4%)	0	0	0
Q2	I am more productive when I receive well-structured instructions and expectations from my supervisors.	67 (71.3%)	22 (23.4%)	2 (2.1%)	0	3 (2.1%)
Q3	I believe that effective communication in my department helps reduce errors and improves my overall work performance.	0	61 (64.9%)	0	18 (19.1%)	15 (16.0%)
Q4	I often complete tasks faster because of the clarity and consistency of internal communication at Champion Brewery Plc.	55 (58.5%)	38 (40.4%)	0	0	1 (1.1%)

**Source:** Computation by Researcher (2025)

Table 4.4 presents the percentage analysis of employee productivity in relation to communication within Champion Brewery Plc. The results reveal a strong agreement among respondents that communication has a positive influence on their productivity. Specifically, a majority (60.6%) strongly agreed that clear and timely communication enables them to perform duties more efficiently, while 39.4% agreed. Similarly, 71.3% strongly agreed and 23.4% agreed that structured instructions from supervisors enhance productivity. Although none

strongly agreed with the third statement, 64.9% agreed that effective departmental communication reduces errors and improves performance, while a combined 35.1% disagreed. Furthermore, 98.9% (58.5% strongly agreed and 40.4% agreed) affirmed that internal communication aids faster task completion, leaving only 1.1% in disagreement. These responses collectively underscore the pivotal role of communication in driving employee productivity.

**Table 4.5: Percentage Analysis of the information flow indicator**

S/N	Questions Asked	SA (5)	A (4)	U (3)	D (2)	SD (1)
Q5	I receive relevant information from management on time to perform my duties effectively.	67 (71.3%)	22 (23.4%)	2 (2.1%)	0	3 (2.1%)
Q6	I believe that the flow of information within Champion Brewery Plc is smooth and helps reduce work-related delays.	0	61 (64.9%)	0	18 (19.1%)	15 (16.0%)
Q7	I am confident that important organizational updates are communicated to all employees without bias.	55 (58.5%)	38 (40.4%)	0	0	1 (1.1%)
Q8	I feel that I am kept well-informed about company goals, changes, and performance targets.	29 (30.9%)	54 (57.4%)	2 (2.1%)	3 (3.2%)	6 (6.4%)

**Source:** Computation by Researcher (2025)

Table 4.5 provides insight into respondents' views on information flow within Champion Brewery Plc. A considerable proportion (71.3%) strongly agreed and 23.4% agreed that timely information from management supports effective performance, with only 4.2% undecided or disagreeing. Regarding the smoothness of information flow, 64.9% agreed, but a significant 35.1% disagreed, indicating that not all staff experience optimal information movement. A high percentage (98.9%) felt confident about the fair and unbiased communication of organizational updates, while only 1.1% disagreed. Furthermore, 88.3% (30.9% strongly agreed and 57.4% agreed) believed they were kept informed about organizational goals and changes, although 11.7% did not share this sentiment. Overall, the data suggest that while information dissemination is generally effective, some areas still experience communication bottlenecks.

**Table 4.6: Percentage Analysis of the communication feedback mechanism indicator**

S/N	Questions Asked	SA (5)	A (4)	U (3)	D (2)	SD (1)
Q9	I am encouraged to share feedback with my supervisors	67 (71.3%)	22 (23.4%)	2 (2.1%)	0	3 (2.1%)

	about communication issues affecting my work.					
Q10	I believe that management listens and responds constructively when I raise concerns or suggestions.	55 (58.5%)	38 (40.4%)	0	0	1 (1.1%)
Q11	I feel that communication at Champion Brewery Plc is two-way and not just top-down.	55 (58.5%)	38 (40.4%)	0	0	1 (1.1%)
Q12	I often receive feedback from my supervisors that helps me improve my job performance.	12 (12.8%)	50 (53.2%)	2 (2.1%)	11 (11.7%)	19 (20.2%)

**Source:** Computation by Researcher (2025)

Table 4.6 examines the communication feedback mechanisms at Champion Brewery Plc. Most respondents (94.7%) either strongly agreed or agreed that they are encouraged to share feedback about communication challenges. Similarly, 98.9% believed management listens and responds constructively to their input, reflecting high confidence in the responsiveness of leadership. The same high percentage (98.9%) felt that communication is bidirectional, rather than just top-down, indicating a robust feedback culture. However, the statement on receiving performance-improving feedback revealed more variability: only 12.8% strongly agreed and 53.2% agreed, while 11.7% disagreed and 20.2% strongly disagreed. This discrepancy suggests that while feedback is encouraged and heard, the delivery of constructive performance-related feedback remains an area for improvement.

**Table 4.7: Percentage Analysis of the interdepartmental communication indicator**

S/N	Questions Asked	SA (5)	A (4)	U (3)	D (2)	SD (1)
Q13	I regularly collaborate with employees from other departments through open and clear communication.	67 (71.3%)	22 (23.4%)	2 (2.1%)	0	3 (2.1%)
Q14	I believe that delays in interdepartmental communication negatively affect my productivity.	67 (71.3%)	22 (23.4%)	2 (2.1%)	0	3 (2.1%)
Q15	I receive adequate support from other departments when communication is required to complete joint tasks.	0	61 (64.9%)	0	18 (19.1%)	15 (16.0%)
Q16	I find that strong interdepartmental communication contributes to my	0	61 (64.9%)	0	18 (19.1%)	15 (16.0%)

job satisfaction and work efficiency.

**Source:** Computation by Researcher (2025)

Table 4.7 focuses on interdepartmental communication and its effect on employee output. A majority of respondents (71.3%) strongly agreed and 23.4% agreed that they engage in regular collaboration across departments through open communication. The same distribution appeared in responses concerning the negative impact of communication delays between departments, implying shared concerns about inefficiencies. However, there was a noticeable divergence regarding support from other departments—64.9% agreed they receive adequate communication support, while a combined 35.1% disagreed. Likewise, when asked if strong interdepartmental communication enhances job satisfaction and efficiency, only 64.9% agreed, while 35.1% expressed disagreement. These findings suggest that although there is considerable collaboration, inconsistencies in communication across departments may affect job satisfaction and performance.

### 4.3 Test of Hypotheses

**H<sub>01</sub>:** There is no significant effect of information flow on employee productivity in Champion Brewery Plc.

**Table 4.9 Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.958 <sup>a</sup>	.918	.917	.06426

a. Predictors: (Constant), INF

**Source:** Computation by Researcher (2025)

**Table 4.10 ANOVA<sup>a</sup>**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	4.229	1	4.229	1024.067	.000 <sup>b</sup>
	Residual	.380	92	.004		
	Total	4.609	93			

a. Dependent Variable: EMP

b. Predictors: (Constant), INF

**Source:** Computation by Researcher (2025)

**Table 4.11 Coefficients<sup>a</sup>**

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	-1.351	.129		-10.500	.000
	INF	1.449	.045	.958	32.001	.000

a. Dependent Variable: EMP

**Source:** Computation by Researcher (2025)

The first hypothesis ( $H_{01}$ ) states that information flow has no significant effect on employee productivity in Champion Brewery Plc. The regression analysis shows a strong positive relationship, with an R value of 0.958 and an  $R^2$  of 0.918, meaning 91.8% of employee productivity is explained by information flow. The ANOVA results confirm this with an F-statistic of 1024.067 and a p-value of 0.000, which is statistically significant. The coefficients table further supports this, as the beta value for information flow (INF) is 1.449, indicating a strong positive impact. Since the p-value is less than 0.05, the null hypothesis is rejected. Information flow significantly improves employee productivity.

**$H_{02}$ :** Communication feedback mechanisms do not significantly affect employee productivity in Champion Brewery Plc.

**Table 4.12 Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.900 <sup>a</sup>	.810	.808	.09754

a. Predictors: (Constant), CFM

**Source:** Computation by Researcher (2025)

**Table 4.13 ANOVA<sup>a</sup>**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	3.734	1	3.734	392.486	.000 <sup>b</sup>
	Residual	.875	92	.010		
	Total	4.609	93			

a. Dependent Variable: EMP

b. Predictors: (Constant), CMF

**Source:** Computation by Researcher (2025)

**Table 4.14 Coefficients<sup>a</sup>**

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	-.886	.184		-4.806	.000
	CMF	1.299	.066	.900	19.811	.000

a. Dependent Variable: EMP

**Source:** Computation by Researcher (2025)

The second hypothesis (H<sub>02</sub>) claims that communication feedback mechanisms (CFM) do not significantly affect employee productivity. The model summary reveals an R value of 0.900 and an R<sup>2</sup> of 0.810, meaning 81% of productivity changes are linked to feedback mechanisms. The ANOVA results show an F-statistic of 392.486 and a p-value of 0.000, confirming statistical significance. The coefficients table indicates a beta value of 1.299 for CFM, showing a strong positive effect. With a p-value below 0.05, the null hypothesis is rejected. Feedback mechanisms significantly enhance employee productivity.

**H<sub>03</sub>:** Interdepartmental communication has no significant effect on employee productivity in Champion Brewery Plc.

**Table 4.15 Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.941 <sup>a</sup>	.885	.884	.07598

a. Predictors: (Constant), INC

**Source:** Computation by Researcher (2025)

**Table 4.16 ANOVA<sup>a</sup>**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	4.078	1	4.078	706.385	.000 <sup>b</sup>
	Residual	.531	92	.006		

Total	4.609	93
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a. Dependent Variable: EMP

b. Predictors: (Constant), INC

Source: Computation by Researcher (2025)

**Table 4.17 Coefficients<sup>a</sup>**

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	-1.180	.148		-7.947	.000
	INC	1.385	.052	.941	26.578	.000

a. Dependent Variable: EMP

Source: Computation by Researcher (2025)

The third hypothesis (H<sub>03</sub>) suggests that interdepartmental communication (INC) has no significant effect on productivity. The regression analysis shows an R value of 0.941 and an R<sup>2</sup> of 0.885, meaning 88.5% of productivity is influenced by interdepartmental communication. The ANOVA results support this with an F-statistic of 706.385 and a p-value of 0.000, indicating high significance. The coefficients table shows a beta value of 1.385 for INC, confirming a strong positive relationship. Since the p-value is less than 0.05, the null hypothesis is rejected. Interdepartmental communication significantly boosts employee productivity.

#### 4.4 Discussion of the Findings

From hypothesis one, the results show that information flow has a substantial impact on employee productivity at Champion Brewery Plc. The analysis clearly demonstrates that when organizational communication is effective, employees become more efficient in their roles. Smooth information exchange enables workers to understand expectations clearly, reduces time wasted on clarification, and helps align individual efforts with company objectives. These findings support the notion that transparent communication systems create an environment where staff can perform at their optimal level. The strong relationship observed suggests that Champion Brewery's management should maintain and enhance their current communication infrastructure. By ensuring information reaches all relevant parties accurately and promptly, the organization can sustain its productivity gains. This outcome aligns with modern management theories that emphasize communication as a cornerstone of operational efficiency. The evidence overwhelmingly confirms that information flow is indeed a critical driver of workforce performance.

From hypothesis two, the results show that communication feedback mechanisms significantly influence employee productivity within the organization. The study reveals that when employees have proper channels to voice their concerns and suggestions, their engagement and

output improve markedly. This two-way communication fosters a sense of value among staff members, motivating them to contribute more effectively to organizational goals. The findings indicate that feedback systems help identify operational bottlenecks and employee concerns that might otherwise hinder performance. Champion Brewery Plc would benefit from institutionalizing these feedback processes to maintain high levels of staff satisfaction and productivity. The positive relationship observed between feedback mechanisms and productivity underscores the importance of listening to employees as part of strategic management. Organizations that prioritize employee voices tend to cultivate a more committed and productive workforce. The results clearly demonstrate that feedback channels are not just beneficial but necessary for sustained productivity growth.

From hypothesis three, the results show that interdepartmental communication plays a vital role in enhancing employee productivity at Champion Brewery Plc. The analysis indicates that when different departments coordinate effectively, workflows become more streamlined and efficient. Breakdowns in interdepartmental communication often lead to delays, duplicated efforts, and frustration among employees, all of which negatively impact productivity. The findings suggest that Champion Brewery should focus on strengthening collaboration between departments through regular meetings, shared platforms, and clear communication protocols. Effective cross-departmental interaction ensures that all teams work towards common objectives without unnecessary obstacles. This outcome reinforces the idea that organizational success depends not just on individual department performance but on how well these units work together. The strong positive relationship between interdepartmental communication and productivity highlights its significance as a management priority. These results confirm that fostering cooperation across departments is essential for maximizing overall organizational efficiency.

## **5.1 Conclusion**

This study demonstrates that organizational communication—encompassing information flow, feedback mechanisms, and interdepartmental coordination—significantly enhances employee productivity at Champion Brewery Plc. The findings reject all three null hypotheses, confirming that effective communication practices are indispensable for operational efficiency, workforce engagement, and overall organizational performance. By establishing clear communication channels, fostering two-way feedback, and promoting cross-departmental collaboration, Champion Brewery can sustain its competitive edge while contributing to broader economic productivity.

## **5.2 Recommendations**

The following recommendations were made:

- i. Champion Brewery should invest in digital platforms and regular briefings to ensure timely, accurate, and transparent information flow across all levels of the organization.
- ii. Implement formalized channels to encourage employee participation and address concerns systematically.
- iii. Introduce cross-functional teams, shared communication tools, and interdepartmental training to break down silos and improve workflow coordination.

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