

# *Organizational Communication Culture as Correlate of Employee Productivity in South-West Nigeria*

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**Abstract** – This study examines the relationship between organizational communication culture and employee productivity using selected hotels in Southwest Nigeria as case study. Specifically, it explores the effects of open communication, collaborative communication, and top-down communication cultures on productivity. A descriptive survey design was employed, and data were collected from 51 employees across 10 hotels using a structured questionnaire. The findings revealed a significant positive relationship between open communication culture and employee productivity ( $r = 0.451$ ,  $p = 0.008$ ), as well as a strong positive relationship between collaborative communication culture and productivity ( $r = 0.654$ ,  $p = 0.001$ ). However, the relationship between top-down communication culture and productivity was weaker ( $r = 0.321$ ,  $p = 0.047$ ). These results suggest that fostering open and collaborative communication can significantly enhance employee engagement and productivity, while top-down communication, though effective for control, may limit employee participation and innovation. The study highlights the importance of adopting more inclusive communication strategies to improve organizational performance.

**Keywords** – Organizational Communication, Employee Productivity, Open Communication, Collaborative Communication, Top-Down Communication.

## I. INTRODUCTION

### *Communication*

An essential component of organization is communication. If an organization is seen of as a dynamic system of interactions [1], then communication plays a vital role in the creation and upkeep of organizational goals since

members encourage, inform, and inspire one another. Organizational structures are broken down into several smaller units, each concentrating on a particular task. Each of these subunits employs both internal and external communication to coordinate their actions. Additionally, the usage of hierarchies inside organizations for the purpose of exercising control and monitoring in order to somewhat successfully accomplish goals is based mostly on communication.

In addition to serving as the framework that unites an organization's members in all these many ways, communication mediates an organization's inputs and outputs, allowing organizations to become integrated into their environment. Communication also acts as the "nervous system" that facilitates coordination and cohesiveness among members of organizations and organizational units.

Three factors make the structure of communication crucial, as research on organizational efforts has demonstrated: Because the responsibilities of each member cannot be exactly defined in advance, organization efforts are rarely organized in a formal manner. Secondly, the actions of an organization are indicated by the ongoing maintenance of its staff, which essentially creates the framework for communication throughout time. Third, as most organizational tasks are completed in teams, effective team communication is the most fundamental aspect of good teamwork [2].

On the view of Greenberg [3], information is transferred from one individual, group, or organization to another through the process of communication. The researcher forwardly posited that information, incentive, control, and emotional expression are the four fundamental functions that communication plays within a group or organization. There are several ways in which communication affects employee behavior. For instance, within corporations, when employees are expected to obey job descriptions, adhere to company standards, or bring up any issues related to their employment with their immediate supervisor first, communication plays a control role.

Moreso, communication fosters motivation by clarifying what is to be done, how well they are doing and what can be done to improve performance if it's subpar. The formation of specific goals, feedback on progress towards goals, and the reinforcement of desired behaviour all stimulate motivation and require communication.

### Organizational Communication Culture

Organizational communication culture refers to the particular collection of communication practices, conventions, and organizational structures that either help or impede workers' capacity to carry out their jobs successfully and efficiently.

It includes all of the methods that interactions, feedback, and information are exchanged, all of which have an impact on how well workers comprehend their responsibilities, work together with coworkers, and support organizational objectives.

One important avenue for managing factors connected to productivity is the communication culture. Good communication techniques—like sharing information in an understandable manner, offering constructive criticism, and having an honest conversation—allow staff members to more effectively coordinate their efforts with company goals, minimize miscommunications, and quickly resolve problems.

Conversely, a poor communication culture can lead to misalignment, reduced motivation, and inefficiencies, thereby negatively impacting productivity. Thus, organizational communication culture acts as a medium through which organizational strategies and expectations are communicated, work processes are streamlined, and employee engagement and performance are fostered. By shaping how employees interact and exchange information, it plays a pivotal role in influencing their productivity and the overall effectiveness of the organization.

## ***Categories of Communication Culture***

Oral [4], written [5], and nonverbal [6] are the main forms of communication in companies. However, the forms often follow the below culture;

**1. Open Communication Culture:** An open communication culture is distinguished by transparency and accessibility. In such cultures, information flows freely across all levels of the firm, and employees are encouraged to openly express their ideas, concerns, and criticism. Leaders and managers are personable, with a strong focus on discussion and cooperation. This sort of culture promotes trust and inclusion, which frequently leads to increased employee engagement and creativity. Companies such as Google and Zappos are well-known for their open communication methods, which contribute to dynamic and inventive work cultures.

**2. Collaborative Communication Culture:** A collaborative communication culture values cooperation and group problem solving. Communication is defined by regular interactions between team members and between departments. There is a focus on collaboration, common goals, and mutual support. Commonly used tools and methods for collaboration include frequent team meetings, cross-functional initiatives, and collaborative software. This culture encourages information sharing and uses team members' various talents to generate innovation and efficiency. Many technology businesses and creative sectors use this sort of culture to improve their collaboration abilities.

**3. Top-Down Communication Culture:** A top-down communication culture, like a hierarchical culture, prioritizes judgments and orders issued by those at the top ranks of management. This strategy is distinguished by a clearly defined chain of administration and ability to make decisions. Communication mostly goes from senior management to employees, with little feedback loops. This culture promotes stability and control, but it could restrict employee participation in process of decision-making.

## ***Employee Productivity***

According to Aziti [6], employee productivity is a measure of the extent to which individuals maximize their work time and resources to achieve organizational goals. It is reflected in the efficiency and effectiveness of their methods as measured by overall performance and engagement. In essence, productive employees can foster an environment where the organization can thrive and achieve its objectives.

In relation, Ojo [3] viewed employee productivity as an operation characterized by the efficient use of time, resources, and innovative strategies, combined with a strong work ethic and a commitment to continuous professional development. This viewpoint emphasizes how crucial it is for staff members to be able to successfully manage their work spaces and create an environment that is both upbeat and stimulating. In addition to working quickly and effectively, productive workers modify their workflows to fit the various demands of the company. This guarantees that every objective is properly supported and challenged. Employee productivity was described by Aziti [6] as the capacity to use work time efficiently in order to achieve organizational goals while incorporating a variety of tactics and using a range of techniques to satisfy a variety of needs. In today's workplace, where a flexible and responsive attitude is required due to the multiplicity of duties and goals, this adaptability is essential.

Moving forward, Okeke [7] highlights the importance of employee productivity even more, citing it as the main element affecting organizational success. The importance of employees in influencing organizational experiences and results was emphasized by the researcher. Regardless of outside variables, productive people can significantly impact organizational accomplishment by delivering high-quality work in a supportive environment.

According to a study by Okeke [7], there are a number of important ways that employees can be productive. These include: efficient management, which entails establishing a conducive work environment, minimizing disruptions, and optimizing work time; continuous professional development, which involves keeping up with the latest knowledge, skills, and technological advancements to enhance skills; and reflective practice, which involves routinely evaluating procedures, identifying areas for improvement, and making adjustments to optimize outcomes.. By adopting these strategies, employees can optimize their productivity, enhance organizational performance, and achieve success [8].

### Statement of Problem

Despite the critical role that employee productivity plays in fostering organizational success, observations have shown that a large number of workers experience low productivity, which is demonstrated by their incapacity to handle jobs well, their inability to manage their time well, and their lack of initiative. Ineffective corporate communication, which is typified by insufficient information exchange, subpar feedback systems, and few chances for employee input, has been connected to this low productivity. Scholars have observed that a lot of firms place more emphasis on communication that comes from the top down, while ignoring the significance of collaborative, transparent, and open communication cultures. Employee unhappiness, misconceptions, and uncertainty have resulted in lower work satisfaction, absenteeism, and inclinations to leave the company. Therefore, it is essential to look into how organizational communication culture affects worker productivity and how good communication techniques may improve worker

### Research Hypothesis

The following formulated hypotheses will be tested on this study;

H0<sub>1</sub>: There is no significant relationship between open communication culture and employee productivity.

H0<sub>2</sub>: There is no significant relationship between collaborative communication culture and employee productivity

H0<sub>3</sub>: There is no significant relationship between up to down communication culture and employee productivity

## II. LITERATURE REVIEW

Several organizational research has focused on the relationship between organizational communication culture and employee productivity, with a number of studies explaining the ways in which communication practices affect productivity outcomes. Improving employees' comprehension of their roles and duties in an organization requires clear and effective communication. Employees are more likely to perform at greater levels when they get clear and consistent information about their job objectives, according to research by DeLisi and Smith [9]. Employee productivity is increased when duties are clear and efforts are coordinated with organizational objectives.

Another important element that is impacted by the culture of communication within an organization is employee engagement. The significant relationship between worker engagement and productivity is highlighted in the 2020 Gallup State of the Global Workplace survey. Good communication increases productivity by promoting a sense of belonging and alignment with company goals. Increased productivity results from motivated staff members who are eager to go above and beyond the call of duty.

Enhancing team collaboration is also greatly influenced by effective communication. Kaplan and Norton [10] discovered that teams in companies with transparent and open lines of communication work together more effectively. This kind of communication makes it easier to share resources and ideas, which improves creativity and problem-

solving. Enhanced cooperation leads to simpler procedures and more effective project management, which raises overall productivity.

The effectiveness of organizational communication is directly related to job happiness. Effective communication has been proven to be a significant contributor to improved job satisfaction by Judge and Kammeyer-Mueller [11]. Employee job satisfaction increases when they feel educated and active in organizational affairs. Greater motivation and dedication are frequently the results of increased job satisfaction, and this has a beneficial effect on productivity.

Moreover, the literature has a wealth of evidence supporting the function of feedback in sustaining productivity. Stone [12] highlights the significance of strong feedback systems in businesses. Employees can better understand their performance and pinpoint opportunities for development with regular, positive feedback. Employee performance and skill levels are improved through this ongoing process of feedback and modification, which raises productivity.

Organizational communication culture also has an impact on adaptability and innovation. Organizations with open communication are better able to adapt to changes and promote innovation, according to research by Kahn and Moyer [13]. Good communication facilitates the free flow of ideas and adaptability to fresh difficulties, both of which can result in more productive workflows and fresh chances for development. Increased productivity is a result of this flexibility and capacity for creativity.

## Conceptual Framework

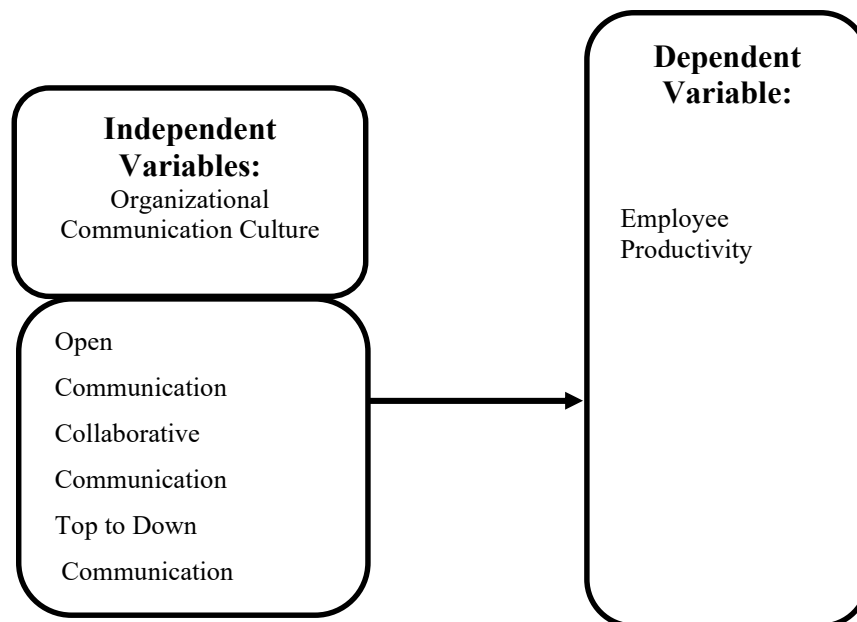


Figure 2.1: Conceptual model showing the independent variables: Organizational Communication Culture (Open communication culture, Collaborative communication culture, Hierarchical Communication Culture, Top to down communication culture) and dependent variable: Employee Productivity.

### III. METHODOLOGY

#### Research Design

This study made use of descriptive survey design. It used questionnaire to collect data on the variables under investigation. The method was expected to show the relationship of organizational communication culture and employee productivity.

#### Population

The study population were employees from 10 selected Hotels in Lagos, Ogun and Oyo State Nigeria. The hotel were selected because they represent the South-West region of Nigeria well. The hotels pull a combined total of 400 employees from which the sample was effectively drawn.

Table 1: Distribution of Respondent

S/No	Names of the Sampled Hotel	Locations of Sampled Hotels(Ogun, Lagos & Oyo State)	Number of Employees in The Sampled Hotels
1	Continental Suites	Ibarapa, Abeokuta, Ogun State.	30
2.	IBD International Hotel	Ilaro, Yewa South, Ogun State	50
3.	Cassicus Inn	Ibadan, Oyo State	20
4.	Fajol Castle	Abeokuta, Ogun State	40
5.	Benin Hotel	Surulere, Lagos State.	25
6.	The Blown Fish Hotel	Victoria Island, Lagos State	60
7.	Hotel Ibis	Ikeja, Lagos	35
8.	Shoregate Hotel	Ikeja, GRA, Lagos State	10
9.	77 Palms Hotels	Ibadan Oyo State	30
10.	Adis Hotel	New Bodija, Ibadan, Oyo State	45

#### Sample Size and Techniques

51 employers were picked using simple random sampling techniques out of the 400 total population.

#### Procedure

Pre-survey visits were made to the selected organizations to collect information concerning the organizations'



operation and activities. The visits were used to source for information about the employees' job schedules and to book appointments for the conduct of the data generation exercise. The questionnaire was administered to the respondents at their various departments. The questionnaire was handed down personally to the heads of the respondents' departments by the researcher. For ease of filling their responses, the respondents were given five working days to complete the questionnaire after which it was retrieved from them for further analysis.

#### IV. RESULT

**H0<sub>1</sub>:** There is no significant relationship between open communication culture and employee productivity in South-West Nigeria.

Table 2: Relationship between open communication culture and employee productivity.

Variables	N	Mean	SD	Df	r	Sig.	Remark
Open Communication Culture	51	3.59	.942				
				49	.565*	.008	Significant
Employee Productivity	51	3.57	.964				

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

Table 2 revealed a positive moderate relationship between open communication culture and employee productivity in southwest Nigeria with .451 r value.

**H0<sub>2</sub>:** There is no significant relationship between collaborative communication culture and employee productivity in southwest Nigeria.

Table 3: Relationship between collaborative communication culture and employee productivity

Variables	N	Mean	SD	Df	r	Sig.	Remark
collaborative communication culture	51	3.67	.841				
				49	.654*	.001	Significant
employee productivity	51	3.57	.964				

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

Table 3 revealed a positive strong relationship between collaborative communication culture and employee

productivity in southwest Nigeria with .654 r value.

**H0<sub>3</sub>:** There is no significant relationship between top-down communication culture and employee productivity in South-West Nigeria.

Table 4; Relationship between top-down communication culture and employee productivity

Variables	N	Mean	SD	Df	r	Sig.	Remark
<b>Top-down communication</b>	51	3.56	.964				
				49	.365**	.001	Significant
<b>employee productivity</b>	51	3.57	.964				

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

Table 4 revealed a positive weak relationship between top-down communication culture and employee productivity in south-west Nigeria.

### Discussion of Findings

The analysis of the first hypothesis revealed a significant positive relationship between open communication culture and employee productivity ( $r = 0.451$ ,  $p = 0.008$ ). This indicates that when communication is transparent and freely accessible across all levels of the organization, employees feel more motivated and engaged. Open communication fosters trust, inclusivity, and a sense of belonging, which has been shown to improve productivity levels. This finding is consistent with White [1], who emphasized that organizations function more effectively when there is dynamic interaction between members, facilitated by open communication.

Similarly, Greenberg [3] noted that communication serves as a crucial control and motivational tool within organizations, helping employees understand their roles and how their efforts contribute to overall goals. In line with these perspectives, this study confirms that open communication enhances employee productivity by ensuring clear goal setting, feedback, and transparency in decision-making.

The second hypothesis revealed a strong positive relationship between collaborative communication culture and employee productivity ( $r = 0.654$ ,  $p = 0.001$ ). This finding suggests that a collaborative approach, where employees and departments work together frequently and share information, significantly enhances productivity. Such an environment encourages problem-solving, innovation, and team cohesion.

Pinto et al. [2] stressed the importance of cross-functional cooperation in fostering innovation and ensuring project success. This study aligns with their argument, showing that collaboration leads to greater creativity and efficiency, as employees pool their talents to achieve common goals. Similarly, Kaplan and Norton [10] found that companies with transparent communication lines tend to have better teamwork and enhanced productivity. This study



corroborates these earlier findings by demonstrating the value of a collaborative communication culture in improving workplace outcomes.

The third hypothesis revealed a weaker, yet significant, relationship between top-down communication culture and employee productivity ( $r = 0.321$ ,  $p = 0.047$ ). This finding indicates that while hierarchical communication can maintain stability and control within an organization, it is less effective at promoting employee engagement and innovation compared to more open and collaborative approaches.

The results suggest that top-down communication can limit employee participation and feedback, which could stifle creativity and reduce motivation. This aligns with Kahn and Moyer's [13] view that organizations with hierarchical communication structures may struggle to adapt to changes or innovate. While such communication structures ensure clarity and chain of command, they may also impede the free flow of ideas and reduce employee autonomy, leading to lower productivity.

## V. CONCLUSION

This study concludes that open and collaborative communication cultures significantly enhance employee productivity in the hospitality industry. Transparent communication fosters engagement and trust, while collaboration promotes teamwork and innovation. On the other hand, top-down communication, while essential for maintaining control, limits employee involvement and creativity, resulting in lower productivity. Organizations should focus on promoting open communication and collaboration while balancing hierarchical systems to ensure stability and encourage employee participation.

### Recommendation

**Promote Open Communication:** Organizations should adopt transparent communication practices, such as regular team meetings, open-door policies, and channels for employee feedback to foster trust and engagement.

**Encourage Collaboration:** Employers should implement structures that facilitate teamwork and cross-departmental collaboration, such as regular group projects, brainstorming sessions, and team-building exercises, to increase innovation and productivity.

**Balance Top-Down Communication:** While top-down communication is necessary for control, organizations should incorporate employee feedback mechanisms and opportunities for greater involvement in decision-making to foster a sense of ownership and increase motivation.

**Continuous Performance Feedback:** Organizations should establish a system of regular performance reviews, with constructive feedback and goal-setting, to ensure ongoing employee development and maintain high productivity levels.

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