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Effect of Communication Strategies on Organisational Performance

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Abstract

Objective: This study investigates the effect of communication strategies on organizational performance at Mohammed Goni College of Legal and Islamic Studies, focusing on formal and informal communication and their impact on institutional effectiveness. **Theoretical framework:** The study is based on organizational communication theories, emphasizing the role of structured communication in enhancing clarity, decision-making, and institutional coordination. It also considers the potential challenges of informal communication, such as misinformation and ambiguity. **Literature review:** Effective communication strategies are pivotal in enhancing organisational performance. Prior studies highlight that clear, consistent, and transparent communication fosters employee engagement, reduces conflicts, and promotes alignment with organisational goals. Strategic internal and external communication improves decision-making, coordination, and adaptability to change. Moreover, communication that integrates feedback mechanisms enhances innovation and productivity. **Methods:** A quantitative research design was adopted, utilizing structured questionnaires to collect data from 335 staff members, selected through simple random sampling. The data were analyzed using regression analysis with SPSS version 27 to determine the relationship between communication strategies and organizational performance. **Results:** The findings indicate that formal communication has a positive and statistically significant impact on organizational performance, reinforcing its role in ensuring transparency, consistency, and goal alignment. Conversely, informal communication shows a weak negative relationship with performance, suggesting challenges related to the spread of inaccurate or inconsistent information. **Implications:** The study highlights the necessity of strengthening formal communication channels while effectively managing informal communication to minimize its negative impact. Implementing structured communication policies and training programs can enhance clarity and efficiency within the organization. **Novelty:** This research provides a structured analysis of communication strategies within an academic institution, offering insights into their implications for performance. It underscores the importance of balancing formal and informal communication to optimize organizational outcomes. Prioritizing formal communication mechanisms while mitigating the risks associated with informal interactions can significantly enhance organizational efficiency and goal achievement.

Keywords: organizational performance, communication strategies, employee engagement, information flow, business efficiency.

INTRODUCTION

Organizational performance is considered the ability of an organization to achieve its objectives effectively and efficiently. Effective performance management requires strong internal coordination, alignment of resources, and continuous adaptation to environmental changes [1]. One of the fundamental factors influencing organizational performance is communication strategies, which serve as the foundation for decision-making, collaboration, and knowledge-sharing within an organization. It plays a pivotal role in shaping organizational performance by facilitating the flow of information, aligning goals, and fostering collaboration among stakeholders [2]. In the context of educational institutions, such as Mohammed Goni College of Legal and Islamic Studies, Maiduguri, effective communication strategies can ensure the smooth execution of academic and administrative functions, contributing significantly to overall performance.

Studies have shown that organizations with robust communication strategies tend to have higher levels of employee engagement, improved productivity, and better alignment of individual and organizational goals [3]. For instance, a study by Okora found that integrated communication had a positive effect on performance. The integrated communication strategy includes applying both modern and traditional forms of communication [4]. Similarly, effective communication strategies have been linked to enhanced innovation, customer satisfaction, and financial performance [5]. Research on organizational communication emphasizes that communication in organizations goes far beyond training managers to be effective speakers and to have good interpersonal communication skills [6]. Moreover, it recognizes that all organizations, not just business organizations, have communication needs and challenges, and it is highly diverse and fragmented, as evidenced by results of literature searches on the topic, textbooks in the area, and the Harvard Business Review's compilation of its communication articles [7].

However, poor communication strategies often result in decreased employee morale, reduced productivity, and strained relationships within the organization which subsequently affect the organization's performance. Studies have shown that when employees understand their roles clearly and have open communication channels with management, they are more engaged and committed to achieving organizational goals [8]. In the education sector, fostering a culture of effective communication can lead to improved teaching outcomes, enhanced administrative processes, and better relationships between staff and students.

Despite the recognized importance of communication strategies in improving organisational performance, there is limited empirical evidence on their specific impact within the context of educational institutions in Borno State. Mohammed Goni College, like many other public institutions, may not have fully leveraged communication strategies to optimize performance outcomes. This gap in knowledge poses a challenge for decision-makers seeking to enhance the institution's operation efficiency and stakeholder satisfaction [9]. It is against this background, that this study tends to examine the effect of communication strategies on the performance of Mohammed Goni College legal and Islamic Studies. With the following objectives:

To examine the effect of information communication on the organizational performance of Mohammed Goni College of legal and Islamic Studies, Maiduguri. ii. To assess the effect of formal communication on enhancing the performance of Mohammed Goni College of legal and Islamic Studies, Maiduguri [9].

Significance and Novelty. The study on the Effect of Communication Strategies on Organisational Performance holds significant value in today's dynamic and highly competitive business environment. Effective communication is widely acknowledged as a cornerstone of organizational success, yet many institutions struggle to implement strategies that consistently drive performance. This research highlights the distinct impacts of formal and informal communication, providing empirical evidence that structured and transparent

communication channels significantly enhance organizational outcomes. Such findings are particularly important for managers and decision-makers seeking to optimize efficiency, productivity, and employee alignment with organizational goals [10].

The novelty of this study lies in its clear differentiation between formal and informal communication and their respective effects on organizational performance. While prior research often treats communication as a general factor, this study dissects communication strategies into specific types and examines their unique contributions and drawbacks. By revealing that informal communication may have a slightly negative impact when not properly managed, the research challenges the conventional belief that all communication—even informal—is beneficial. It further proposes a balanced approach, where formal communication serves as the backbone of operational success, while informal communication is used strategically to support, rather than replace, formal systems [10].

This nuanced understanding offers a new perspective that contributes to both academic literature and practical applications in organizational behavior, communication management, and business strategy. It encourages a re-evaluation of internal communication practices to achieve sustained organizational growth [10].

LITERATURE REVIEW

Organizational performance is defined as the extent to which an organization successfully achieves its predetermined goals and objectives while maintaining efficiency and effectiveness. Organizational performance also refers to the extent to which an organization achieves its strategic objectives and satisfies its stakeholders". Kaplan and Norton stated that Organizational performance is a comprehensive evaluation of an organization's financial and non-financial metrics, including productivity, profitability, and operational outcomes [11]. Organizational performance is conceptualized as the relationship between the efficient utilization of resources and the achievement of desired outcomes in alignment with strategic goals [12]. Organizational performance is the ability of an organization to create value for its stakeholders, including shareholders, customers, employees, and society [13].

Organizational performance is a term used to evaluate an organization's internal and external standards across various dimensions. Two widely recognized concepts for such assessments are organizational performance and organizational effectiveness. These concepts are applied to both private and public sector organizations, although the term "organizational performance" is more commonly used in literature to evaluate organizations across these sectors. Additionally, there is an ongoing debate in academic literature regarding specific aspects of terminology, levels of analysis, and the conceptual framework for assessing organizational performance. Organizational performance is often analyzed at three levels: financial performance, business performance, and overall organization performance [14].

The performance theory categorizes job performance behaviors into two types: task performance and contextual performance. Task performance refers to behaviors directly related to the technical core of an organization, encompassing activities typically identified as part of an employee's job responsibilities. These behaviors are guided by role requirements and are identified through job analysis, often referred to as in-role performance.

Communication

Communication is a strategic organizational function that involves planning, transmitting, and managing information to align actions, resolve conflicts, and enhance performance [15]. According to Markovic and Salamzadeh, communication is the process of transmitting information from one person to another. This view emphasizes the sender's role in conveying information [16]. Similarly, Communication is defined as a system of interaction through

which individuals share knowledge, emotions, and experiences, ensuring connection and collaboration in personal and organizational settings [17]. Craig also viewed communication as the fundamental process that facilitates social coordination by enabling individuals to convey intentions, negotiate meanings, and achieve collective goals [18].

In organizations, effective communication plays a critical role in driving success by enhancing performance and enabling adaptation to changes in the external environment. Through efficient communication among individuals and stakeholders within and outside the organization, essential information can be acquired. Organizational communication is fundamental for fostering interaction among members and is crucial for creating a shared understanding of information exchanged within the organization [19].

Informal Communication

Informal communication refers to the spontaneous exchange of information that occurs outside formal channels, often through personal interactions, social networks, or casual conversations. It is characterized by its unstructured nature and ability to foster relationships and collaboration within an organization [20]. Informal communication is the flow of information that bypasses official hierarchies and protocols, often referred to as the "grapevine." It includes rumors, gossip, and unofficial exchanges that spread quickly and can influence organizational culture and employee perceptions [21]. Fay and Kline define informal communication as the interpersonal exchange of ideas, opinions, and information that occurs naturally among employees, often through social interactions or informal networks [22]. It plays a critical role in building trust, camaraderie, and a sense of belonging within the workplace.

Informal communication is a relational and contextual process that involves the creation and negotiation of meaning between individuals in a specific social and cultural context [23]. Informal communication is defined as the unofficial and unstructured sharing of information that occurs through personal relationships and social connections. It often complements formal communication by filling gaps, clarifying ambiguities, and providing context to official messages [24].

Formal Communication

Formal communication is defined as the structured flow of information within an organization, following predefined channels and protocols to ensure clarity and consistency in message delivery, so it involve the transmission of messages that adheres to organization authority and established rules, ensuring accountability and proper documentation [25]. This type of communication occurs within an organization framework, adhering to defined rules and responsibilities, which facilitates effective management and coordination among employees [26]. Formal communication is defined as a structured process of exchanging information that follows specific protocols and organizational hierarchies, ensuring clarity and accountability [27]. This type of communication occurs through official channels within an organization, such as memos, reports, and official meetings, which are designed to convey important business information.

Formal communication is characterized by its professional tone and precise language, deliberately avoiding informal or colloquial expressions. This type of communication is primarily utilized in structured and official contexts such as business correspondence, legal documentation, corporate reports, and academic publications, where clarity, professionalism, and accuracy are paramount [28].

Empirical Review

Igbokwe conducted a study on Communication Strategies and employee productivity, utilizing a quantitative research approach to examine how various communication methods influence employee performance [29]. The study involved an extensive literature review and analysis of case studies from different organizations, focusing on techniques such as open-door policies, regular team meetings, and digital communication platforms. By evaluating these strategies, the research aimed to determine their impact on enhancing employee engagement and productivity.

The findings indicated that organizations implementing effective communication strategies experience notable improvements in employee productivity and satisfaction. Companies that prioritize clear, transparent, and inclusive communication foster a positive work culture, leading to higher engagement and performance [30].

Tabitha et al, conducted a study to examine the Effect of Communication Strategies on the Successful implementation of Programmes at the International Livestock Research Institute, Kenya [31]. The study utilized a descriptive and inferential research design, collecting data from 194 employees involved in various programs at the institute. The findings of the study indicated that communication strategies such as participatory communication, results-driven communication, and multi-channelled communication had a significant positive impact on the successful implementation of programs at IIRI. Based on these findings, the authors recommended that IIRI adopt a combination of these communication strategies to optimize program implementation. They emphasized the importance of integrating a coherent communication approach into the institute's organizational practices.

Hussain carried out a study on the Impact of Effective Communication on Organizational Performance with Moderating Role of Organizational Culture. The study employed a quantitative research design, collecting data from 64 professionals working in the IT and Telecom sectors in Islamabad [32]. The findings revealed that effective communication positively influences organizational performance. However, the study also highlighted that a non-supportive organizational culture could diminish the positive effects of communication on performance. This suggests that while effective communication is vital for organizational success, its impact can be hindered if the organization's culture does not support or align with these practices. The study recommended that organizations foster a culture that supports effective communication to enhance performance.

Shonubi and Akuitero examined the effect of effective communication on organizational performance by reviewing a series of empirical studies on communication and organizational outcomes [33]. Their findings confirmed the positive relationship between communication strategies and improved organizational performance. In addition to their empirical analysis, they also reviewed fifty-seven non-empirical works. Drawing from both empirical and non-empirical studies, they identified key aspects of organizational communication that contribute to enhancing performance.

Theoretical Framework Communication Accommodation Theory (CAT)

Communication Accommodation Theory (CAT) was developed by social psychologist Howard Giles in 1973. The theory focuses on how individuals adjust their communication styles to accommodate others in social interactions. Giles proposed that during communication, people tend to either converge (adapt their communication to be more like the other person) or diverge (maintain their communication style). This adjustment can be influenced by social, cultural, and relational factors, and it plays a significant role in shaping informal dynamics within organizations.

The relevance of CAT in the study of communication strategies at Mohammed Goni College of legal and Islamic Studies, Maiduguri, lies in its ability to explain how the

management, staff, and students modify their communication behaviors to align with the expectations, norms, and preferences of different parties involved. Effective communication strategies in the College can create an environment of cooperation and understanding, which in turn influences the organization's culture and performance. For instance, when the management adopts a communication style that resonates with both staff and students, it can foster better relationships, enhance teamwork, and improve overall organizational effectiveness.

The applicability of CAT to this study lies in its potential to explore how communication behaviors affect organizational performance in an educational context. The theory can be used to assess how the management at Mohammed Goni College adapts its communication style to create a more conducive environment for collaboration and information sharing. For example, management could use more inclusive and transparent communication strategies to align with the needs of faculty members, which may improve performance, morale, and job satisfaction. Similarly, understanding how staff and students adjust their communication behaviors can provide insights into how communication influences the overall success of the College, including its academic performance and day-to-day operations. Overall, Communication Accommodation Theory offers a valuable framework for understanding the dynamic relationship between communication strategies and organizational performance, making it highly applicable to the study of communication strategies at Mohammed Goni College of Legal and Islamic Studies, Maiduguri.

METHODOLOGY

This study adopts a qualitative research approach, specifically a cross-sectional design, to gain an in-depth understanding of the situation. The study targets the staff of Mohammed Goni College of Legal and Islamic Studies in Maiduguri, with a total population of 2,782 employees. To determine the sample size, the Krejcie and Morgan table was used, resulting in the selection of 335 participants. A simple random sampling technique was applied to ensure the fair representation of the study population and maintain neutrality in data collection [34].

The study employed a survey method as the primary data collection technique, using closed-ended structured questionnaires designed systematically to maximize accuracy in responses. These questionnaires were distributed to participants following an organized procedure to ensure objective and precise responses. This method proves to be an effective tool for collecting data from a large number of respondents within a short period, making it well-suited for this type of study [35].

After data collection, a multiple regression analysis was conducted to examine the relationships between the study variables. This analysis was carried out using SPSS version 27, a widely used statistical software that enables advanced analyses to test research hypotheses and derive accurate conclusions that support the study's objectives [36].

The choice of research approach and statistical tools in this study plays a crucial role in ensuring the reliability of results and their generalizability. By utilizing quantitative analysis techniques, the study aims to provide a clear perspective based on empirical data, contributing to a deeper understanding of the research topic. Additionally, adopting a cross-sectional methodology allows for a comprehensive snapshot of the phenomenon under investigation at a specific point in time, enhancing the value of the findings [37].

This study follows a well-structured and scientific approach, employing advanced statistical tools to ensure the accuracy of data analysis and the derivation of meaningful insights that can be utilized in future research.

RESULTS AND DISCUSSION

A total of 335 copies of the questionnaire were distributed to the respondents. Out of 335 questionnaires distributed 278 were correctly filled and returned valid for analysis which yielded an 83% response rate. Table 4.1 presents the response rate of the study.

Table 1. Response Rate of the Questionnaires

Questionnaires Distributed	Responses
Number of distributed questionnaires	335
Number of retrieved questionnaires	278
Number of Questionnaires not retrieved	56
The response rate in %	83

Source: Field Survey (2025)

Test of Hypothesis

The study proposes the following hypotheses

1. HO1: Informal communication has no significant effect on the performance of Mohammed Goni College of legal and Islamic Studies, Maiduguri.
2. HO2: Formal communication has no significant effect on the performance of Mohammed Goni College of legal and Islamic Studies, Maiduguri.

Multiple regression analysis was conducted for the variables using SPSS version 27. The main objective is to determine the relationship between independent variables and dependent variables. The results of regression analysis provided the answers to the research objectives and the hypotheses of the study.

Table 2. Model Summary

Model Summary									
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics		df2	Sig. F Change	
					R Square Change	F Change			
1	0.300 ^a	0.090	0.77	.533	0.090	6.765	4	273	0.000

a. Predictors: (Constant), IC, FC

Table 2 provides The Model Summary of the study which the key statistical metrics to evaluate the performance of a regression model. The R-value of 0.300 indicates a weak to moderate positive correlation between the independent variables (IC, FC, NVC, DC) and the dependent variable (organizational performance or another outcome). This suggests that the predictors collectively experience some variation in the dependent variable, but the relationship is not very strong. The R Square value of 0.090 means that approximately 9% of the variance in the dependent variable is expressed by the independent variables (IC, FC). This indicates that the model explains some portion of the variability in the outcome. The Adjusted R Square adjusts for the number of predictors in the model. With a value of 0.077, it suggests that about 7.7% of the variance in the dependent variable is expressed by the model after accounting for the number of predictors. The p-value associated with the F

Change is less than 0.05, indicating that the model is statistically significant. This means that the predictors collectively have a significant effect on the dependent variable.

Table 3. Hypothesis Testing

Mode 1	B	Std Error	T Stat	Sig
1 (Constant) 3.581	14.376	.249	0.000	
Informal communication	-.072	.026	.166	-2.758
Formal Communication	.100	.034	.172	2.942

Dependent Variable: Organisational Performance

Table 2 presents the regression coefficients for the predictors in the model, which examines their impact on organizational performance. The constant term (3.581) indicates that when all predictors (informal communication, formal communication, non-verbal communication, and digital communication) are zero, the baseline organizational performance score is 3.581. This value is statistically significant ($p = 0.000$), confirming its importance in the model.

Informal communication ($B = -0.072$, $p < 0.05$) hurts organizational performance, suggesting that an increase in informal communication slightly reduces organizational performance. The significant t-value (-2.758) supports this finding.

Formal communication ($B = 0.100$, $p < 0.05$) has a positive and significant effect on organizational performance, indicating that structured and official communication practices enhance organizational performance. The t-value (2.942) confirms its significance.

Discussion of Findings

The regression analysis reveals several key insights into the relationship between communication strategies and organizational performance. The findings indicate that formal communication has a positive and statistically significant effect on organizational performance ($\beta = 0.172$, $p = 0.004$). This aligns with existing literature, which suggests that formal communication channels, such as memos, emails, and official meetings, provide clear and structured information, thereby enhancing efficiency and goal attainment [38]. The significance of formal communication highlights its role in ensuring consistency, reliability, and clarity in organizational processes, which are critical for achieving performance objectives.

In contrast, informal communication demonstrates a weak negative relationship with organizational performance ($\beta = -0.072$, $p = 0.006$). This finding contradicts some studies that highlight the benefits of information communication, such as fostering collaboration and innovation [39]. However, the negative relationship observed in this study may be attributed to the potential for information communication to create ambiguity or misinformation, particularly in larger organizations where clarity and accountability are paramount [40]. This suggests that while information communication can have benefits, its overuse or misuse may hinder organizational performance.

Recommendations for Improvement

To optimize organizational performance, organizations should prioritize formal communication strategies, such as regular meetings, structured reporting systems, and digital collaboration platforms, to enhance clarity and coordination. Leadership should also encourage a balanced approach, allowing informal communication for relationship-building while ensuring it does not interfere with performance. Additionally, training

programs should be introduced to improve employees' communication skills, fostering a culture of openness, transparency, and accountability.

CONCLUSION

The study reveals a significant relationship between communication strategies and organizational performance, emphasizing the distinct impact of formal and informal communication channels. The findings demonstrate that formal communication—characterized by structured, transparent, and clearly defined pathways—has a positive influence on overall organizational performance. Such communication systems contribute to improved clarity, streamlined coordination, and operational efficiency. When communication is standardized and well-documented, it reduces ambiguity, aligns employees with organizational goals, and fosters a culture of accountability and consistency. Conversely, informal communication, though often perceived as flexible and dynamic, shows a slightly negative effect on organizational performance. While it can facilitate social bonding and quick information exchange, overdependence on informal channels can lead to misunderstandings, the spread of misinformation, and a lack of traceable accountability. These drawbacks may create inefficiencies, disrupt workflow, and ultimately diminish productivity and performance. In light of these insights, organizations are encouraged to prioritize and strengthen formal communication mechanisms. By investing in clear policies, official reporting systems, structured meetings, and digital communication tools that record and track information flow, companies can reduce risks associated with informal interactions. It does not imply that informal communication should be eliminated; rather, its role must be complementary and monitored, ensuring it supports rather than undermines the formal systems in place. Ultimately, the study underscores the strategic value of effective communication in achieving high performance. Organizations that understand the balance between formal and informal communication are better positioned to foster a productive, transparent, and accountable working environment. As businesses evolve in increasingly complex environments, communication remains a key driver of coordination, decision-making, and performance. Therefore, leadership must not only recognize the importance of communication strategies but also commit to continuous improvement in how information is structured and shared throughout the organization. This proactive approach can significantly enhance performance, employee engagement, and long-term organizational success.

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Author Contribution

Kanumbu Bukar: Conceptualization, Methodology, Writing – review & editing, Article administration. Musa Usman: Methodology, Writing – review & editing, Investigation. Umar Mohammed Ngubdo: Literature review, Methodology, Investigation and Editing.

Conflicts of Interest

All authors declare no conflict of interest.

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