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## THE IMPACT OF EFFECTIVE COMMUNICATION ON ORGANIZATIONAL PERFORMANCE WITH MODERATING ROLE OF ORGANISATIONAL CULTURE

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### ABSTRACT

This study explored the influence of effective communication on organizational performance while considering the moderating role of organizational culture through a survey of 220 employees. Utilizing a structured questionnaire, data were analyzed using statistical methods, revealing strong positive perceptions of communication, culture, and performance. Findings indicated that effective communication significantly enhances organizational performance, with organizational culture also playing a positive role. Moderation analysis confirmed that organizational culture amplifies the impact of communication on performance, with the combined model explaining 64.1% of performance variation. The study emphasizes the importance of fostering effective communication and a supportive culture for achieving sustainable performance.

**KEYWORDS:** Effective communication, organizational performance, organizational culture, employee performance.

### 1 INTRODUCTION

Effective communication is widely recognized as one of the most important drivers of organizational success because it facilitates the exchange of information, enhances coordination, strengthens interpersonal relationships, and supports the achievement of organizational goals. Every organization, regardless of its size or industry, depends on communication to coordinate activities, make informed decisions, resolve conflicts, motivate employees, and promote teamwork. Without effective communication, organizations

experience misunderstandings, duplication of effort, low employee morale, poor decision-making, and reduced productivity. Robbins and Judge (2023) explain that communication serves as the foundation of organizational behaviour because it enables managers and employees to exchange ideas, clarify expectations, and coordinate work activities toward the accomplishment of organizational objectives. Similarly, Daft (2022) argues that communication is not merely the transmission of information but a strategic management tool that influences employee behaviour, organizational learning, innovation, and overall effectiveness. In today's highly competitive and technology-driven business environment, organizations are increasingly recognizing that effective communication is essential for maintaining operational efficiency and sustaining competitive advantage. Advances in digital technologies have transformed organizational communication by enabling real-time information sharing, virtual collaboration, and improved interaction among employees, customers, suppliers, and other stakeholders. Nevertheless, the availability of advanced communication technologies alone does not guarantee effective communication. Communication must be timely, accurate, clear, complete, and relevant to support decision-making and organizational performance. Miao and Yang (2023) observed that organizations that establish effective communication systems are more capable of improving employee productivity, enhancing coordination among departments, and achieving superior organizational performance than organizations characterized by poor communication practices. Yu et al. (2023)

Organizational performance represents the extent to which an organization successfully achieves its strategic goals through the efficient utilization of available resources. Performance may be measured using financial indicators such as profitability, revenue growth, and return on investment, as well as non-financial indicators including employee productivity, customer satisfaction, innovation, service quality, operational efficiency, and employee commitment. Modern organizations increasingly recognize that employee performance is directly influenced by communication practices because employees require accurate information to perform their responsibilities effectively. According to Maroof, Funke, Abobarin, and Adegbite (2023), effective communication improves employee motivation, strengthens workplace relationships, reduces conflict, and significantly contributes to organizational productivity by ensuring that organizational goals are clearly understood by all employees. Maruf et al. (2023). Although communication has a direct influence on organizational performance, researchers increasingly acknowledge that its effectiveness depends largely on the prevailing organizational culture. Organizational culture

refers to the shared beliefs, values, assumptions, norms, traditions, and behavioural expectations that guide employees' actions within an organization. A positive organizational culture encourages openness, collaboration, trust, innovation, knowledge sharing, and employee participation in decision-making, whereas a weak or dysfunctional culture creates communication barriers, resistance to change, conflict, and reduced organizational effectiveness. Schein and Schein (2021) describe organizational culture as the collective pattern of shared assumptions developed by organizational members as they learn to solve internal and external problems. These shared assumptions influence how employees perceive information, communicate with one another, and respond to organizational challenges.

### **1.1 Relationship between Effective Communication, Organizational Culture, and Organizational Performance**

The interaction between communication and organizational culture has become an important area of organizational research because culture shapes communication patterns while communication simultaneously reinforces organizational culture. Organizations with supportive cultures generally promote open communication, mutual respect, teamwork, and employee involvement, thereby improving organizational performance. Conversely, organizations characterized by rigid bureaucratic structures, poor leadership, mistrust, or ineffective communication channels often experience reduced employee commitment and lower productivity. Santos and Ribeiro (2023) reported that internal communication and organizational culture are mutually reinforcing organizational processes that significantly influence employee engagement, collaboration, and organizational effectiveness. Their review emphasizes that communication practices become more effective when supported by a culture of trust, transparency, and shared organizational values. Recent empirical studies continue to demonstrate the positive relationship between effective communication and organizational performance across different sectors. For example, Olugbo, Obieniu, and Amadin (2023) found that communication processes, organizational climate, communication techniques, and verbal and non-verbal interactions significantly improved employee performance in higher education institutions. Their findings indicate that organizations that invest in effective communication strategies are more likely to reduce workplace conflicts, improve employee relationships, and enhance institutional performance.

Despite growing recognition of the importance of communication, many organizations continue to experience communication-related challenges including delayed information flow, poor feedback mechanisms, unclear organizational goals, ineffective leadership

communication, and inadequate employee participation in decision-making. These problems often result in reduced employee satisfaction, poor teamwork, low organizational commitment, increased conflict, and declining organizational performance. Furthermore, the influence of organizational culture on the communication–performance relationship remains insufficiently examined, particularly within many developing countries where organizational structures and cultural characteristics differ considerably from those of developed economies. Consequently, there is increasing interest in examining organizational culture as a moderating variable that may strengthen or weaken the influence of effective communication on organizational performance. A supportive organizational culture may enhance the positive effects of communication by promoting trust, collaboration, employee engagement, and shared organizational values, whereas an unsupportive culture may reduce communication effectiveness despite the availability of communication channels. Serly, Viasco, Aritonang, Anggiani, and Aseanty (2025) concluded through a systematic literature review that organizational communication, leadership, and organizational culture jointly contribute to improved organizational performance, suggesting that communication produces greater organizational benefits when reinforced by an adaptive organizational culture. Similarly, Setiawan and Sopiah (2025) argued that organizations characterized by adaptive cultures and supportive leadership consistently achieve higher levels of employee engagement, productivity, innovation, and organizational performance than organizations with weak organizational cultures. Their review highlights organizational culture as an important contextual factor that influences how communication practices translate into improved organizational outcomes.

Based on these perspectives, this study seeks to investigate the impact of effective communication on organizational performance while examining the moderating role of organizational culture. Understanding this relationship will provide managers, policymakers, and organizational leaders with empirical evidence for designing communication strategies and organizational cultures that enhance employee effectiveness, improve organizational productivity, and strengthen long-term organizational sustainability.

## **1.2 Objective of the study**

To examine the impact of effective communication on organizational performance considering the moderating role of organizational culture.

### **Specific Objectives**

- i. To determine the effect of effective communication on organizational performance.
- ii. To examine the influence of organizational culture on organizational performance.
- iii. To determine whether organizational culture moderates the relationship between effective communication and organizational performance.

### **1.3 Hypotheses**

H01: Effective communication has no significant effect on organizational performance.

H02: Organizational culture has no significant effect on organizational performance.

H03: Organizational culture does not significantly moderate the relationship between effective communication and organizational performance.

## **2. literature Review**

### **2.1 Concept of Communication**

Communication is universally recognized as the foundation of human interaction and organizational existence because it facilitates the exchange of information, ideas, opinions, emotions, and knowledge among individuals and groups. Every organizational activity, including planning, organizing, directing, coordinating, controlling, and decision-making, depends on effective communication for successful implementation. In contemporary organizations, communication extends beyond the mere transmission of information; it is a strategic process that promotes mutual understanding, cooperation, and coordinated action toward achieving organizational objectives. Schramm (1965) described communication as the process of creating a shared understanding between the sender and the receiver, while Obilade (1989) viewed it as the transmission of messages from one individual to another through an organized process. Similarly, Soola (2000) explained that communication involves sharing and interpreting information in such a way that both the sender and the receiver develop a common understanding that leads to appropriate action. Expanding this perspective, Daft (2000) defined communication as the process through which information is exchanged and understood by two or more individuals with the intention of influencing behaviour and facilitating organizational effectiveness. Likewise, Folarin (2003) emphasized that communication encompasses every means through which thoughts, ideas, and experiences are transferred from one person to another, whereas Baran (2004) described it as the continuous process of creating shared meaning among individuals. These definitions collectively demonstrate that communication is not merely the dissemination of information but a dynamic and interactive process that fosters collaboration, builds relationships,

minimizes misunderstanding, and enhances organizational effectiveness. Consequently, organizations that establish efficient communication systems are better positioned to coordinate activities, resolve conflicts, motivate employees, and achieve superior performance than those characterized by ineffective communication practices.

## **2.2 Organizational Communication and Organizational Performance**

Organizational communication refers to the systematic exchange of information among individuals and groups within an organization through formal and informal communication channels to facilitate coordination, decision-making, policy implementation, and goal achievement. It serves as the mechanism through which organizational values, objectives, responsibilities, and expectations are communicated across different levels of management and among employees. Eisenberg and Goodall (1997) conceptualized organizational communication as communication occurring within the context of an organization, while Shockley-Zalabak (2006) expanded this view by emphasizing that it includes the transmission and reception of messages through different hierarchical structures, communication networks, and organizational processes. Building on these perspectives, Rho (2009) argued that organizational communication plays a critical managerial role by facilitating information sharing, improving policy implementation, reducing bureaucratic constraints, strengthening employee commitment, and enhancing organizational performance. Similarly, Garnett, Marlowe, and Pandey (2008) found that effective communication contributes significantly to organizational effectiveness by improving employee satisfaction, promoting trust, strengthening coordination, and supporting strategic decision-making. Earlier, Pandey and Garnett (2006) demonstrated that organizations characterized by open communication systems are more likely to achieve higher employee commitment and better organizational outcomes than organizations with poor communication structures. Furthermore, Blalock (2005) maintained that communication constitutes the lifeblood of every organization because it enables the exchange of information, supports organizational planning, facilitates supervision, and ensures effective implementation of organizational policies. In agreement with this position, Alyssa (2006) and Rotler (2006) asserted that communication enhances teamwork, improves customer relationships, supports organizational learning, and promotes productivity through effective coordination of human and material resources. Since organizational success depends largely on the ability of managers and employees to exchange accurate, timely, and understandable information, effective organizational communication remains an indispensable determinant of employee performance, organizational efficiency, innovation, and long-term competitive advantage.

### 3. METHODOLOGY

This study conducted a quantitative cross-sectional survey involving 220 employees to analyze the impact of effective communication on organizational performance, considering the moderating effect of organizational culture. Data were collected using a structured questionnaire on a five-point Likert scale, which assessed demographic factors and the key variables across three sections. Reliability was confirmed with Cronbach's Alpha, ensuring acceptable internal consistency for the measurement scales.

The data were analyzed using SPSS Version 29 with descriptive statistics for demographics and key variables. Pearson Product-Moment Correlation assessed the relationships between Effective Communication, Organizational Culture, and Organizational Performance. Simple and multiple regression analyses evaluated the effects of Effective Communication and Organizational Culture on Organizational Performance. A moderation analysis via Hayes' PROCESS Macro (Model 1) investigated whether Organizational Culture moderated the relationship between Effective Communication and Organizational Performance, all analyses set at a 5% significance level ( $p < 0.05$ ).

### 4. Data Presentation and Analysis

#### 4.1 Demographic Characteristics of Respondents

**Table 1: Demographic Characteristics of Respondents. (N = 220)**

| Variable    | Category           | Frequency (n) | Percentage (%) |
|-------------|--------------------|---------------|----------------|
| Gender      | Male               | 126           | 57.3           |
|             | Female             | 94            | 42.7           |
|             | Total              | 220           | 100.0          |
| Age (Years) | 20–29              | 48            | 21.8           |
|             | 30–39              | 96            | 43.6           |
|             | 40–49              | 54            | 24.5           |
|             | 50 years and above | 22            | 10.0           |
|             | Total              | 220           | 100.0          |

#### Reliability Analysis

**Table 2: Cronbach's Alpha.**

| Variable                   | Items | Cronbach Alpha |
|----------------------------|-------|----------------|
| Effective Communication    | 6     | 0.901          |
| Organizational Culture     | 6     | 0.884          |
| Organizational Performance | 6     | 0.912          |

All constructs recorded Cronbach's Alpha values above **0.70**, indicating excellent internal consistency. Therefore, the questionnaire was considered reliable.



## 4. 2 Descriptive Statistics

**Table 3: Descriptive Statistics.**

| Variable                   | Mean | Std. Deviation |
|----------------------------|------|----------------|
| Effective Communication    | 4.18 | 0.59           |
| Organizational Culture     | 4.09 | 0.61           |
| Organizational Performance | 4.23 | 0.56           |

The average score for Effective Communication was 4.18, indicating that respondents generally agreed that communication within the organization was effective. Organizational Culture also recorded a high mean score of 4.09, suggesting a favorable workplace culture. Organizational Performance had the highest mean (4.23), reflecting positive perceptions of organizational outcomes.

### 4.2.1 Pearson Correlation Analysis

**Table 4: Correlation Matrix.**

| Variable                        | EC   | OC   | OP |
|---------------------------------|------|------|----|
| Effective Communication (EC)    | 1    |      |    |
| Organizational Culture (OC)     | .691 | 1    |    |
| Organizational Performance (OP) | .724 | .663 | 1  |

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

The study analyzed responses from 220 participants, with 57.3% males and 42.7% females, ensuring adequate gender representation. Most respondents (43.6%) were aged 30-39 years, indicating they were within their active working age and had relevant workplace experience. Reliability analysis showed that measurement instruments were highly reliable, with Cronbach's Alpha coefficients for Effective Communication (0.901), Organizational Culture (0.884), and Organizational Performance (0.912) all exceeding the acceptable threshold of 0.70, ensuring data suitability for further statistical analyses.

The descriptive statistics showed high mean scores for all the major variables, with Organizational Performance recording the highest mean ( $4.23 \pm 0.56$ ), followed by Effective Communication ( $4.18 \pm 0.59$ ) and Organizational Culture ( $4.09 \pm 0.61$ ). These results indicate that respondents generally agreed that their organizations maintained effective communication systems, fostered a supportive organizational culture, and achieved satisfactory levels of performance. The Pearson correlation analysis further revealed significant positive relationships among the study variables. Effective Communication exhibited a strong positive correlation with Organizational Performance ( $r = 0.724$ ,  $p < 0.001$ ), while Organizational Culture also showed a strong positive relationship with



Organizational Performance ( $r = 0.663$ ,  $p < 0.001$ ). Additionally, Effective Communication was positively associated with Organizational Culture ( $r = 0.691$ ,  $p < 0.001$ ). These findings suggest that organizations characterized by clear communication practices and supportive workplace cultures are more likely to achieve improved organizational performance.

The findings emphasize that effective communication and organizational culture are crucial for organizational performance. High reliability values of the research instrument assure dependable results. Employees generally view communication processes and culture positively, contributing to favorable performance outcomes. Organizations promoting open communication, timely information sharing, feedback, teamwork, and supportive leadership are likely to achieve greater productivity, efficiency, and employee commitment, leading to overall success. Improvements in communication and organizational culture are positively correlated with organizational performance. Although correlation does not imply causation, these findings justify further regression and moderation analyses to explore how effective communication influences performance and the role of organizational culture in this relationship. The results underscore the importance of investing in effective communication systems and fostering a positive culture as key drivers of organizational performance.

### 4.3 Regression Analysis

To determine the effect of Effective Communication on Organizational Performance.

#### 4.3.1 Model Summary

| R    | R <sup>2</sup> | Adjusted R <sup>2</sup> | Std. Error |
|------|----------------|-------------------------|------------|
| .724 | .524           | .522                    | .386       |

Effective Communication explained 52.4% of the variation in Organizational Performance, indicating substantial explanatory power.

#### 4.3.2 Anova

| Source     | F      | Sig. |
|------------|--------|------|
| Regression | 240.13 | .000 |

The regression model was statistically significant ( $F = 240.13$ ,  $p < 0.001$ .)

#### 4.3.3 Coefficients

| Variable                | Beta  | T      | Sig. |
|-------------------------|-------|--------|------|
| Constant                | 1.234 | 5.612  | .000 |
| Effective Communication | .724  | 15.495 | .000 |

Effective Communication had a positive and statistically significant effect on Organizational Performance ( $\beta = 0.724$ ,  $p < 0.001$ ). Therefore, H01 was rejected. The regression analysis

was conducted to determine the effect of Effective Communication on Organizational Performance. The model summary showed a correlation coefficient ( $R = 0.724$ ), indicating a strong positive relationship between effective communication and organizational performance. The coefficient of determination ( $R^2 = 0.524$ ) revealed that effective communication accounted for 52.4% of the variation in organizational performance, while the remaining 47.6% of the variation could be attributed to other factors not included in the model. Furthermore, the adjusted  $R^2$  value of 0.522 suggests that the model provides a reliable estimate of the relationship and that the explanatory power remains stable even after adjusting for the sample size. The standard error of 0.386 indicates that the prediction errors of the regression model are relatively small, suggesting a good fit of the model to the observed data.

The ANOVA results revealed that the regression model was statistically significant ( $F = 240.13$ ,  $p < 0.001$ ), confirming effective communication as a key predictor of organizational performance. With a regression coefficient ( $\beta = 0.724$ ), improvements in effective communication correspondingly enhance performance. The relationship is direct, with better communication practices linked to higher performance levels. The significance value ( $p = 0.000$ ) led to the rejection of the null hypothesis, indicating that effective communication significantly enhances organizational performance by improving information flow, coordination, decision-making, and efficiency. Effective communication significantly drives organizational performance, accounting for 52.4% of its variance. Organizations that facilitate clear, timely, and open communication see improvements in productivity, teamwork, employee commitment, decision-making, and goal achievement. However, other factors like leadership style, motivation, culture, and management practices also play crucial roles. Thus, organizations should enhance communication systems while considering these complementary elements for optimal success.

#### 4.4 Multiple Regression

##### Coefficients

| Variable               | Beta | t     | Sig. |
|------------------------|------|-------|------|
| Organizational Culture | .458 | 9.721 | .000 |

Organizational Culture exerted a positive and significant influence on Organizational Performance ( $\beta = 0.458$ ,  $p < 0.001$ ). Therefore, H02 was rejected.

**Moderation Analysis (PROCESS Model 1)**

Model:

$$\text{Performance} = \beta_0 + \beta_1(\text{Communication}) + \beta_2(\text{Culture}) + \beta_3(\text{Communication} \times \text{Culture})$$

**Table 5: Moderation Results.**

| Predictor               | Beta | t     | Sig. |
|-------------------------|------|-------|------|
| Effective Communication | .463 | 8.514 | .000 |
| Organizational Culture  | .312 | 5.917 | .000 |
| EC × OC                 | .186 | 3.874 | .000 |

**Model Summary**

| R <sup>2</sup> | ΔR <sup>2</sup> | F      | Sig. |
|----------------|-----------------|--------|------|
| .641           | .117            | 128.64 | .000 |

As depicted in Figure above, while Effective Communication independently accounts for 52.4% of performance variance, the integration of Organizational Culture as a moderator elevates total explained variance to 64.1%, delivering a statistically significant 11.7% synergistic boost ( $\Delta R^2 = 0.117, p < 0.001$ ).

The interaction term (Effective Communication × Organizational Culture) was statistically significant ( $\beta = 0.186, p < 0.001$ ). This indicates that Organizational Culture significantly moderates the relationship between Effective Communication and Organizational Performance. Specifically, the positive effect of communication on performance becomes stronger as organizational culture becomes more supportive.

Accordingly, **H03 was rejected.**

**4.4.1 Summary of Hypotheses Testing**

| Hypothesis                                                                                                                                  | Decision |
|---------------------------------------------------------------------------------------------------------------------------------------------|----------|
| H01: Effective Communication has no significant effect on Organizational Performance                                                        | Rejected |
| H02: Organizational Culture has no significant effect on Organizational Performance                                                         | Rejected |
| H03: Organizational Culture does not significantly moderate the relationship between Effective Communication and Organizational Performance | Rejected |

The figure above illustrates the simple slope moderation analysis ( $\beta = 0.186, t = 3.874, p < 0.001$ ). At high levels of supportive Organizational Culture (+1 SD), the positive impact of Effective Communication on Organizational Performance steepens noticeably compared to lower levels (-1 SD), confirming a positive amplifying effect.

The multiple regression analysis indicated a positive and statistically significant relationship between Organizational Culture and Organizational Performance ( $\beta = 0.458$ ,  $t = 9.721$ ,  $p < 0.001$ ). Organizations fostering shared values, teamwork, trust, employee involvement, innovation, and supportive leadership tend to achieve higher productivity and effectiveness. The null hypothesis stating that Organizational Culture does not significantly affect Organizational Performance was rejected, confirming that it is a significant predictor of performance.

The moderation analysis was further conducted using Hayes' PROCESS Model 1 to determine whether Organizational Culture moderates the relationship between Effective Communication and Organizational Performance. The results revealed that Effective Communication ( $\beta = 0.463$ ,  $t = 8.514$ ,  $p < 0.001$ ) and Organizational Culture ( $\beta = 0.312$ ,  $t = 5.917$ ,  $p < 0.001$ ) both had significant positive effects on Organizational Performance. More importantly, the interaction term (Effective Communication  $\times$  Organizational Culture) was also positive and statistically significant ( $\beta = 0.186$ ,  $t = 3.874$ ,  $p < 0.001$ ), indicating that Organizational Culture significantly strengthens the relationship between Effective Communication and Organizational Performance. The model explained 64.1% ( $R^2 = 0.641$ ) of the variation in Organizational Performance, while the interaction effect contributed an additional 11.7% ( $\Delta R^2 = 0.117$ ) to the explained variance. Furthermore, the overall moderation model was statistically significant ( $F = 128.64$ ,  $p < 0.001$ ). Consequently, the null hypothesis ( $H_{03}$ : Organizational Culture does not significantly moderate the relationship between Effective Communication and Organizational Performance) was rejected. The summary of hypotheses testing therefore showed that all three null hypotheses ( $H_{01}$ ,  $H_{02}$ , and  $H_{03}$ ) were rejected, confirming the significant relationships proposed in the study.

The findings suggest that organizational culture is a crucial factor influencing performance and communication effectiveness within organizations. Supportive leadership, strong teamwork, employee trust, shared values, and innovation foster improved performance. Effective communication's impact on performance is enhanced by a positive culture, leading to greater productivity and employee commitment. Therefore, managers should develop both effective communication channels and a supportive organizational culture to achieve sustained performance improvements and long-term success.

#### 4.5 DISCUSSION OF FINDINGS

The findings of this study revealed that effective communication has a positive and significant effect on organizational performance. The regression analysis showed that

effective communication significantly predicted organizational performance ( $\beta = 0.724$ ,  $p < 0.001$ ), explaining 52.4% of the variation in organizational performance. This finding suggests that organizations with clear communication channels, timely information dissemination, effective feedback mechanisms, and open communication practices are more likely to achieve improved productivity, efficiency, and overall organizational success. The result is consistent with the view that communication serves as the foundation for organizational coordination and decision-making, enabling employees to understand organizational goals and perform their responsibilities effectively. This finding supports previous studies that reported a positive relationship between effective communication and organizational performance, emphasizing that organizations that invest in strengthening internal communication systems experience better employee commitment, collaboration, and operational outcomes.

The study found that organizational culture significantly enhances organizational performance ( $\beta = 0.458$ ,  $p < 0.001$ ). Organizations with shared values, trust, teamwork, supportive leadership, and employee involvement achieve higher performance levels. A positive culture fosters motivation, respect, and commitment, improving productivity and job satisfaction. This underscores the need for a healthy workplace culture that encourages innovation and collaboration, aligning with organizational behavior theories that view culture as a strategic resource influencing employee attitudes and effectiveness. The moderation analysis reveals that organizational culture significantly enhances the relationship between effective communication and organizational performance ( $\beta = 0.186$ ,  $p < 0.001$ ). Specifically, while effective communication can improve performance, its impact is amplified in organizations with a supportive culture that promotes trust, openness, teamwork, and shared values. This interaction effect highlights the necessity of integrating effective communication strategies with a focus on cultivating a positive organizational culture for sustainable performance improvements. Together, these elements yield greater benefits than either alone.

## 5. CONCLUSION

The study concludes that effective communication is crucial for organizational performance. Organizations with clear channels, timely information sharing, and open feedback practices tend to achieve higher productivity, employee commitment, efficient decision-making, and enhanced effectiveness. Statistical evidence shows that effective communication significantly influences organizational outcomes.

The study found that organizational culture significantly improves performance by fostering supportive leadership, shared values, and collaboration. A positive culture enhances employee motivation and commitment, leading to greater efficiency. Additionally, it moderates the impact of effective communication on performance, indicating that both should be viewed as complementary resources that together enhance organizational success. Overall, the study concludes that sustainable organizational success depends not only on establishing effective communication systems but also on cultivating an organizational culture that promotes openness, trust, teamwork, employee engagement, and shared organizational values. Organizations that successfully integrate these two factors are more likely to achieve superior performance and maintain long-term competitive advantage.

## **6. Recommendations**

Based on the findings of this study, the following recommendations are proposed:

- Establish clear, timely, and transparent communication channels for efficient information flow across management and employees.
- Encourage open communication and regular feedback to promote trust, collaboration, and active participation in decision-making.
- Strengthen organizational culture through shared values, teamwork, respect, accountability, innovation, and supportive leadership.
- Organize regular communication and leadership development training for improving interpersonal communication and managerial skills.
- Develop policies that foster employee engagement, recognition, and participation, enhancing commitment and productivity.
- Integrate communication improvement initiatives with organizational culture development for more effective outcomes and Include communication effectiveness and organizational culture indicators in performance evaluation systems for continuous improvement.

## **7. Contribution to Knowledge**

The study demonstrates that effective communication improves organizational performance, with organizational culture as a key moderating factor. Utilizing Hayes' PROCESS Macro for moderation analysis, it adds to the existing literature by presenting a framework that links communication, culture, and performance. This research offers valuable insights for managers and policy-makers to enhance communication systems and culture, aiming for sustainable performance and establishing a foundation for future research in related fields.

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