

THE INFLUENCE OF ORGANIZATIONAL COMMUNICATION ON EMPLOYEE PERFORMANCE: A CASE STUDY OF XYZ COMPANY

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ABSTRACT

Organizational communication is a crucial element that influences employee performance within a company. Effective communication can enhance employee engagement, motivation, and productivity. This study was conducted at Company XYZ to understand how the frequency, quality, and media of communication affect employee performance. This research aims to analyze the influence of organizational communication on employee performance at Company XYZ. The primary focus is to identify the most impactful elements of communication and how they can be optimized to improve employee performance. This study uses a descriptive qualitative method. Data were collected through in-depth interviews and internal surveys with employees and managers at Company XYZ. Secondary data were also obtained from relevant articles, journals, and books. Data analysis was conducted using NVivo software to identify key themes and patterns in organizational communication. The results show that high communication frequency helps employees feel more engaged and better understand the company's goals. High-quality communication, which includes clarity, completeness, and accuracy of information, increases employee trust in management. The choice of appropriate communication media also plays a significant role in the effectiveness of message delivery. However, challenges such as incomplete or untimely information still need to be addressed to enhance overall employee performance.

KEYWORDS *organizational communication, employee performance, communication frequency, communication quality, communication media*



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INTRODUCTION

Organizational communication is a crucial element in shaping a productive work culture and environment. Effective communication within an organization can create a conducive work climate, strengthen relationships among employees, and enhance engagement and work motivation (Li et al., 2020). In the current era of globalization and the development of information technology, organizational communication has undergone significant transformations, where digitalization has

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become a key factor in optimizing communication flows within the company (Kurdi et al., 2020).

Company XYZ as a dynamic and continuously growing business entity, recognizes the importance of organizational communication in achieving company goals. Operating in a competitive industry, the company requires communication strategies that can optimally support employee performance. In this context, it is essential to understand how organizational communication affects employee performance at Company XYZ (Ichsan et al., 2021). Employee performance is a primary indicator in measuring operational effectiveness and company success. Optimal performance can be achieved through a deep understanding of the role of communication in delivering information, overcoming obstacles, and building collaboration among employees (Tian et al., 2020).

Previous research shows that effective communication can enhance employee productivity and job satisfaction. According to (Paais & Pattiruhu, 2020), good communication can clarify tasks and responsibilities, reduce conflicts, and improve team coordination. Another study by (Riwayanti, 2023) revealed that transparency in organizational communication can strengthen employee trust in management, which ultimately has a positive impact on both individual and team performance.

However, at Company XYZ there are still some challenges in implementing effective organizational communication. Based on an internal survey conducted in 2023, it was found that 35% of employees felt they did not receive clear information regarding company policies and strategic directions. Additionally, 28% of employees reported frequent miscommunication with colleagues, which hindered their work processes. This data indicates that there is still room for improvement in internal communication within the company (Syakur et al., 2020).

Therefore this study aims to analyze the influence of organizational communication on employee performance at Company XYZ. This research will examine various aspects of communication, including frequency, quality, and the media used, as well as their impact on employee performance. This case study will provide comprehensive insights into the relationship between organizational communication and employee performance and offer practical recommendations for the management of Company XYZ to improve internal communication effectiveness. Thus, this research is expected to contribute to the development of organizational communication theory and practice and provide benefits to the company in creating a more productive and harmonious work environment. Through a better understanding of the dynamics of communication within the organization, it is hoped that Company XYZ can enhance employee performance and achieve long-term success.

One theory relevant to the title "The Influence of Organizational Communication on Employee Performance: A Case Study of Company XYZ" is the Information and Communication Theory proposed by Claude Shannon and Warren Weaver. This theory was first introduced in 1948 through their famous publication, "A Mathematical Theory of Communication." The Shannon-Weaver Theory focuses on the process of transmitting information from the sender to the receiver through a communication channel, as well as how noise in the channel can affect the quality of communication. This theory also emphasizes the importance of

feedback in ensuring that the received message aligns with what was sent (Sineke, 2021). In the context of organizational communication, this theory is highly relevant as it demonstrates how communication structures and processes can impact the effectiveness and efficiency of information exchange within an organization.

In its practical application, the Shannon-Weaver Information and Communication Theory can help identify critical points where organizational communication at Company XYZ can be improved. For instance, if there is interference or noise in the communication channel that causes miscommunication or incomplete information, the company can take steps to reduce such interference, such as improving information technology infrastructure or providing better communication training to employees (Luqman, 2021). Additionally, this theory highlights the importance of feedback in the organizational communication process. By ensuring that employees have clear and effective mechanisms for providing feedback to management, Company XYZ can enhance employee engagement and ensure that any communication issues can be quickly identified and resolved. Applying this theory can assist Company XYZ in improving the quality of their internal communication, which in turn can enhance overall employee performance.

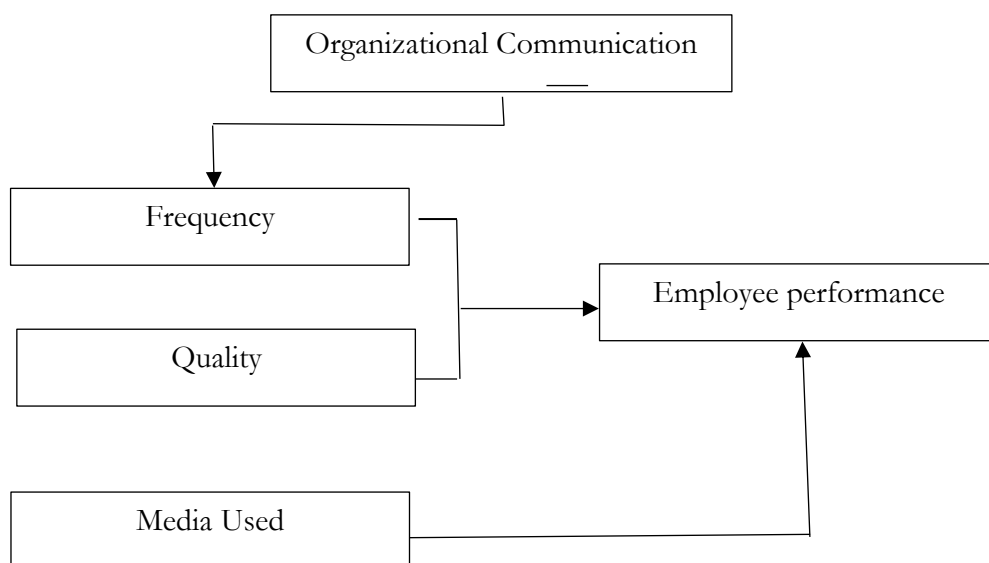


Figure 2. Conceptual Framework

This conceptual framework illustrates the relationship between organizational communication and employee performance in the context of Company XYZ. Organizational communication is divided into three main sub-components: frequency, quality, and media used. Each of these sub-components has a significant impact on employee performance. Communication frequency relates to how often information is conveyed to employees. High frequency can ensure that employees always receive the latest information, which can enhance task clarity and encourage them to work more efficiently. Communication quality includes aspects of clarity, completeness, and accuracy of the information delivered. High-quality

communication can help reduce miscommunication and conflicts, as well as increase employee trust and job satisfaction. The media used includes the tools or platforms used to convey information, such as email, face-to-face meetings, or instant messaging applications. Choosing the right media can improve information accessibility and make it easier for employees to receive and understand the messages conveyed.

Employee performance is influenced by the effectiveness of organizational communication through these three sub-components. Appropriate communication frequency can ensure that employees always receive the necessary information to perform their tasks well. High communication quality can reduce errors in work and improve team collaboration. Using suitable media can facilitate the communication process and ensure that messages are delivered clearly and quickly to employees. Thus, improvements in communication frequency, quality, and media are expected to enhance overall employee performance. This conceptual framework helps in understanding the dynamics of communication within the organization and how each communication element can be optimized to achieve better performance at Company XYZ.

RESEARCH METHOD

The research method used in this study is descriptive qualitative. This approach was chosen to understand and describe the phenomena occurring in organizational communication and how it affects employee performance at Company XYZ. Descriptive qualitative research allows the researcher to delve deeply into the perceptions, experiences, and views of employees and management regarding the company's internal communication (Sugiyono, 2019). Through this method, the researcher can identify factors that support or hinder the effectiveness of organizational communication and provide relevant recommendations for improvement.

The data sources used in this study are secondary data. These secondary data are sourced from articles, journals, and books relevant to the research topic. This data is obtained through a systematic literature search, including access to academic databases, digital libraries, Google Scholar, Scopus, and JSTOR. By using secondary data, the researcher can conduct a comprehensive analysis of previous research and existing theories, thereby strengthening the arguments and findings in this study (Creswell & Creswell, 2018). This approach also allows the researcher to perform data triangulation to enhance the validity and reliability of the research results. In this study, the data collection technique used is documentation. This technique involves collecting secondary data from various sources relevant to the research topic. Secondary data sources include articles, journals, books, research reports, and other documents related to organizational communication and employee performance. These data are obtained through systematic literature searches using academic databases such as Google Scholar, Scopus, and JSTOR. Additionally, data are also taken from digital libraries and other trusted online sources. Using the documentation technique allows researchers to access a wide and in-depth range of information produced by previous studies, thus enriching the analysis in this research.

The data analysis technique used in this study is qualitative analysis. The collected data from various sources will be analyzed using NVivo software. NVivo is a qualitative data analysis tool that enables researchers to organize, manage, and analyze text data more efficiently. The analysis process begins with data coding, which involves identifying themes, categories, and patterns that emerge from the data (Sugiyono, 2021). NVivo helps structure complex data into a more organized format, making it easier for researchers to draw conclusions and identify relationships between themes. The use of NVivo also allows researchers to perform data triangulation, which involves comparing and verifying findings from various sources to enhance the validity and reliability of the research results. Through this analysis technique, researchers can interpret the data in depth and obtain a comprehensive understanding of the influence of organizational communication on employee performance at Company XYZ.

RESULT AND DISCUSSION

The results of this study reveal that organizational communication significantly influences employee performance at Company XYZ. Effective communication within the company not only enhances operational efficiency but also increases employee satisfaction and work motivation. Based on interviews conducted with several employees and managers at Company XYZ, it was found that a high frequency of communication helps employees feel more engaged and have a better understanding of the company's goals and strategies. One employee stated, "When we regularly receive information about the company's progress, we feel more valued and motivated to contribute our best."

Previous research supports these findings. According to a study by (Kim & Kim, 2021), open and transparent communication within an organization can enhance employees' trust in management and create a more positive work environment. This aligns with the interview results showing that employees at Company XYZ are more satisfied with their jobs when they feel heard and involved in decision-making processes. A manager at the company confirmed, "We strive to always provide clear information and accept feedback from employees. This helps us understand their needs and improve the overall performance of the team."

Moreover the quality of communication also plays a crucial role in enhancing employee performance. High-quality communication, which includes clarity, completeness, and accuracy of information, helps reduce miscommunication and conflicts in the workplace. Research by (Kalogiannidis, 2021) indicates that effective communication can reduce uncertainty and provide clear directions for employees, enabling them to work more focused and productively. At Company XYZ, good communication quality is reflected in the use of various communication media, such as face-to-face meetings, emails, and instant messaging applications, which facilitate the quick and accurate dissemination of information. However the results of this study also highlight several challenges in the implementation of effective organizational communication at Company XYZ. Although most employees are satisfied with the existing communication, some still feel they do not receive clear information regarding company policies and strategic directions. Based on an internal survey conducted in 2023, about 35% of employees stated that

the information they received was not always complete or timely. This indicates that there is still room for improvement in the company's internal communication system.

Previous research by (Norawati et al., 2022) revealed that transparency in organizational communication can strengthen employees' trust in management, which ultimately has a positive impact on both individual and team performance. This finding is consistent with the interview results at Company XYZ, where several employees suggested increasing transparency in communication to ensure that all relevant information is conveyed clearly and promptly. One of the recommendations that emerged from this research is the need to enhance information technology infrastructure to support more effective and efficient communication. The study also delved into the frequency aspect of communication within Company XYZ. Regular updates and consistent communication channels were found to be pivotal in keeping employees informed and engaged. For instance, weekly team meetings and monthly company-wide briefings were highlighted as effective methods to disseminate information and maintain a cohesive work environment. Employees mentioned that these regular interactions helped them stay aligned with the company's objectives and progress. The study by (Almerri, 2023) also emphasized that frequent communication fosters a sense of inclusion and engagement among employees, which is crucial for maintaining high morale and productivity.

Another significant aspect discussed in the interviews was the medium of communication. Employees at Company XYZ highlighted the effectiveness of using multiple communication platforms to cater to different preferences and needs. For example, while some employees preferred detailed emails for complex information, others found instant messaging apps more efficient for quick updates and clarifications. This flexibility in communication methods ensured that information reached all employees effectively, regardless of their preferred communication style. Research by (Hyland-Wood et al., 2021) supports this approach, suggesting that using a variety of communication media can enhance the overall quality and effectiveness of organizational communication.

The quality of communication as mentioned earlier emerged as a critical factor in determining employee performance. High-quality communication that is clear, complete, and accurate not only reduces the chances of misunderstandings but also helps in building trust and cooperation among team members. During the interviews, several employees noted that when communication from management was clear and transparent, it significantly reduced their anxiety and uncertainty, allowing them to focus better on their tasks. This observation aligns with the findings of (Kalogiannidis, 2020), who highlighted that effective communication reduces uncertainty and helps employees understand their roles and responsibilities better, leading to improved performance.

Despite the positive impacts of effective communication, the study also identified some areas where Company XYZ could improve. The internal survey results indicated that a significant portion of employees felt that the information they received was not always timely or complete. This gap in communication could potentially lead to misunderstandings and decreased productivity. To address this

issue, the company could consider implementing more robust communication protocols and ensuring that all relevant information is shared promptly and comprehensively. Enhancing the transparency of communication, as suggested by (Islam et al., 2021), could also help in building trust and improving overall employee performance. Furthermore the study highlighted the importance of feedback mechanisms in organizational communication. Employees at Company XYZ expressed a desire for more structured and effective ways to provide feedback to management. Effective feedback loops are essential for identifying and addressing communication issues promptly. By establishing clear and efficient feedback channels, Company XYZ can ensure that employees feel heard and valued, which can significantly boost their engagement and performance. The use of NVivo software for qualitative data analysis in this study provided valuable insights into the employees' perceptions and experiences, helping to identify key areas for improvement in the company's communication strategies.

In conclusion this study demonstrates that organizational communication significantly influences employee performance at Company XYZ. Enhancing the frequency, quality, and media of communication can create a more productive and harmonious work environment. These findings enrich our understanding of the dynamics of communication within organizations and provide practical insights for the management of Company XYZ to develop more effective communication strategies. Through a more structured and systematic approach to communication, it is expected that employee performance will continue to improve, leading to long-term success for the company. The implications of these findings are far-reaching. For managers at Company XYZ, it is essential to recognize that communication is not just about disseminating information but also about creating a dialogue where employees feel involved and valued. Investing in communication infrastructure and training can yield significant returns in terms of employee performance and satisfaction. Additionally, the company should consider regular assessments of their communication practices to ensure they are meeting the evolving needs of their employees.

The study also suggests that future research could explore the specific types of communication training that are most effective in improving organizational communication. Understanding the impact of different communication styles and tools on various aspects of employee performance could provide deeper insights and more targeted strategies for enhancement. Moreover, comparative studies across different industries could shed light on how sector-specific factors influence the relationship between organizational communication and employee performance. Overall, this research underscores the critical role of communication in organizational success. By addressing the challenges identified and building on the strengths highlighted in this study, Company XYZ can foster a work environment that not only supports high performance but also enhances overall employee well-being and engagement. As organizational landscapes continue to evolve with technological advancements and changing workforce dynamics, effective communication will remain a cornerstone of successful management practices.

The Role of Communication Frequency in Enhancing Employee Performance

Effective organizational communication is a cornerstone of a productive and harmonious workplace. Within the myriad facets of communication, frequency stands out as a crucial determinant of employee performance. The regularity with which information is conveyed can significantly influence employees' understanding, engagement, and overall effectiveness. This discussion delves deeply into how communication frequency impacts employee performance, highlighting its critical role in shaping a cohesive and motivated workforce at Company XYZ. Communication frequency refers to how often information is exchanged between management and employees. It encompasses various forms of interactions, including formal meetings, emails, briefings, and informal conversations (L. Chen et al., 2022). At Company XYZ, establishing a rhythm of regular communication is vital for ensuring that employees remain informed, aligned with organizational goals, and motivated to perform at their best. The challenge lies in finding the right balance—too little communication can leave employees feeling isolated and uninformed, while too much can lead to information overload and decreased productivity.

Regular communication fosters an environment of trust and transparency. When employees at Company XYZ receive consistent updates about company developments, policy changes, and strategic directions, they are more likely to feel involved and valued. This sense of inclusion is crucial for building trust between employees and management. Trust, in turn, is a foundational element of a productive work environment. Employees who trust their leaders are more likely to be engaged, loyal, and willing to go the extra mile to achieve organizational goals. For instance, weekly team meetings at Company XYZ provide a platform for managers to share updates, celebrate successes, and address concerns. These meetings serve as a routine touchpoint, reinforcing the message that employees are an integral part of the organization. When employees know that they will have regular opportunities to receive information and provide feedback, their confidence in the organization's leadership is strengthened. This trust translates into higher morale and a greater willingness to contribute to the organization's success (Paais & Pattiruhu, 2020).

One of the primary benefits of frequent communication is the reduction of uncertainty. Uncertainty in the workplace can lead to anxiety, decreased job satisfaction, and reduced performance. When employees are unsure about their roles, responsibilities, or the direction of the company, their productivity can suffer. Regular communication helps mitigate this uncertainty by providing clear and consistent information. At Company XYZ, monthly company-wide briefings are used to communicate major developments, strategic initiatives, and performance metrics. These briefings ensure that all employees have a clear understanding of where the company stands and where it is headed. By keeping everyone informed, management can reduce speculation and rumors, which can be detrimental to employee morale and performance. Employees who are well-informed are better equipped to make decisions, prioritize tasks, and align their efforts with organizational goals (van Zoonen et al., 2021).

Promoting Engagement and Motivation

Engagement and motivation are closely linked to communication frequency. Employees who are regularly updated on company progress and involved in discussions about future plans are more likely to feel engaged with their work. This engagement is a key driver of motivation, leading to higher levels of performance.

Company XYZ has implemented a system of regular one-on-one meetings between managers and employees. These meetings provide an opportunity for personalized communication, where employees can discuss their progress, set goals, and receive feedback. Such interactions are crucial for maintaining high levels of engagement and motivation. When employees feel that their contributions are recognized and their voices are heard, they are more likely to be committed to their work and strive for excellence.

Facilitating Problem Solving and Innovation

Frequent communication also plays a vital role in facilitating problem-solving and innovation. When communication channels are open and active, employees are more likely to share ideas, identify issues, and collaborate on solutions. This collaborative environment is essential for fostering innovation and continuous improvement. At Company XYZ, regular brainstorming sessions and cross-functional meetings encourage employees to share their insights and propose new ideas. These sessions are designed to break down silos and promote a culture of collaboration. By providing regular opportunities for employees to communicate and exchange ideas, the company can harness the collective intelligence of its workforce. This approach not only enhances problem-solving capabilities but also drives innovation, leading to better products, services, and processes.

Supporting Adaptability and Resilience

In today's fast-paced business environment, organizations must be adaptable and resilient to change. Frequent communication is a critical factor in supporting this adaptability. When employees are regularly informed about changes in the market, industry trends, and internal developments, they are better prepared to respond effectively. Company XYZ places a strong emphasis on maintaining an agile communication strategy. Regular updates on market conditions, competitor activities, and technological advancements are shared with employees through various channels. This proactive approach ensures that employees are not caught off guard by sudden changes. Instead, they are equipped with the knowledge and resources needed to adapt quickly and maintain their performance levels. This adaptability is crucial for the company's long-term success in a competitive and dynamic market.

Strengthening Team Cohesion and Collaboration

Team cohesion and collaboration are enhanced through frequent communication. Regular interactions help build relationships and foster a sense of camaraderie among team members. When employees communicate regularly, they develop a better understanding of each other's strengths, weaknesses, and working styles. This understanding is essential for effective teamwork and collaboration. At

Company XYZ, daily stand-up meetings and project updates are common practice within teams. These short, focused meetings provide an opportunity for team members to share their progress, discuss challenges, and coordinate their efforts. By fostering a culture of regular communication, the company ensures that team members remain aligned and work cohesively towards common goals. This cohesion is vital for achieving high levels of performance and delivering exceptional results.

Feedback is a critical component of employee development and performance improvement. Regular communication provides a platform for both giving and receiving feedback. When feedback is provided frequently, it becomes a natural part of the workflow, rather than a formal and infrequent event. Company XYZ has integrated regular feedback sessions into its communication strategy. These sessions allow managers to provide constructive feedback on employee performance, identify areas for improvement, and recognize achievements. Employees also have the opportunity to share their feedback with managers, fostering a two-way communication process. This continuous feedback loop is essential for promoting a culture of continuous improvement. Employees who receive regular feedback are more likely to be aware of their performance levels and take proactive steps to enhance their skills and capabilities.

While frequent communication has numerous benefits, it is not without challenges. One of the primary barriers is information overload. When employees are bombarded with too much information, it can lead to confusion and decreased productivity. It is essential for Company XYZ to strike a balance between providing necessary updates and avoiding information overload. To address this challenge, the company can implement a tiered communication system. This system prioritizes critical information while filtering out less relevant details. For example, company-wide announcements can focus on major strategic updates, while team-specific information can be communicated through targeted channels. By tailoring the frequency and content of communication to the needs of different audiences, the company can ensure that employees receive the right information at the right time without feeling overwhelmed.

Another challenge is ensuring consistency in communication. Inconsistencies can arise when different managers or departments have varying communication practices. To overcome this, Company XYZ can establish standardized communication protocols. These protocols provide guidelines for the frequency, format, and content of communication across the organization. By adhering to these standards, the company can ensure that all employees receive consistent and reliable information.

Technology plays a vital role in facilitating frequent and effective communication. Digital tools and platforms can streamline the communication process, making it easier to share information and connect with employees in real-time. Company XYZ has leveraged technology to enhance its communication strategy. The use of collaboration tools like Slack and Microsoft Teams allows for instant messaging, file sharing, and virtual meetings. These tools provide a centralized platform for communication, making it easy for employees to stay connected regardless of their location (Alexander et al., 2021). Additionally, the

company has implemented an intranet system to house important documents, announcements, and resources. This system ensures that employees have easy access to the information they need, further enhancing communication frequency and effectiveness.

Ultimately the success of frequent communication hinges on the organizational culture. A culture that values open and transparent communication encourages employees to share information, voice concerns, and collaborate effectively. At Company XYZ, fostering such a culture is a top priority. The company has implemented various initiatives to promote open communication. Town hall meetings, suggestion boxes, and open-door policies are just a few examples. These initiatives provide multiple avenues for employees to engage in meaningful dialogue with management and each other. By creating an environment where open communication is encouraged and valued, the company can ensure that frequent communication becomes an integral part of its operational framework .

In conclusion, the frequency of communication plays a critical role in enhancing employee performance at Company XYZ. Regular and consistent communication builds trust, reduces uncertainty, promotes engagement, and supports adaptability. It also strengthens team cohesion, facilitates problem-solving, and drives continuous improvement. While there are challenges to be addressed, such as information overload and consistency, leveraging technology and fostering a culture of open communication can help overcome these barriers. By prioritizing frequent and effective communication, Company XYZ can create a productive and motivated workforce, ultimately driving the company's success in a competitive market.

The discussion on the role of communication frequency in enhancing employee performance aligns closely with established theories of organizational communication, particularly those emphasizing the importance of regular, clear, and open communication channels. According to Shannon and Weaver's Communication Theory, the effectiveness of communication is greatly influenced by the clarity and regularity with which messages are transmitted and received. The theory posits that noise and barriers can disrupt communication, leading to misunderstandings and reduced efficiency. In the context of Company XYZ, the implementation of regular team meetings, one-on-one sessions, and monthly briefings exemplifies the practical application of these theoretical principles (Sugianto & Setiawan, 2020). By ensuring that communication occurs frequently and consistently, the company reduces uncertainties, aligns employee efforts with organizational goals, and fosters a trusting and engaging work environment, as suggested by the theoretical framework.

However, the discussion also highlights areas where the theoretical application may face challenges, indicating a nuanced relationship between theory and practice. Theories often assume ideal conditions where communication channels are perfectly maintained and free from noise. In reality, as seen at Company XYZ, challenges such as information overload and inconsistent communication practices across different departments can arise, disrupting the ideal flow of information described by Shannon and Weaver (Calvanese Strinati & Barbarossa, 2021). This discrepancy suggests that while the theoretical principles

provide a robust foundation for understanding the importance of communication frequency, practical implementation requires continuous adjustment and refinement to address real-world complexities. Thus, while the discussion generally supports the theoretical underpinnings, it also underscores the need for flexible and adaptive communication strategies to fully realize the benefits outlined by the theory.

Impact of Communication Quality and Media on Employee Trust and Performance

Effective communication within an organization is a pivotal element in fostering a positive workplace environment and enhancing overall employee performance. Two critical aspects of communication are its quality and the media through which it is delivered. High-quality communication that is clear, complete, and accurate plays a significant role in building trust and improving performance. Similarly, the choice of communication media can profoundly influence how messages are perceived and acted upon. This comprehensive discussion explores the impact of communication quality and media on employee trust and performance at Company XYZ, highlighting the intricate connections and practical implications. Communication quality is a multifaceted concept that encompasses clarity, completeness, accuracy, and relevance of the information conveyed (Roberts & David, 2020). High-quality communication ensures that employees receive messages that are not only easy to understand but also comprehensive and precise. At Company XYZ, the importance of maintaining high communication quality cannot be overstated. Clear and accurate communication helps reduce misunderstandings, which can lead to errors and inefficiencies. Employees who receive clear instructions and updates are better equipped to perform their tasks effectively and are less likely to experience confusion or frustration.

One of the key elements of high-quality communication is clarity. Clarity involves the use of straightforward language and the avoidance of jargon or ambiguous terms that might confuse employees. At Company XYZ, efforts are made to ensure that all communications, whether written or verbal, are clear and to the point. For instance, during team meetings, managers are encouraged to articulate goals and expectations in simple, direct language. This practice helps employees grasp what is expected of them without needing further clarification, thereby enhancing their ability to meet performance standards. Completeness is another crucial aspect of communication quality (Men, 2020). Completeness refers to providing all necessary information required to understand a message fully. Incomplete information can lead to incorrect assumptions and decisions, adversely affecting performance. At Company XYZ, comprehensive communication is prioritized. Managers are trained to provide detailed updates that cover all relevant aspects of a topic, ensuring that employees have a full understanding of the situation. This approach minimizes the risk of misunderstandings and helps employees make informed decisions, thereby boosting their performance (Qin & Men, 2023).

Accuracy in communication is essential to maintaining trust and credibility. Accurate information ensures that employees can rely on the messages they receive and make decisions based on factual data. At Company XYZ, ensuring the accuracy

of communication is a fundamental practice. For example, performance metrics and progress reports are carefully reviewed and validated before being shared with employees. This diligence in verifying information reinforces trust in the communication process, as employees know they can depend on the accuracy of the information provided. Trust is a critical component of any successful organization (X. Chen & Wei, 2020). It underpins all interactions within the workplace and is crucial for fostering a positive and productive environment. High-quality communication is instrumental in building and sustaining this trust. When employees receive clear, complete, and accurate information, they are more likely to trust their managers and the organization as a whole. This trust is vital for engagement, collaboration, and overall performance.

At Company XYZ trust-building through high-quality communication is a strategic priority. Employees consistently report that when communication from management is clear and transparent, their trust in leadership increases. For instance, during periods of organizational change, such as restructuring or policy shifts, transparent communication is essential. Employees who are kept well-informed about the reasons behind changes and how they will be implemented are more likely to trust that the changes are in their best interest. This trust, in turn, reduces resistance to change and facilitates smoother transitions, ensuring that performance remains stable or even improves during challenging times.

High-quality communication fosters an environment where employees feel valued and respected. When managers take the time to provide detailed and accurate information, it signals to employees that their understanding and buy-in are important. This respect enhances employees' sense of belonging and loyalty to the organization. At Company XYZ, regular feedback sessions are a key component of high-quality communication. These sessions allow managers to provide constructive feedback while also listening to employees' concerns and suggestions. This two-way communication process not only helps improve performance but also strengthens the trust between employees and management.

The media through which communication is delivered can significantly influence how messages are received and perceived. Different media have varying strengths and are suitable for different types of messages. At Company XYZ, a mix of communication media is used to ensure that messages are delivered effectively and efficiently. The choice of media can affect the immediacy, richness, and accessibility of communication, all of which impact employee trust and performance. Face-to-face communication is often considered the richest medium because it allows for immediate feedback, non-verbal cues, and a personal touch. At Company XYZ, face-to-face meetings are used for important announcements, performance reviews, and team-building activities. These meetings help build trust as they enable direct interaction and the opportunity to address questions and concerns in real-time. Employees report feeling more connected and engaged when they have the chance to communicate face-to-face with their managers and colleagues.

Email is another widely used medium at Company XYZ. It is particularly effective for delivering detailed information that employees may need to refer back to over time. Emails can be carefully crafted to ensure clarity and completeness,

making them an excellent medium for sharing complex information such as policy updates, project plans, and performance reports. However, the impersonal nature of email can sometimes limit its effectiveness in building trust. To mitigate this, Company XYZ encourages managers to follow up important emails with face-to-face or video meetings to discuss the content in more detail and address any questions. Instant messaging platforms like Slack or Microsoft Teams are increasingly popular for their ability to facilitate quick and informal communication. These platforms are used at Company XYZ for day-to-day interactions, quick updates, and team collaborations. The immediacy and convenience of instant messaging make it an effective medium for maintaining ongoing communication and fostering a sense of teamwork. However, because messages are often brief and informal, there is a risk of miscommunication. To ensure the quality of communication remains high, employees are encouraged to clarify and confirm important points as needed.

Video conferencing has become an essential medium, especially in the context of remote work. At Company XYZ, video calls are used for virtual meetings, training sessions, and cross-departmental collaborations. Video conferencing combines the immediacy of face-to-face communication with the flexibility of digital media, making it a valuable tool for maintaining high-quality communication across different locations. Employees appreciate the ability to see and interact with their colleagues, which helps maintain personal connections and trust.

The strategic use of communication media can enhance performance by ensuring that messages are delivered in the most effective way possible. At Company XYZ, the selection of media is tailored to the nature of the message and the needs of the audience. This strategic approach ensures that communication is not only efficient but also impactful. For example, project updates and performance metrics are often shared through email or the company intranet. These media allow employees to review the information at their own pace and refer back to it as needed. To ensure that the information is clear and actionable, these communications are supplemented with summary points and visual aids such as charts and graphs. This approach helps employees quickly grasp the key takeaways and understand their implications for their work.

In contrast, more sensitive or complex messages, such as changes in company policy or feedback on performance, are typically delivered through face-to-face meetings or video calls. These media allow for a more nuanced and personal interaction, enabling managers to convey empathy, address concerns, and provide detailed explanations. By choosing the appropriate medium for each type of message, Company XYZ maximizes the effectiveness of its communication and supports high performance. While high-quality communication and the strategic use of media have clear benefits, they also present certain challenges. Maintaining consistently high communication quality requires ongoing effort and attention to detail. Managers at Company XYZ must be vigilant in ensuring that their messages are clear, complete, and accurate. This involves careful planning and, in some cases, additional training to develop effective communication skills. Moreover, the choice of communication media must be carefully considered to avoid potential pitfalls.

For instance, while email is efficient for disseminating information, it can be prone to misinterpretation if the tone or context is not clear. Similarly, instant messaging, while convenient, can sometimes lead to misunderstandings if messages are too brief or ambiguous. To address these challenges, Company XYZ has implemented guidelines and best practices for using different communication media. These guidelines help ensure that employees are aware of the strengths and limitations of each medium and can choose the most appropriate one for their needs.

Another consideration is the impact of communication overload. With the availability of multiple communication channels, there is a risk that employees may feel overwhelmed by the volume of information they receive. This can lead to reduced attention and lower engagement. To mitigate this risk, Company XYZ has established protocols for managing communication frequency and volume. For example, routine updates are scheduled at specific intervals, and the most important information is highlighted to ensure it stands out. This approach helps prevent information overload and keeps employees focused on what matters most.

In conclusion the quality of communication and the media used to deliver it have a profound impact on employee trust and performance at Company XYZ. High-quality communication that is clear, complete, and accurate builds trust and enhances employee engagement, leading to improved performance. The strategic use of different communication media ensures that messages are delivered effectively and efficiently, catering to the needs of the audience and the nature of the message. While there are challenges in maintaining high communication quality and selecting the appropriate media, Company XYZ's commitment to clear, comprehensive, and accurate communication, combined with its strategic use of various communication platforms, ensures that employees remain informed, engaged, and motivated. By continually refining its communication practices and leveraging the strengths of different media, Company XYZ can foster a productive and trusting work environment that supports high performance and organizational success.

Research Limitations

Despite the comprehensive approach taken in this study, several limitations must be acknowledged, which may impact the interpretation and generalizability of the findings. One significant limitation is the reliance on qualitative data, primarily gathered through interviews and internal surveys at Company XYZ. While qualitative methods provide in-depth insights into employee experiences and perceptions, they may not capture the full spectrum of factors influencing communication quality and employee performance. The subjective nature of qualitative data means that responses could be influenced by individual biases or situational contexts, which may not be representative of the broader employee population. Another limitation is the potential for response bias in the data collected. Employees participating in interviews and surveys might provide socially desirable responses or withhold critical feedback due to fear of repercussions, even with assurances of confidentiality. This could result in an incomplete or skewed understanding of the actual communication dynamics within the organization. Furthermore, the study's internal surveys were conducted within a specific time

frame, which may not account for changes in communication practices or employee perceptions over time. Longitudinal studies would be beneficial to observe how communication quality and its impact on performance evolve with changes in organizational strategies and external environments.

Additionally the study is confined to a single organization, Company XYZ, operating within a specific industry and cultural context. This narrow focus limits the generalizability of the findings to other organizations with different structures, industries, or cultural settings. The unique characteristics and practices of Company XYZ may not be applicable or effective in other organizational contexts. To enhance the generalizability of the findings, future research could include multiple organizations across various industries and cultural settings to identify common patterns and contextual differences in communication practices and their impact on employee performance. Lastly the study does not extensively explore the role of external factors that might influence communication quality and employee performance. Factors such as economic conditions, technological advancements, and industry-specific regulations could significantly impact organizational communication dynamics. The rapid development of communication technologies and changing workforce demographics also pose challenges and opportunities that were not fully addressed in this study. Including these external factors in future research could provide a more holistic understanding of the complexities involved in organizational communication and its effects on employee performance.

CONCLUSION

In conclusion this study has highlighted the critical role of organizational communication in enhancing employee performance at Company XYZ. By examining the various facets of communication, including its frequency, quality, and the media used, we have gained valuable insights into how these elements contribute to a more engaged, motivated, and productive workforce. The findings underscore that effective communication is not just about transmitting information but also about fostering a culture of trust, transparency, and collaboration. These elements are crucial for aligning employee efforts with organizational goals and ensuring that everyone works towards a common purpose. The impact of communication frequency on employee performance has been particularly notable. Regular updates, consistent messaging, and routine interactions help to keep employees informed and engaged. This study has shown that when communication occurs frequently, employees are more likely to understand their roles, feel valued, and stay motivated. However, the challenge of avoiding information overload highlights the need for a balanced approach, where communication is frequent yet concise and relevant. This balance is essential for maintaining high levels of engagement without overwhelming employees with excessive information.

The quality of communication and the choice of media also play significant roles in shaping employee perceptions and performance. High-quality communication that is clear, complete, and accurate builds trust and reduces uncertainty, allowing employees to focus on their tasks with confidence. The strategic use of various communication media ensures that messages are delivered effectively and tailored to the needs of different audiences. While face-to-face

interactions remain invaluable for building personal connections, digital tools and platforms offer flexibility and immediacy that are essential in today's fast-paced work environment. Despite the strengths of this study, it is important to acknowledge its limitations, including the reliance on qualitative data and the focus on a single organization. Future research should aim to address these limitations by incorporating quantitative methods and exploring multiple organizations across different industries and cultural contexts. By doing so, we can develop a more comprehensive understanding of how organizational communication influences employee performance in diverse settings. Ultimately, the insights gained from this study can inform the development of more effective communication strategies that enhance employee performance and contribute to the long-term success of organizations.

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