

Effective Communication as a Tool for Achieving an Organization's Performance Excellence: The Case of Appraisal Property Management (APM) SDN BHD

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Abstract

Effective Communication systems helps an organization to uplift their organizational effectiveness and productivity. An organization like Appraisal Property Management Sdn Bhd (APM) could boost up their effectiveness if there was a strong communication bond between the employees in their organization. The main objective of the study was to find out what were the definite aspects of an effective communication system in an organization, to analyse what the potential criterions on which an organization can boost up the effective communication system and how the lack of an effective communication system can negatively impact organizational growth and productivity. The research questions were 1) Does effective communication help in the achievement of APM's performance excellence goal? and 2) How can effective communication bring about much higher productivity among APM employees? The research design for the study was based on quantitative analysis with the presentation of an epistemological approach. The study population were 140 employees at APM. It was found that effective communication planning within the organization can manage to

channelize proper on-time information so that possible directions and related action-based approaches can be specified and standardized. The standard communication specifications and engagement need to be managed so that focused long-term action adjustment gets managed effectively. Conversely not having the standard action-related prospects and ineffective coordination can generate various difficulties as the proposed work directions do not get managed.

Keywords: Communication, Organizational growth, and Productivity.

Introduction

Background of study

Effective Communication systems helps an organization to uplift their organizational effectiveness and productivity. It is because an effective communication system in an organization helps to create a mutual co- ordination and c- operation between the employer and the employees of Appraisal Property Management Sdn Bhd (APM) (Sibiya, 2018). An effective communication system helps in the good appraisal of the employees in an organization. It is due to the fact that the feedback which is collected through the communication between the employees of an organization. It helps the top-level management of the organization to check how far each and every employee are performing according to the objectives (Kotlar *et al.*, 2018). Therefore, the creation of a strong organizational bond between the employees of an organization helps to understand how they are progressing and delivering their best of their skills and abilities in the business process of the organization (Back *et al.*, 2019). It is their duty to check that the communication process must be effective where weekly meetings are conducted to assess the employee progression, a separate platform to express the grievance of the employees pertaining to the working culture of the organization (Dodhiabbb *et al.*, 2020). Effective communication skills help to achieve the objective and the goals of APM.

Research Problem

There are several barriers to communication that can hamper the communication system in an organization. Those are linguistic barriers, cultural barriers, languages, and physical barriers can cause obstruction in the process of communication (Harrison *et al.*, 2017). However, the lack of effective communication demoralises the employee performance in the organization and which in-turn scales down the productivity of the organization. The lack of communication process in the

organization harms the organization in terms of its effectiveness and efficiency. If there is any lagging in the sense for communication systems can severely affect the relationship between the employees of the various levels of the organization (Ismawat & Setiawan 2020).

The research questions are:

Q1: Does effective communication help in the achievement of APM's performance excellence goal?

Q2: How can effective communication bring much higher productivity among APM employees?

Objectives of study

The main objective of the study is,

- To find out what are the definite aspects of the effective communication system in an organization.
- To analyse what are the potential criteria on which an organization can boost up the effective communication system to enhance their productivity.
- How the process of the lack of an effective communication system can negatively impact organizational growth and productivity.

Significance of study

The important factor about how effective communication can help an organization. It is through enhancing the employee co-ordination and collaboration. These two factors will help every organization to motivate and guide the employees to the best of their skills and knowledge and thereby bring them under one umbrella to boost the effectiveness and productivity of the organization. This research study will help APM know how the effectiveness of proper communication systems can enhance the reputation in the real estate property market. It will also provide them the necessary guidelines to train their employees to the extent to which they can speed up or escalate the employee productivity. This research study based on the effectiveness of the organizational communication can bring a notable change in the communication process of the organization. This research process can be useful for the various corporations and the MNCs operating in the market who can use its techniques and aspects to boost up its productivity.

Communication as a tool for APM

Communication is the key for making the relationship between the employees and the company. Without communication, there will not be collaborative work in any particular APM.

Communication and employee performance

The Appraisal Property Management always needs a good relationship with the employees and the worker for if the company will need help, they can help the company without any hesitation. There are some challenging situations that happen for communication. There are many people, comes from other countries. The new employees cannot fulfil the communication gap between the office worker and their seniors in the beginning time (Buchanan & Huczynski, 2019). Communication within the team helps the employees to grow the team spirit. Good communication helps the managers to provide effective feedback to their employees. The employees can work with enthusiasm by communicating with others. Communication skills help to develop behaviour and change the mind of working. The co-workers facilitate good relationships with each other with the help of communication skills (Farmanova, Bonneville & Bouchard 2018).

Theoretical framework of strong relationship through communication

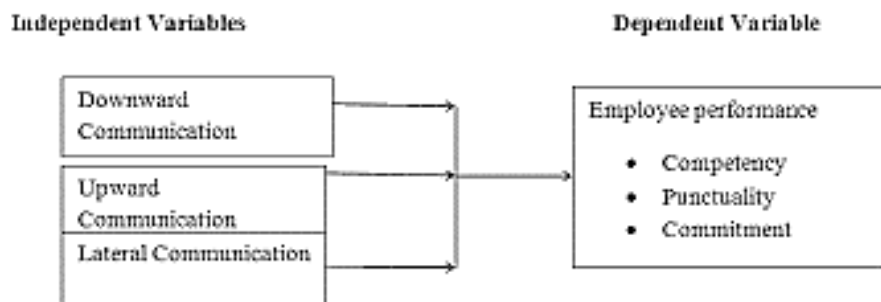


Figure: Communication framework in organization

Source: <http://www.onlinejournal.in/IJIRV2I5/062.pdf>

Good communication helps APM be friendly with all of the workers. Good communication helps to make better relationships between the company and its stakeholders. Communication skills help the employees to be up-to-date aligning with the new modern technologies. It helps to understand about the current happenings in the environment. It helps to increase the production of the APM by giving motivational speeches to the workers. Communication skills may help them in marketing works. The stress of workloads can be reduced by good communication skills (Getachew, 2020). Communication helps to share the problems with the seniors. Communication helps the employees to gain experience from the seniors by good communication skills. The employees can be motivated by the seniors, experienced workers and managers with the help of good communication skills.

Lack of communication challenges in the business organization

Bad or no communication may lead to a large number of problems which will lead to a lot of bad results. Other than the company employees getting demotivated and the company losing its productivity percentage, there are other disadvantages of poor communication as well. The company culture at times might get hampered and disrupted due to this lack of poor communication. These are unrealized problems which may result in a lot of bad consequences. they are as follows:

- **Negativity:** When things or information are not properly communicated, it leads to miscommunication and thus the productivity level of the organization starts decreasing. This is due to the fact that people tend to avoid places where they either have no expertise or fear getting embarrassed or rather mocked.
- **Employee Mistrust:** When there is poor communication, there arises the cases of employee disbelief or mistrust. This leads to a problem of low morale as well.
- **Worsening of Interpersonal relationships:** The employees must take care that proper communication must be maintained which will be required to maintain proper relationships between the employers and the employees as well as between the employees and the employees.
- **Unnecessary Conflict:** If there is no proper communication in between a team, then it may lead to either doing overworks, or underworks by the team members, or repetition of the same work.
- **Grapevine effect:** This effect is also known by the term the 'telephone game'. when a wrong information is carried all throughout the workplace, it spreads rapidly leading to a lot of confusions, disarray and panic which ultimately has disastrous consequences.
- **Low Morale:** The employers and the managers of APM need to make their employees understand the problems so that they can get to understand their mistakes and wrongs on a positive note.

Effective communication system ensures a good rapport between the managers and the employees of an organization. This is one of the biggest skills or qualities that must be possessed by the employees as well as the employers and the managers of the organization. The challenges that are faced by the members of the organization need to be identified and they need to be addressed after they are identified and thus, they require to be mitigated so as to bring in more effective communication at the workplace.

Knowledge and cognizance of rules and regulations

The knowledge about the rules and the regulations by using good communication skills.

Effective communication and effective performances among the team in APM employees, according to Bui *et al.* (2019), helps in the optimization of the business procedures among the working class of the organization. The authors pinpoint the barriers and solutions that can be provided to the organizations such as APM has to improve on the team management and negotiations that will help in the management of the communication skills with the development of interpersonal and impersonal skills that will help in the manifestation of the protocols. The team management with the higher communication ability can reflect the greater course of an action plan with the understanding of the pragmatic approaches. The authors have implicated the size of the team members to arguably defend the communication gap within the organization. It is indicated by the authors that a small number of teams can present with better outcomes as the communication is highly functional with the corresponding members. This can be an online or offline medium. The small manifestations are done with the proper institute of business communication by using Mintzberg's performance ability with pertinent and phenomenological decorum within the decision-making of the communication skills. This is to be coherently adopted by the organization with impeccable vision and mission to set the objective stance of the company's working management. This helps in maintaining the open-door policies that are required for understanding the figurative approaches with robustness among employees who are assertive with building their communication skills. These are determinants of the communication skills that are strictly pertinent to the employees by their process of removal of the communication barriers. According to Hassell and Cotton, (2017), it is illustrated that for the development of the communication tools that training, and management of the team are required. Mentoring and delegation are an integral part of the management process with the corresponding roles and responsibilities with impeccable clockwork. There has to be the inclusion of reciprocal feedback with proper documentation and constructive criticism is the fundamental tool for the governance of the communication skills. The determination of the team members with proper awareness is key to development and communication. Organizations such as APM need to focus on team-building exercises that will help in improving communication skills with the introduction of role-play models with greater team-building spirit. The proactive management of communication will help in the development of conversational skills, presentation skills with constructive business writing skills and presentation of managerial skills with the cost-benefit analysis that is done with functioning is team management through well-oiled machines. These will help in maintaining the

methods of communication in the workplace with greater productivity and performances of the team members. The authors have indicated that there is a requirement of the utilization of project software communication tools to maintain the streamlined process with the ability to check the team members with their adaptability and flexibility in their negotiation approaches. Cloud-based management tools are required to manage the process of communication skills with better manifestations.

Impact of effective communication in developing employee motivation in APM

Good relationship with the staff

The relation between the supervisors and the employees makes for profitable work. The employees have felt safe due to the good communication with the supervisors because the supervisors are the safety men of the employees. The supervisors provide the needs of the employees to increase the productivity of APM (Harsin, 2018). Communication makes the environment between the employees and the supervisors healthy and provides the mood of working collaboratively. The employees should be friendly with the supervisors to show the needs and the problems of their own. The supervisor can help the employees of the Appraisal Property Managements with appropriate feedback with the help of communication skills.

Providing the motivation to the team

Communication provides motivation for the team's work. It provides the energy of working with team members. The workers can find a way of achieving the goals with the help of appropriate communication language. Making friendships with the same aged employees helps to communicate with the others and it helps to make the team too. Communications need to be on positive terms as the workers can work with the help of their self-confidence. The impact of communication skills helps to create sincerity in the work. The involvement of communication skills improves the creativity of the individual worker.

Providing the breaks

Providing the holidays for travelling with the office staffs can make a good relationship with the help of using communication skills. Providing breaks can motivate the employees of the Appraisal Property Managements (Karnieli-Miller, 2020). The communication gives the boost to the energy of producing the company products with great teamwork (Maamari& Saheb, 2018).

Effect of efficient communication in increasing the Appraisal Property Management performances

An effective communication also helps to clear out the expectations of the company to the workers of APM. Moreover, clearing expectations helps the employees to understand how their performance will give advantage to the company and what the workers need to improve in order to get good feedback. The two main factors in a relationship are trust and loyalty and both of these factors can be boosted with the help of proper communication which is focused on meeting the needs of an individual, transferring important information and for giving both the feedback that is constructive and positive. Moreover, a strong relationship with the external audience of the APM builds the communication strong about the products, the culture of the company and services provided by the APM. If the supervisor of the appraisal company has good communication skills then with the help of that skill the supervisor can connect with the external audiences and can discover more new opportunities for the company which can further help the company achieve more success, also the workers who understand the importance and needs of the company can focus in making improvement for the company and discover new opportunities, innovative ideas and many more for growing the performance of the company.

Appropriate relation between clients and staff

Effective communication helps to improve the relationship between the clients and the employees of the APM. The communication skill improves the understanding between the workers and the seniors in the APM. The involvement of the communication skills into the works helps the workers to make the team and work through it with clients.

Identification of challenges faced by the Appraisal Property Management employees for the lack of communication

Today there are many methods to improve communication in the workplace such as newspapers, social sites, software's and so on (Rampun, Zainol& Tajuddin 2020). In general, there are several challenges that are faced by the employees of APM due to this lack of communication. Some of the issues are:

- Attitude and ego problem: it is often seen in the APM that teamwork is put off due to the attitude and ego of an individual worker. One employee may take all the decisions, preventing other employees from speaking about their views and then that employee who

took all the decisions will dominate other employees to follow those decisions but many times the decisions that are taken by that one person may be wrong in that case the whole team have to suffer problem due to that one wrong decision. The attitude and ego problem in any individual can lead to conflict and misunderstanding in a team's work.

- Unassertive listening: Unassertive listening means hearing other persons view without understanding them. It is often seen that some people talk and interrupt between the other people without carefully listening to what the other person wants to say. When people fail in listening, it becomes difficult to comprehend the actual message which is passed on to them. This problem can lead to a decline in the workforce in being creative and productive.
- Cultural differences: There is diversity in the workplace, but employees are comfortable to choose the other workers who belong to the same culture, and backgrounds so it is the duty of the manager of the APM to communicate with everyone as one coherence team, and also teach the other employees about the importance of communication with each and every employee of the company. The manager of the company should mix people of different cultures and different backgrounds together in one team so that the employees communicate with each other and adopt the good qualities of one another.
- Badly written communication: It is often seen that materials are badly written means the content is not clear in that case it becomes difficult for the other employees of the company to get that material and work further. In order to avoid such problems, the manager must check the content first or train the employees to write the content in the correct way so that other employees don't face any problem to understand that material.
- Biased relation with team members: In the Appraisal Property Management company many male employees are team leaders, but these team leaders do not allow the female employees in the team to keep viewpoint while taking any important decision for the team. In fact, there are some workers who criticise the other employees based on their caste, religion and so on. In order to avoid all this harassment, the company must regulate proper rules so that employees do not to do such things in the office.

Research Methodology

Research design

The research design for the study will be based on quantitative analysis with the presentation of an epistemological approach. The epistemological approach is defined as the data that is collected from

the authenticated sources with previous knowledge. The positivism philosophy will be followed with the inclusion of the deductive approach. The quantitative research methodology will be followed for the research as it will present the normative mathematical and statistical analysis so that the readers will understand the graphical integration of the research as the use of effective communication tools for achieving the organization's performance excellence for APM. The research design is based on 20 Likert questionnaires that will be answered by the employees and managers by the organization with simple graphical representation. The research design is descriptive (Snyder, 2019).

Study population and sampling procedures

The study population will be based on the 140 managers and employees at APM. The sample is selected for the study as the employees working in the form will be able to answer the working culture of the company with the use of effective communication skills. The probabilistic sampling procedures will be used for the study as the primary data collection with quantitative research methodology is used for the study. The random sampling methods will be used for the survey with action research phenomenology.

Data analysis

The data analysis of the research will be based on the graphical representation that will be depicted with the help of MS Excel. The data collected will be put into tabular form and the Likert scale will be divided into 5 sections and people will provide their answers as per their conditioning. Therefore, in the research, a simple bar graph and the pie chart will be used to pinpoint the percentage that will be agreed or disagreed by the participants. There will be a representation of simple descriptive statistics that will help in predicting the normality of the research (Kumar, 2018).

Ethical consideration

The ethical consideration of the research is to follow the instructions provided by the University while performing the research decorum as per the ethical commission. The participant's confidentiality and anonymity will be preserved within the research. The researcher will be free from any kind of conflict of interest for his research. This will provide the research to practice goodwill for the research (Ørngreen & Levinsen, 2017).

Limitations of Research Methodology

The main limitation of the research methodology is that in the research there is the only use of mono-methods of quantitative research methodology. While conducting a single research methodology likes that of quantitative research, only the objective stance of the research is established through the research, but the subjective stance of the research is eliminated.

Questionnaire

The source of the questionnaire will be the organizational information.

The employees of the organization from each department will provide the data about the entire segments.

Demographical data

1. What is your age range?

- 25 – 34
- 35 – 44
- 45 – 54
- 44 – 64
- Above 65

2. What is your current age?

- 26 – 28
- 29 – 31
- 32 – 34

3. What gender do you identify as?

- Male
- Female
- Trans-gender
- Non-binary
- Prefer not to answer
- Other

4. What is your marital status?

- Single, never married
- Divorced
- Separated
- Married or cohabitating
- Widow or widower
- Other

1. Have the communication tools changed in Appraisal property Management?
 - a. Strongly agree
 - b. Agree

- c. Neutral
 - d. Disagree
 - e. Strongly disagree
2. Are the employees happy with the new strategies of communication skills?
 - a. Strongly agree
 - b. Agree
 - c. Neutral
 - d. Disagree
 - e. Strongly disagree
 3. Are the linguistic barriers removed effectively?
 - a. Strongly agree
 - b. Agree
 - c. Neutral
 - d. Disagree
 - e. Strongly disagree
 4. Is there collaboration and coordination between the employee and employer?
 - a. Strongly agree
 - b. Agree
 - c. Neutral
 - d. Disagree
 - e. Strongly disagree
 5. Does effective communication help in the performance excellence of the company?
 - a. Strongly agree
 - b. Agree
 - c. Neutral
 - d. Disagree
 - e. Strongly disagree
 6. Are the definite aspects of the communication system incorporated within the framework of the organization?
 - a. Strongly agree
 - b. Agree
 - c. Neutral
 - d. Disagree
 - e. Strongly disagree
 7. Is effective communication analysed within the framework of the organization?
 - a. Strongly agree
 - b. Agree
 - c. Neutral
 - d. Disagree
 - e. Strongly disagree
 8. Do the employees receive training and mentoring for increasing their communication skills?
 - a. Strongly agree
 - b. Agree
 - c. Neutral
 - d. Disagree
 - e. Strongly disagree
 9. Are there areas of improvement in communication skills?

- a. Strongly agree
 - b. Agree
 - c. Neutral
 - d. Disagree
 - e. Strongly disagree
10. Is the company responsible for strategizing its communicative skills and efficiency?
- a. Strongly agree
 - b. Agree
 - c. Neutral
 - d. Disagree
 - e. Strongly disagree
11. Is the governance of the communication set to slow down the performance of the employee?
- a. Strongly agree
 - b. Agree
 - c. Neutral
 - d. Disagree
 - e. Strongly disagree
12. Are the employee appraisal procedures followed?
- a. Strongly agree
 - b. Agree
 - c. Neutral
 - d. Disagree
 - e. Strongly disagree
13. Does organizational objectivity meet with the performance of the employee?
- a. Strongly agree
 - b. Agree
 - c. Neutral
 - d. Disagree
 - e. Strongly disagree
14. Is the shortcoming of communicative skills addressed within Appraisal Property Management Sdn Bhd?
- a. Strongly agree
 - b. Agree
 - c. Neutral
 - d. Disagree
 - e. Strongly disagree
15. Are the employees provided with the communication skills?
- a. Strongly agree
 - b. Agree
 - c. Neutral
 - d. Disagree
 - e. Strongly disagree
16. Has the good relationship of communication with employees increased their performance?
- a. Strongly agree
 - b. Agree
 - c. Neutral

- d. Disagree
 - e. Strongly disagree
17. Is there any distinction, lateral and downward communication systems?
- a. Strongly agree
 - b. Agree
 - c. Neutral
 - d. Disagree
 - e. Strongly disagree
18. Has the communication increased the competency of the employees?
- a. Strongly agree
 - b. Agree
 - c. Neutral
 - d. Disagree
 - e. Strongly disagree
19. Has the communication increased the punctuality of the employees?
- a. Strongly agree
 - b. Agree
 - c. Neutral
 - d. Disagree
 - e. Strongly disagree
20. Has the communication increased the commitment of the employees?
- a. Strongly agree
 - b. Agree
 - c. Neutral
 - d. Disagree
 - e. Strongly disagree

Data Analysis

Question 1. Have the communication tools changed in Appraisal property Management?

Options	Response Frequency	Response Percentage	Total Respondents
Strongly agree	39	28%	140
Agreed	42	30%	140
Neutral	35	25%	140
Disagree	17	12%	140
Strongly disagree	7	5%	140

Communication helps in managing the standard appraisal property management as this segment proposes and manages the standard directions so that probable associations and concentration

related to the supportive information specifications can be managed effectively. Valuable feedback management and consider the right ways to manage different aspects concerning to the performance initiations directs and manages the applicable ways in defining and managing the system related goals assessment and consider structured information specifications. Be aware of the different performance related segments and connects with the specified guidelines assists to maintain the concentrated directions so that probable associations can be maintained and followed. The different communication approaches further connect with the best suited work values and consider the defined engagement and specifications related to the appraisal property management.

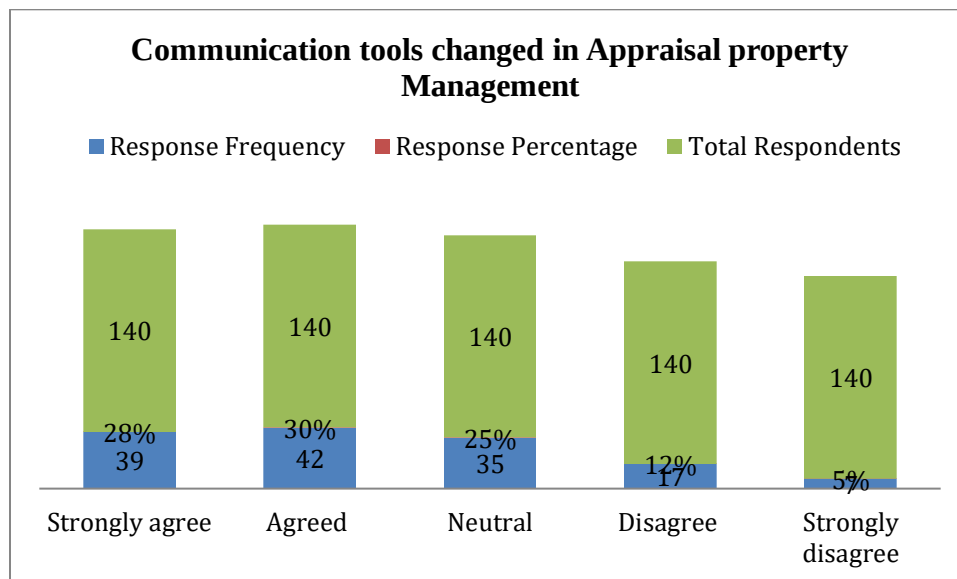


Figure 1: Communication tools changed in Appraisal property Management

Question 2

Are the employees happy with the new strategies of communication skills?

Options	Response Frequency	Response Percentage	Total Respondents
Strongly agree	70	50%	140
Agreed	28	20%	140
Neutral	14	10%	140
Disagree	14	10%	140
Strongly disagree	14	10%	140

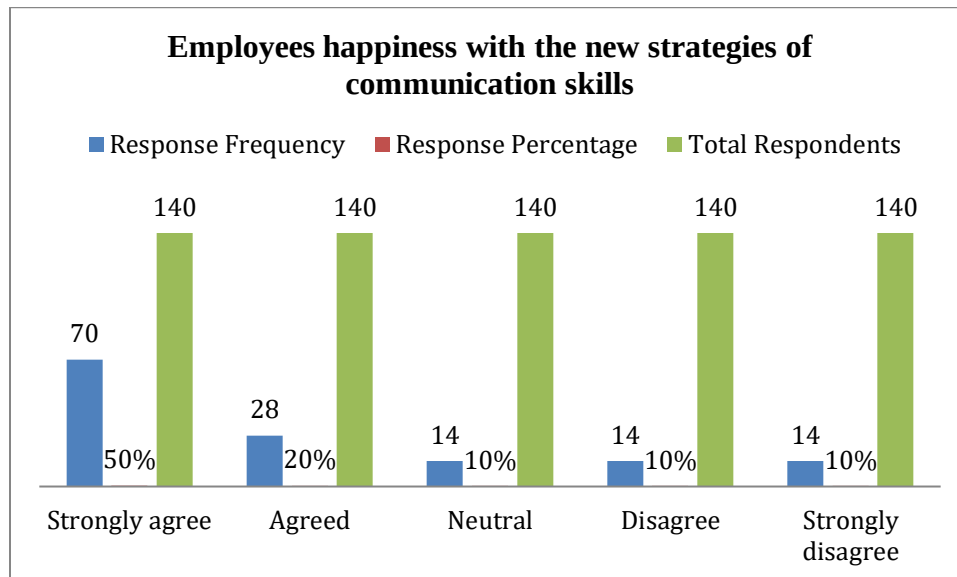


Figure 2: Employees happy with the new strategies of communication skills

(Source: Self-created)

The maximum number of respondents has strongly agreed with the new strategies of communication skill within appraisal Property Management. This will help in enhancing more opportunities within the firm.

Question 3

Are the linguistic barriers removed effectively?

Options	Response Frequency	Response Percentage	Total Respondents
Strongly agree	56	40%	140
Agreed	28	20%	140
Neutral	28	20%	140
Disagree	14	10%	140
Strongly disagree	14	10%	140

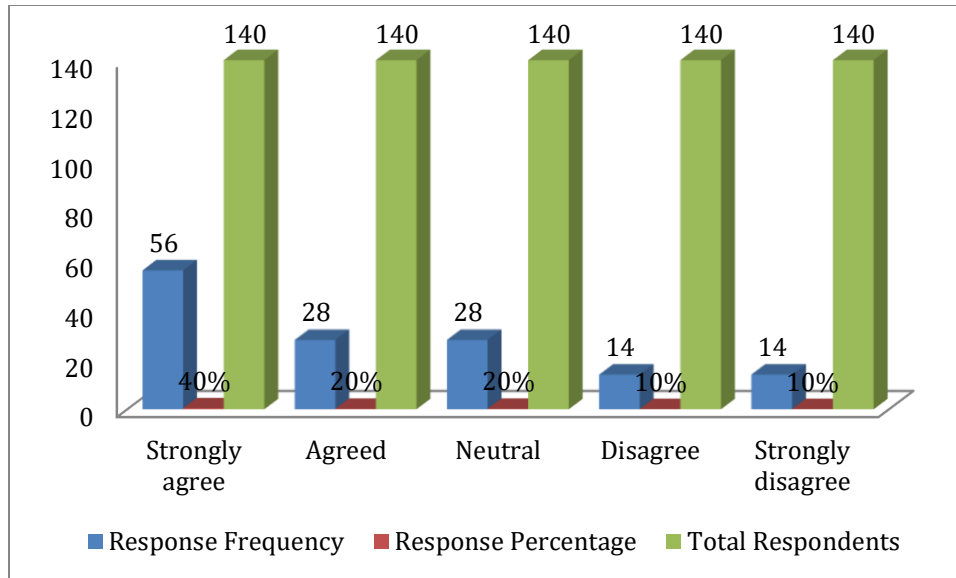


Figure 3: linguistic barriers removed effectively

According to the 40% employees the linguistic related barriers have been removed effectively that positively impacts on the Managing system of the entity.

Question 4

Is there collaboration and coordination between the employee and employer?

Options	Response Frequency	Response Percentage	Total Respondents
Strongly agree	70	50%	140
Agreed	42	30%	140
Neutral	14	10%	140
Disagree	7	5%	140
Strongly disagree	7	5%	140

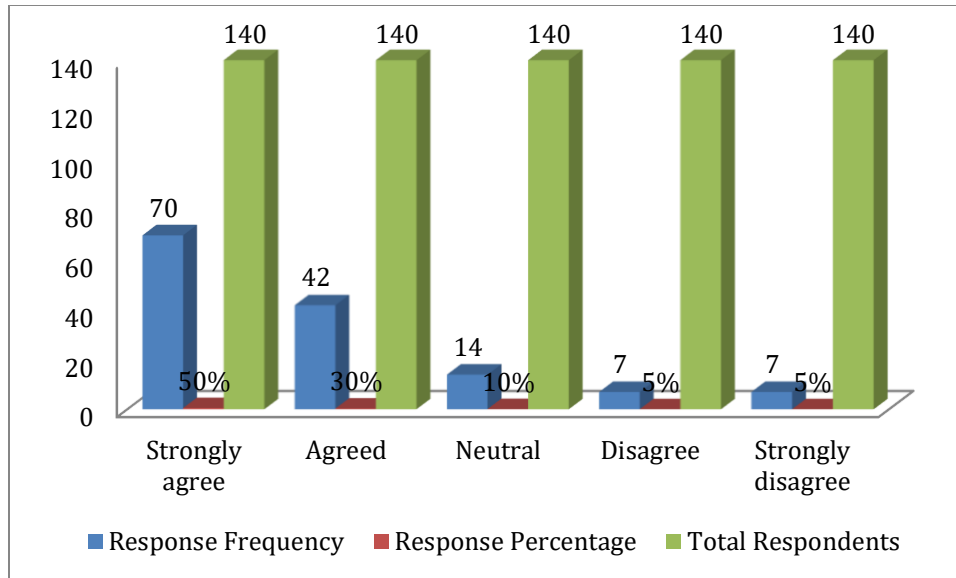


Figure 4: collaboration and coordination between the employee and employer

(Source: Self-created)

There are 50% of employees have provided a positive response on collaboration and coordination between the employee and employer within the company. This improves the overall managerial standard and enhances supporting information for the company.

Question 5

Does effective communication help in the performance excellence of the company?

Options	Response Frequency	Response Percentage	Total Respondents
Strongly agree	42	30%	140
Agreed	7	5%	140
Neutral	14	10%	140
Disagree	35	25%	140
Strongly disagree	42	30%	140

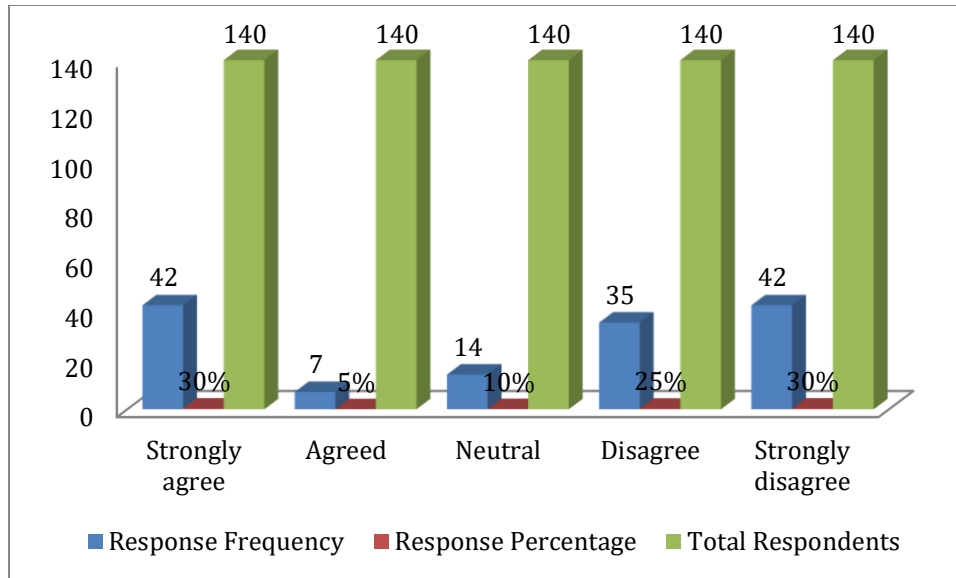


Figure 5: Effective communication help in the performance excellence of the company

The same number of employees has provided positive and negative responses on the fact that effective communication can help in improving the performance of the company. In this way the organization is able to maintain proper associations through the help of different communication approaches.

Question 6

Are the definite aspects of the communication system incorporated within the framework of the organization?

Options	Response Frequency	Response Percentage	Total Respondents
Strongly agree	70	50%	140
Agreed	28	20%	140
Neutral	14	10%	140
Disagree	7	5%	140
Strongly disagree	21	15%	140

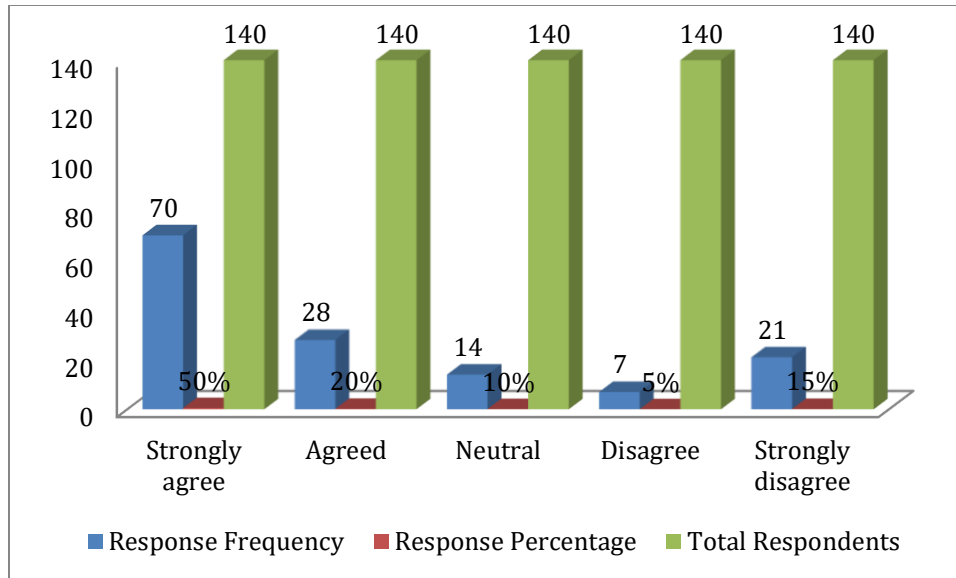


Figure 6: aspects of the communication system incorporated within the framework of the organization

The maximum number of respondents have strongly agreed with the fact that the different aspects of communication are completely incorporated within the framework of the company. This helped in increasing the engagement between the employees that positively influenced the productivity of the firm.

Question 7

Is effective communication analyzed within the framework of the organization?

Options	Response Frequency	Response Percentage	Total Respondents
Strongly agree	42	30%	140
Agreed	42	30%	140
Neutral	21	15%	140
Disagree	28	20%	140
Strongly disagree	7	5%	140

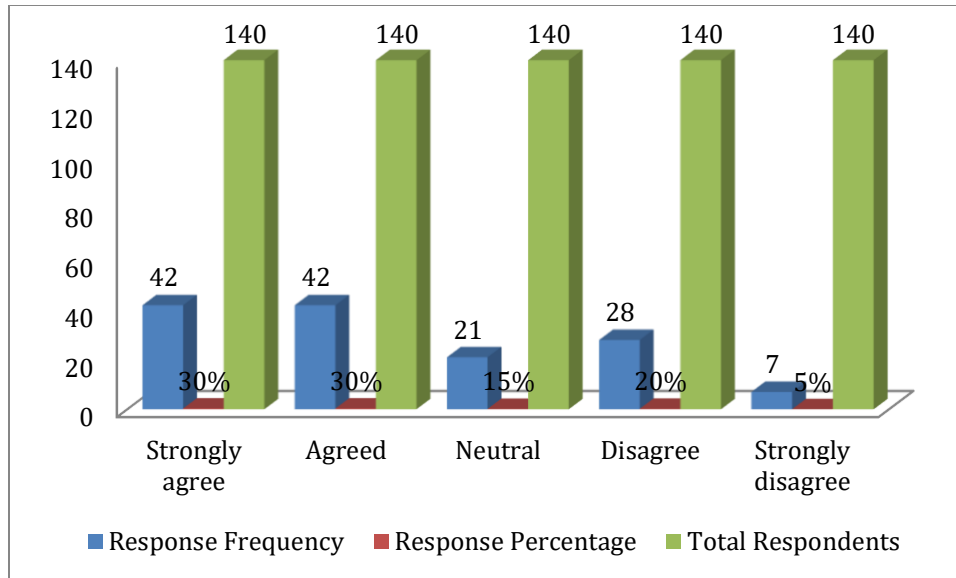


Figure 7: Effective communication analysed within the framework of the organization

Maximum number of employees have agreed with the fact that proper communication is analysed within the framework of the company. This helps in influencing the performance of the employees in a positive way.

Question 8

Do the employees receive training and mentoring for increasing their communication

Skills?

Options	Response Frequency	Response Percentage	Total Respondents
Strongly agree	70	50%	140
Agreed	42	30%	140
Neutral	14	10%	140
Disagree	7	5%	140
Strongly disagree	7	5%	140

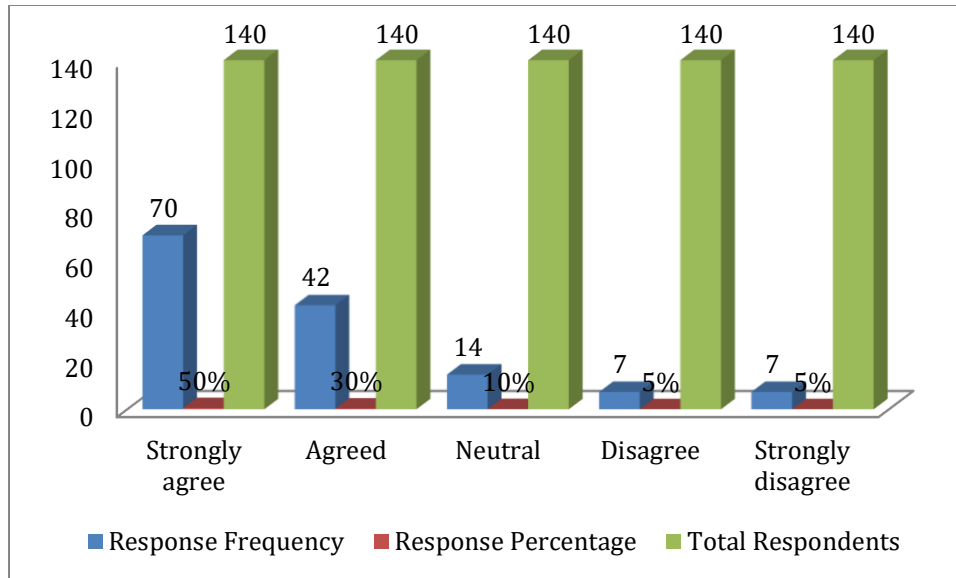


Figure 8: employees receive training and mentoring for increasing their communication

Skills

Receiving appropriate training and monitoring is the most important factor for the employees as this helped in improving their communication skills in a positive way. Within the farm there are present employees able to get proper training and monitoring from their higher authorities. This helped in increasing the productivity of the farm and managing all the activities in an effective way.

Question 9

Are there areas of improvement in communication skills?

Options	Response Frequency	Response Percentage	Total Respondents
Strongly agree	42	30%	140
Agreed	42	30%	140
Neutral	14	10%	140
Disagree	21	15%	140
Strongly disagree	21	15%	140

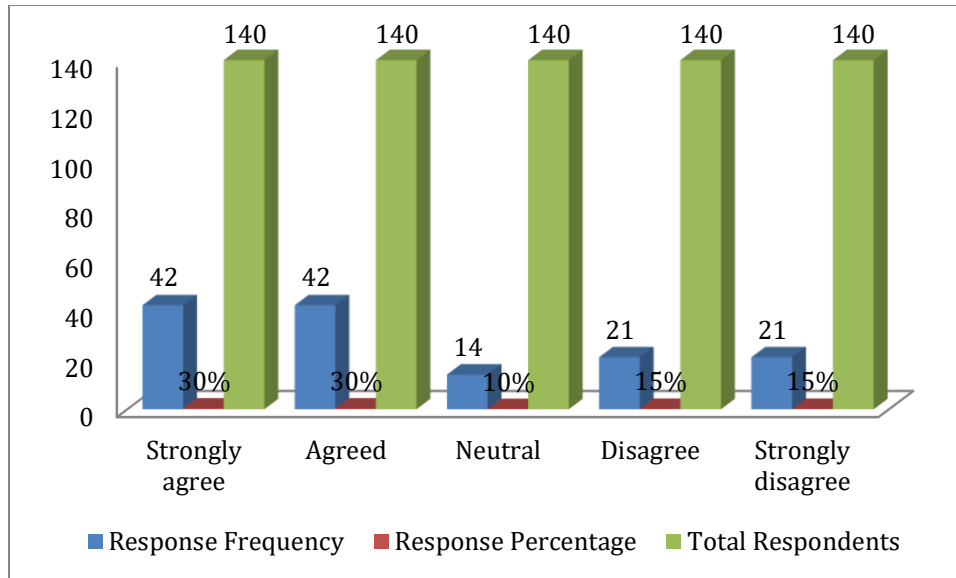


Figure 9: Areas of improvement in communication skills

After analysing the performances of the employees, it can be stated that they also need to improve some areas of communication skills for maintaining more appropriate successful management.

Question 10

Is the company responsible for strategizing its communicative skills and efficiency?

Options	Response Frequency	Response Percentage	Total Respondents
Strongly agree	28	20%	140
Agreed	35	25%	140
Neutral	21	15%	140
Disagree	28	20%	140
Strongly disagree	28	20%	140

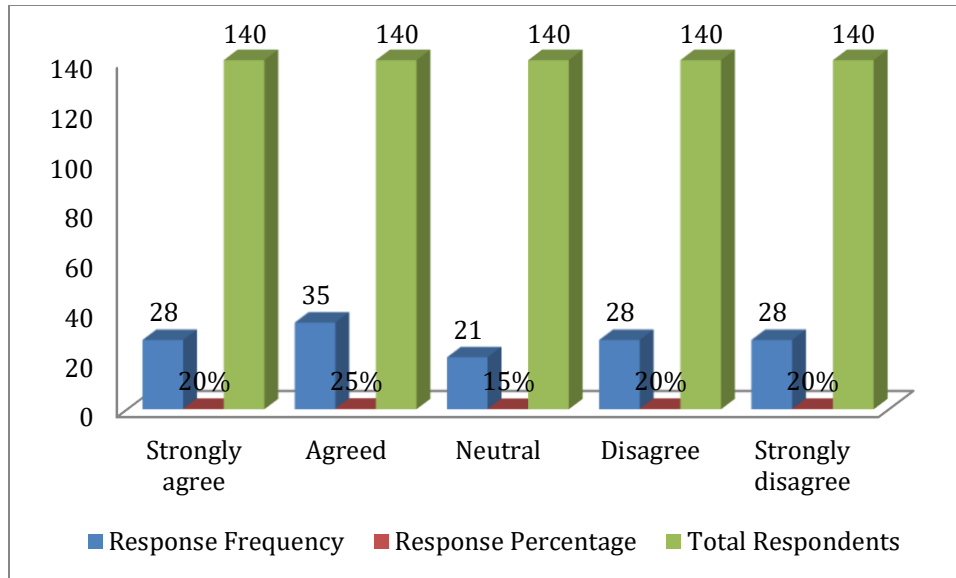


Figure 10: Responsible for strategizing its communicative skills and efficiency

(Source: Self-created)

The company is responsible for strategizing proper communication skills and efficiency. Most number of respondents have provided positive reply.

Question 11

Is the governance of the communication set to slow down the performance of the Employee?

Options	Response Frequency	Response Percentage	Total Respondents
Strongly agree	42	30%	140
Agreed	35	25%	140
Neutral	35	25%	140
Disagree	14	10%	140
Strongly disagree	14	10%	140

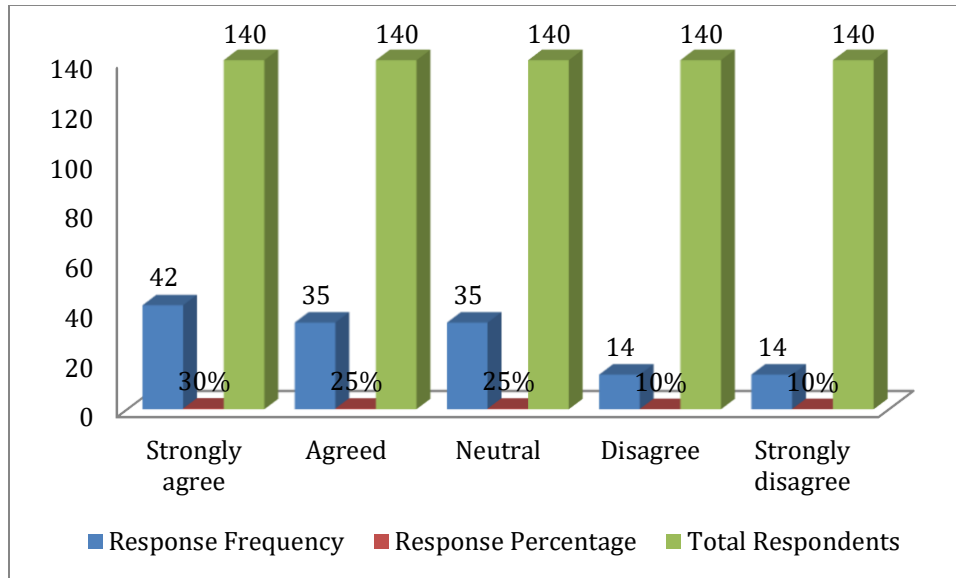


Figure 11: Governance of the communication set to slow down the performance of the employee

There are a number of employees who strongly agree with the fact that Governance of communication is always set to slow down the performance of the employees and this also influences their productivity.

Question 12

Are the employee appraisal procedures followed?

Options	Response Frequency	Response Percentage	Total Respondents
Strongly agree	39	28%	140
Agreed	42	30%	140
Neutral	35	25%	140
Disagree	10	7%	140
Strongly disagree	14	10%	140

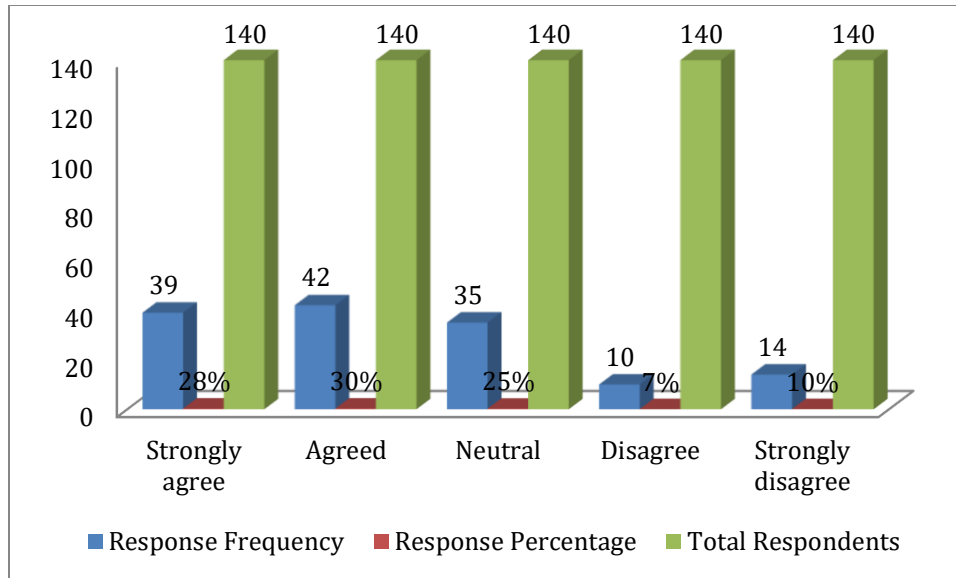


Figure 12: Employee appraisal procedures followed

Overall, the employee appraisal is properly followed.

Question 13

Does organizational objectivity meet with the performance of the employee?

Options	Response Frequency	Response Percentage	Total Respondents
Strongly agree	42	30%	140
Agreed	39	28%	140
Neutral	35	25%	140
Disagree	17	12%	140
Strongly disagree	7	5%	140

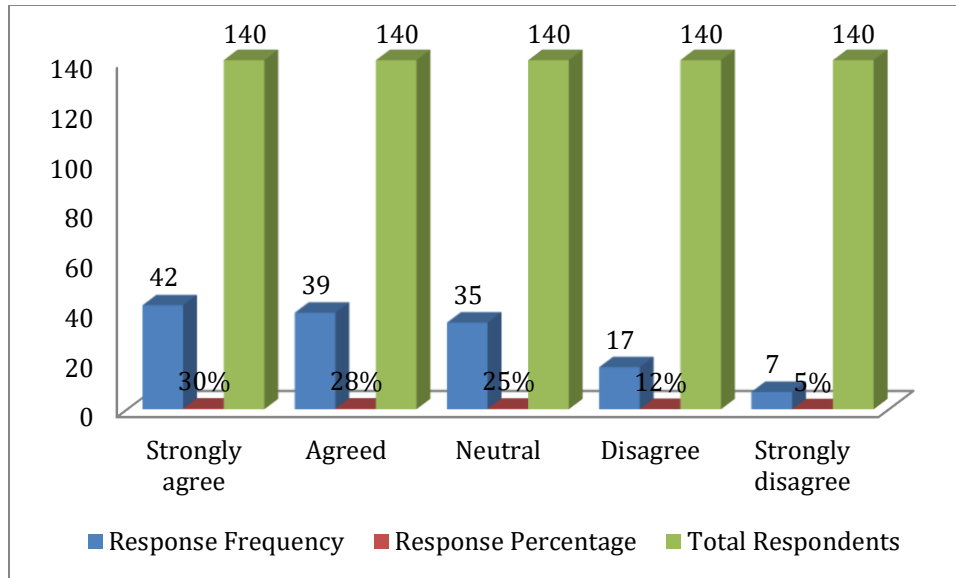


Figure 13: organizational objectivity meets with the performance of the employee

According to the maximum number of employees the company's appropriately meet along with all performance of the employees for enhancing more benefits and opportunities.

Question 14

Is the shortcoming of communicative skills addressed within APM?

Options	Response Frequency	Response Percentage	Total Respondents
Strongly agree	31	22%	140
Agreed	25	18%	140
Neutral	21	15%	140
Disagree	42	30%	140
Strongly disagree	21	15%	140

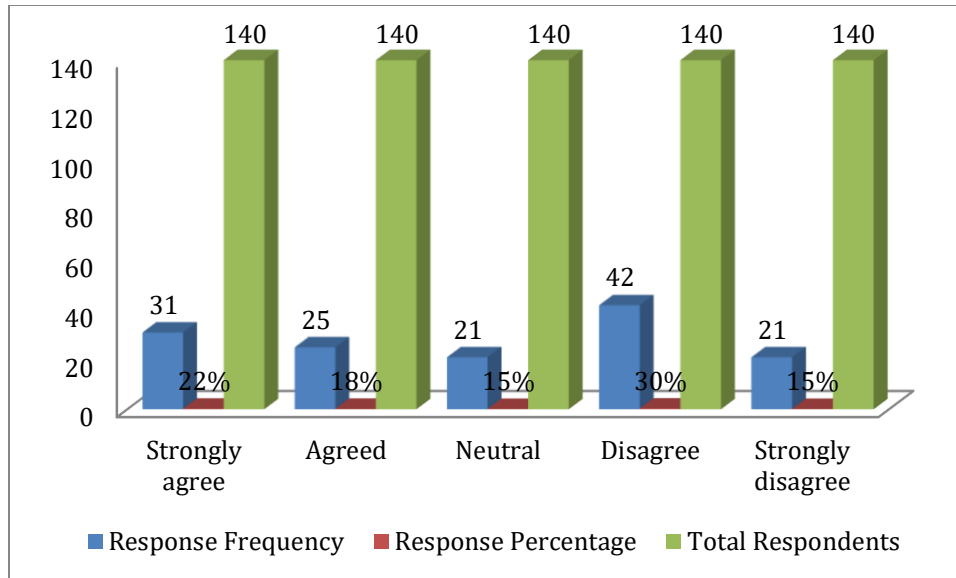


Figure 14: Communicative skills addressed within Appraisal Property

Overall, the shortcoming of communication skill has not been addressed in an efficient way by APM.

Question 15

Are the employees provided with the communication skills?

Options	Response Frequency	Response Percentage	Total Respondents
Strongly agree	35	25%	140
Agreed	35	25%	140
Neutral	28	20%	140
Disagree	14	10%	140
Strongly disagree	28	20%	140

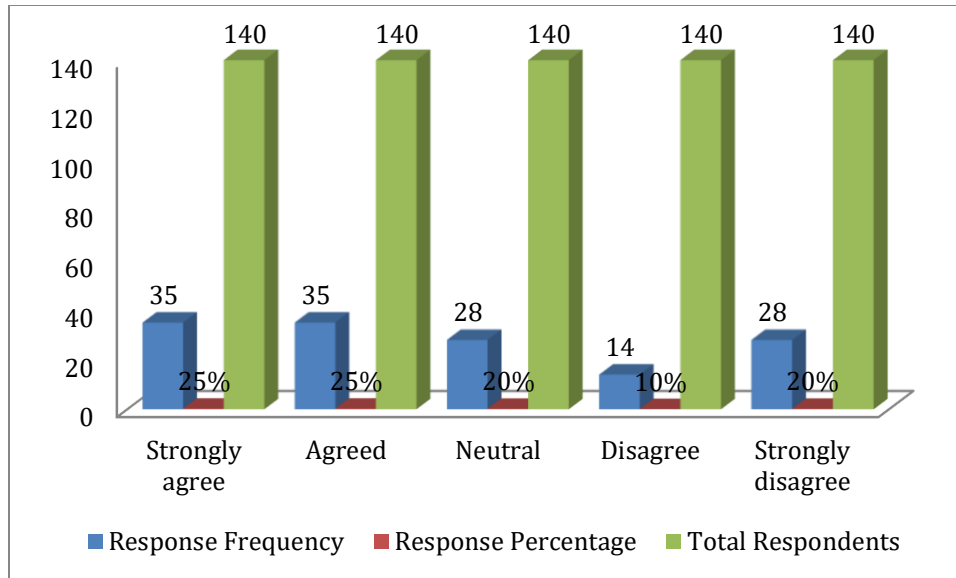


Figure 15: Employees provided with the communication skills

(Source: Self-created)

The majority number of respondents belief they have been provided with the skills that positively impacts on increasing the productivity and customer service procedure of the company.

Question 16

Has the good relationship of communication with employees increased their Performance?

Options	Response Frequency	Response Percentage	Total Respondents
Strongly agree	21	15%	140
Agreed	28	20%	140
Neutral	42	30%	140
Disagree	28	20%	140
Strongly disagree	21	15%	140

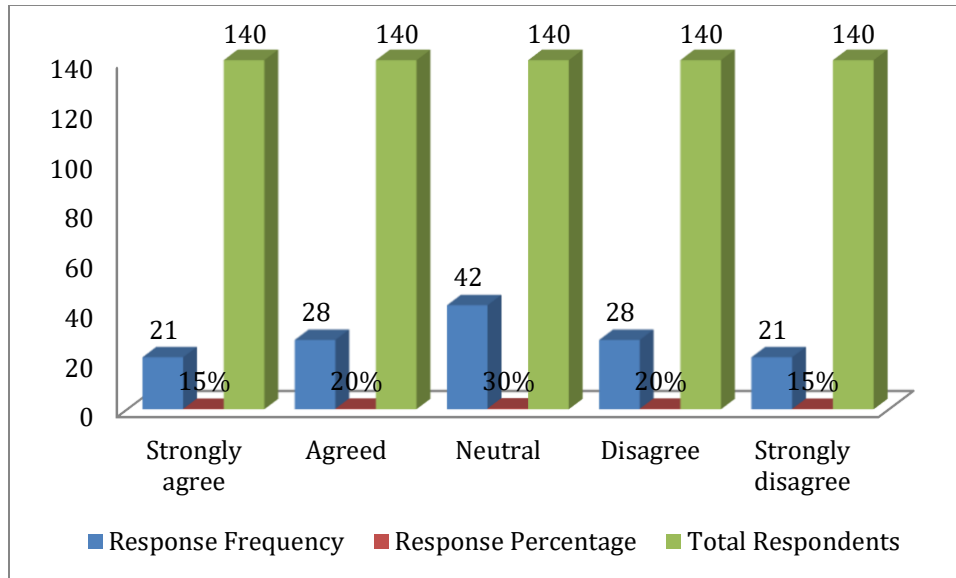


Figure 16: Good relationship of communication with employees increased their Performance

A high number of respondents have provided the neutral reply on the fact that you can maintain a good relationship with employees and be able to improve their performances as well.

Question 17

Is there any distinction, lateral and downward communication systems?

Options	Response Frequency	Response Percentage	Total Respondents
Strongly agree	56	40%	140
Agreed	28	20%	140
Neutral	28	20%	140
Disagree	14	10%	140
Strongly disagree	14	10%	140

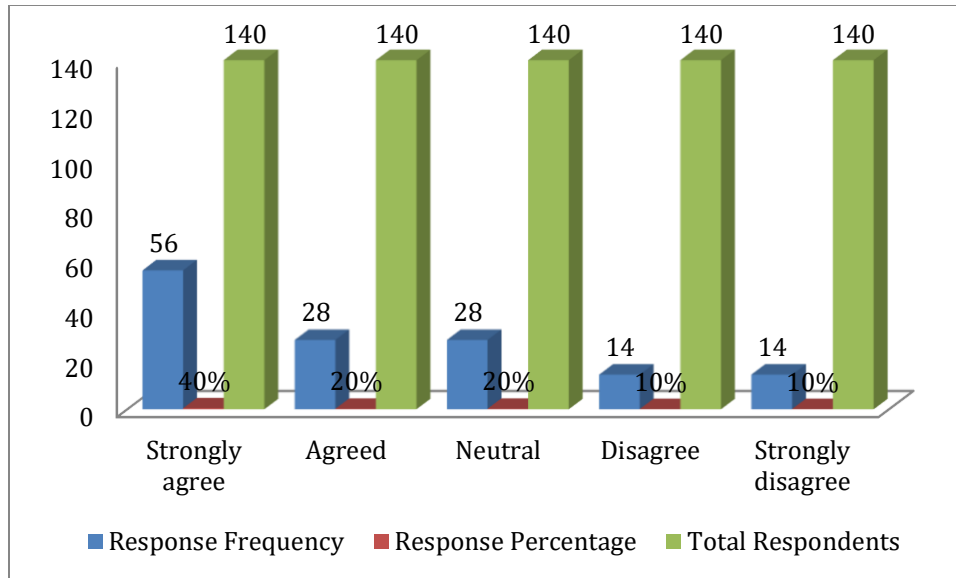


Figure 17: Distinction, lateral and downward communication systems

According to the maximum number of responses there are distinctive downward and Lateral communication systems are involved within the company.

Question 18

Has the communication increased the competency of the employees?

Options	Response Frequency	Response Percentage	Total Respondents
Strongly agree	28	20%	140
Agreed	28	20%	140
Neutral	35	25%	140
Disagree	24	17%	140
Strongly disagree	25	18%	140

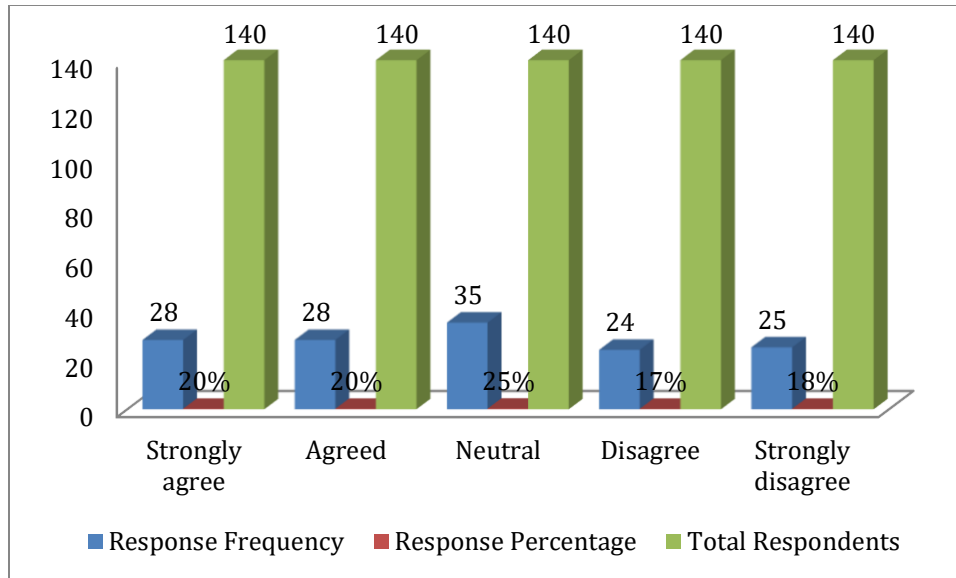


Figure 18: Communication increased the competency of the employees

Communication helped in improving the competency of the employees that positively influenced the company performances.

Question 19

Has the communication increased the punctuality of the employees?

Options	Response Frequency	Response Percentage	Total Respondents
Strongly agree	35	25%	140
Agreed	24	17%	140
Neutral	25	18%	140
Disagree	28	20%	140
Strongly disagree	28	20%	140

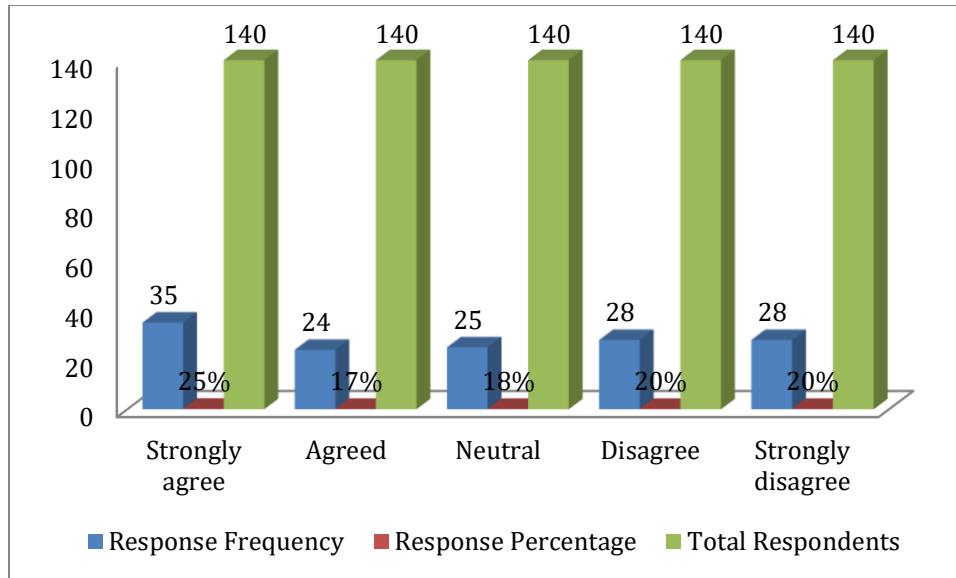


Figure 19: Communication increased the punctuality of the employees

Communication helped in increasing the punctuality of the employees and a higher maximum number of employees have strongly agreed.

Question 20

Has the communication increased the commitment of the employees?

Options	Response Frequency	Response Percentage	Total Respondents
Strongly agree	31	22%	140
Agreed	32	23%	140
Neutral	14	10%	140
Disagree	35	25%	140
Strongly disagree	28	20%	140

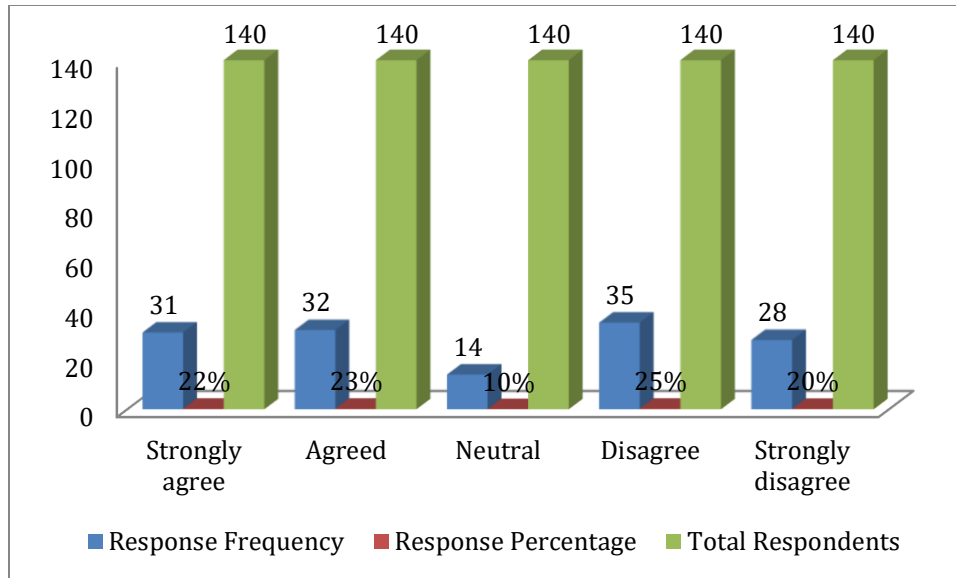


Figure 20: communication increased the commitment of the employees

Effective communication between the employees helped in increasing commitment and improving increase the skills and experiences of the employees.

Conclusion and Recommendations

Importance of effective communication within the organization: Effective communication planning within the organization can manage to channelize proper on-time information so that possible directions and related action-based approaches can be specified and standardized. These standard communication-related prospects connect with the employee productivity management and consider supportive planning so that possible approaches towards maintaining and processing with the current requirements can be structured. The applicable ways to define and manage APM can structure the overall communication procedure and this segment can build the proposed approaches where it is highly significant to generate long-term growth.

Criteria to boost effective communication systems: APM needs to enable the possible work system planning and generate proposed work arrangements further connects with the standard approaches and deals with specified work level assistance that can generate strong approaches with integrated work value management.

Lack of an effective communication system can negatively impact organizational growth. Not having the standard action-related and ineffective coordination can generate various difficulties as the proposed work directions do not get managed. It has also been seen that if the employees cannot generate and propose the standard skill-related approaches and failed to manage the proper communication directions, it can build various difficulties to propose future action planning segments.

Recommendations

Brush up the skills by managing different planning: The formal engagement and associations can be maintained and specified by taking care of the standard action planning initiations and build the structured future directions. The applicable ways in generating and managing the honest feedback and related information segments can initiate the proactive directions so that possible appraisal procedures can be maintained effectively.

Strong communication preparation: The communication with the higher authority and channelize those information processes can generate and initiate a focused and standard pathway so that possible improvement practices can be structured effectively. Additional training and support also can be quite effective as this helps generate and follow the supportive approaches based on the related current action level integrations.

Incorporate effective work drivers: Consider and propose the standard engagement and build the supportive directions by following communication flexibility and adopt the same quickly can access standard and relevant directions so that better opportunities to grow and manage significantly get followed. The recognized values and related indications further can generate better work appreciation and initiate the standard planning and the management team keeps a good track of the entire work-related aspects so that recognizing the best work possibilities can be perfect.

Offering regular feedback: The appropriate discussion over the opportunity-based practices and state the annual performance review related practices channelize the standard ideas about focused opportunity management. This segment further ensures different training and development-related engagement. The performance appraisals need to be supportive to create and generate the standard behavioural indications and propose supportive planning where any issues can be mitigated within a specified period. Generate and build focused information assistance and manage the possible

approaches connecting with different feedbacks can maintain standard evaluations so that integrated support prospects can be managed.

Ensure appropriate objectives: The applicable ways in defining and managing the proper business goals direct the major ideas about positive contribution management and create better personal objectives so that possible business priorities can be maintained. Initiate and focus on the standard support and consider the significant approaches help to generate and propose better ideas about significant positive contribution management and channel strong decision making after communicating about the organizational requirements.

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Appendices

INSTRUCTIONS							
	1 = Strongly Disagree	2 = Somewhat Disagree	3 = Disagree	4 = Neutral	5 = Agree	6 = Somewhat Agree	7 = Strongly Agree
Please respond to each of the items below by circling the one number that most closely describes the extent to which you agree or disagree with the statement. <i>My leader communicates the fundamental components of the values and beliefs by:</i>							
Verbally stating the values and beliefs to me word-by-word	1	2	3	4	5	6	7
Sitting down with me and describing the company's history	1	2	3	4	5	6	7
Verbally repeating the values and beliefs to me.	1	2	3	4	5	6	7
Handing out a copy of the values and beliefs to me.	1	2	3	4	5	6	7
Including the values and beliefs in memos and e-mails.	1	2	3	4	5	6	7
Posting a copy of the values and beliefs in my work area and/or meeting spaces.	1	2	3	4	5	6	7
Having a daily meeting with me about my fulfillment of the values and beliefs.	1	2	3	4	5	6	7
Following the values and beliefs in their daily activities.	1	2	3	4	5	6	7
Only mentioning the values and beliefs to newly hired employees.	1	2	3	4	5	6	7
Monetarily rewarding decisions made in line with the values and beliefs.	1	2	3	4	5	6	7
Providing extra privileges to me when I display behaviors in line with the values and beliefs.	1	2	3	4	5	6	7
Verbally praising me when I make decisions in line with the values and beliefs.	1	2	3	4	5	6	7
Setting milestones and key success indicators to accomplishing the values and beliefs.	1	2	3	4	5	6	7
Providing feedback to me regarding my fulfillment of the values and beliefs.	1	2	3	4	5	6	7
Overall, the people in this organization have a shared understanding of the corporate values and beliefs and where we are going and what we are trying to do.	1	2	3	4	5	6	7
My leader has communicated our current values and beliefs to me.	1	2	3	4	5	6	7

Figure 21: Questionnaire for APM

Source: Wiedower, K. A. (2002). A shared vision: The relationship of management communication and contingent reinforcement of the corporate vision with job performance, organizational commitment, and intent to leave.