

Influence of Business Communication on Organizational Performance of Nepalese Enterprises

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Abstract

This study examines the influence of business communication on organizational performance of Nepalese enterprise. Organizational performance is selected as the dependent variable. Similarly, new business ideas, verbal communication, network communication, effective communication and two-way communication are selected as the independent variables. This study is based on primary data with 121 observations. To achieve the purpose of the study, structured questionnaire is prepared. The correlation coefficients and regression models are estimated to test the significance and importance of different factors influencing organizational performance of Nepalese enterprise.

The study showed that a new business idea has a positive impact on organizational performance. It means that increase in new business ideas leads to increase in consumer organizational performance. Similarly, verbal communication has a positive impact on organizational performance. It indicates that increase in verbal communication leads to increase in organizational performance. Moreover, network communication has a positive impact on organizational performance. It means that increase in network communication leads to increase in organizational performance. Likewise, effective communication has a positive impact on organizational performance. It shows that increase in effective communication leads to increase in organizational performance. Further, two-way communication has a positive impact on organizational performance. It shows that higher the two-way communication, higher would be the organizational performance.

Keywords: new business ideas, verbal communication, network communication, effective communication, two-way communication, organizational performance.

1. Introduction

Business Communication is a field of communication, which is clearly determined by the professional areas of its applications in an economically performing environment (Haase, 2013). Moreover, Communication is only effective when both parties interpret manners and the meaning of one another (Huczynski and Buchanan, 2010). Similarly, communication refers to the exchange of information between a sender (source) and a receiver (destination) so that it is received, understood and leads to action (Obamiro, 2008). Similarly, organizations are trying to get better performance continuously as it is a way to grow and progress (Gavrea *et al.*, 2011).

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Larson and Starr (1993) examined a network model of organization formation and built upon theories of social and socioeconomic exchange. The study showed the transformation of exchange relationships from a set of relatively simple dimensional dyadic exchanges into multilayered inter-organizational exchange relationships. Further, Ngozi and Ifeoma (2015) examined the role of effective communication on organizational performance. The study also showed that affective communication is the remedy to effective and efficient management performance of employees in an organization. Moreover, Almatrooshi *et al.* (2016) investigated the determinants of organizational performance. The result showed that cognitive, emotional, and social competencies on leadership competencies play a significant role in helping organizations perform effectively. Similarly, Olotu *et al.* (2018) investigated the communication as an effective tool in modern business environment. The study found that there is a validated relationship between communication approach and efficient and effective organizational performance. Further, Varona (1996) investigated the relationship between communication satisfaction and organizational commitment in three Guatemalan organizations. The study concluded that there is a positive relationship between communication satisfaction and employees' organizational commitment.

Garrett and Meyers (1996) analyzed the verbal communication between complaining consumers and company service representatives. The study showed a significant positive relationship between consumers and service representatives. Similarly, Orpen (1997) showed a significant relation to the explained variance in both satisfaction and motivation. Further, Akkirman and Harris (2005) investigated the organizational communication satisfaction in the virtual workplace. This study concluded that virtual office workers were more satisfied with organization communication than traditional office workers. Moreover, Bambaeroo and Shokrpour (2017) examined the impact of the teachers' non-verbal communication on success in teaching. The study also found that there is a significant positive relationship between and among the quality, amount and method of nonverbal communication used by teacher while teaching. Similarly, Gramatnikovski *et al.* (2015) investigated the influence of the improvement of business communication on the development of the organizational culture. The study also found that there is a significant relationship between business communication and organizational culture.

Berberoglu (2018) examined the impact of organizational climate on organizational commitment and perceived organizational performance. The results showed that there is a positive and linear relationship between

organizational climate with organizational commitment and perceived organizational performance. Moreover, Arab and Muneeb (2019) explored an employees' perspective of effective communication as a strategy for enhancing organizational performance. The results showed that there is a positive relationship between effective communication and organizational performance. Similarly, Goris (2007) analyzed the effects of satisfaction with communication on the relationship between individual job congruence and job performance/satisfaction. The study showed a significant positive impact of job scope, growth need strength, satisfaction with communication on both performance and satisfaction. Futher, Zeki (2009) explored the importance of non-verbal communication in classroom management. This study was based on primary data. This study concluded that non-verbal communication can be an important source of motivation and concentration for students' learning as well as a tool for taking and maintaining attention.

OddenandSias(2009)investigatedtheassociationbetweenpsychological climate and the types of communication relationships employees' form with their peers. This study was based on primary data. This study showed that there is a significant relationship between psychological climate and the types of communication. Moreover, Kalogiannidis (2020) investigated that communication is considered an essential tool for organizational performances and growth. The study confirmed that effective communication in any business entity has a great influence in employee performance. Similarly, Lannes (2021) explored to assess to what extent organizational communication affects organizational climate and organizational effectiveness. The result concluded that there is a significant positive correlation for both organizational communication on organizational climate, and organizational communication on organizational effectiveness. Similarly, Valiyeva and Thomas (2022) concluded that cultural factors were significantly related to communication effectiveness, as well as shared beliefs and goals. Futher, Nwabali (2023) investigated computer, mediated communication and organization performance of telecommunication companies in Rivers State. The study revealed a significant relationship between social media usage and organizational performance of telecommunications companies in Rivers State.

Downs *et al.* (2009) examined the analysis of teachers' verbal communication within the college classroom by using of humor, self-disclosure, and narratives. *The study* concluded no significant differences between the two groups of teachers in relation to the purpose in the use of these verbal behaviors. Further, Vander Elst *et al.* (2010) concluded

that the interaction terms between job insecurity and either organizational communication or participation did not contribute in explaining variance in the outcome's variables (i.e. work engagement and need for recovery). Similarly, Mung *et al.* (2014) analyzed the assessment of strategic relationship between organizational internal communication and employee's performance of commercial banks in Nakuru country, Kenya. The study also established that there is a significant and positive relationship existed between knowledge sharing and employee's performance.

In the context of Nepal, Sapkota (2009) indicated that there is a gap between rich and poor and educated and uneducated people in Chitwan especially in access and use of information and communication technology. Similarly, Bhattarai *et al.* (2011) analyzed the role of interpersonal communication in preventing unsafe abortion in communities. The result showed that a dialogue-based interpersonal communication intervention can help change behavior and that this method was feasible in a low-resource, low-literacy setting. Further, Shrestha *et al.* (2020) assessed the bankers' communication know-how from commercial banks of Kathmandu Valley. The results also found that banking communication is strongly connected with financial service management in comparison to human resource management and corporate influence. Moreover, Acharya and Allery (2020) studied the communication skills teaching and learning in Nepal. The study found that there is a positive relationship between communication skills and students' perceptions. Similarly, Ghimire and Shrestha (2019) explored the organizational communication practices and job satisfaction among service sector employees in Kathmandu. This study showed that there is a positive relationship between communication practices and job satisfaction among service sector employees in Kathmandu.

The above discussion shows that the empirical evidences vary greatly across the studies on the influence of business communication on organizational performance. Though there are above mentioned empirical evidences in the context of other countries and in Nepal, no such findings using more recent data exist in the context of Nepal. Therefore, in order to support one view or the other, this study has been conducted.

The main purpose of the study is to analyze the influence of business communication on organizational performance in context of Nepal. Specifically, it examines the impact of two-way communication, effective communication, verbal communication, network communication and new business ideas on organizational performance in Nepal.

The remainder of this study is organized as follows. Section two describes the sample, data and methodology. Section three presents the empirical results and the final section draws the conclusion.

2. Methodological aspects

The study is based on the primary data. The data were gathered from 121 respondents through questionnaire. The respondents' views were collected on patient two-way communication, effective communication, verbal communication, network communication, new business ideas and organizational behaviour. The study used descriptive and casual comparative research design.

The model

The model estimated in this study assumes that the organizational performance depends on effective communication, verbal communication, network communication, two-way communication and new business ideas. Therefore, the model takes the following form:

$$OP = \beta_0 + \beta_1 EC + \beta_2 VC + \beta_3 NC + \beta_4 TCW + \beta_5 NBI + e$$

Where,

OP = Organizational performance

EC = Effective communication

VC = Verbal communication

NC = Network communication

TWC = Two-way communication

NBI = New business ideas

Effective communication was measured using a 5-point Likert scale where respondents were asked to indicate the responses using 1 for strongly disagree and 5 for strongly agree. There are 5 items and sample items include "I'm satisfied with the level of communication that I'm receiving from the company.", "The effectiveness of my managers within the company is more broadly to lead employees." and so on. The reliability of the items was measured by computing the Cronbach's alpha ($\alpha = 0.504$).

Verbal Communication was measured using a 5-point Likert scale where the respondents were asked to indicate the responses using 1 for strongly

disagree and 5 for strongly agree. There are 5 items and sample items include “My managers use word of mouth to perform the task in the company.”, “I encourage others to clarify their thoughts through speaking.” and so on. The reliability of the items was measured by computing the Cronbach’s alpha ($\alpha = 0.787$).

New business ideas was measured using a 5-point Likert scale where the respondents were asked to indicate the responses using 1 for strongly disagree and 5 for strongly agree. There are 5 items and sample items include “Managers of this company promote and support innovative ideas, experimentation and creative process.”, “New products and services in my company often take us up against competitors.”, and so on. The reliability of the feature was measured by computing the Cronbach’s alpha ($\alpha = 0.763$).

Network communication was measured using a 5-point Likert scale where the respondents were asked to indicate the responses using 1 for strongly disagree and 5 for strongly agree. There are 5 items and sample items include “The company has provided various resources, tools and technology to do my job well.”, “I use social networking sites to solve organizational problems.”, and so on. The reliability of the items was measured by computing the Cronbach’s alpha ($\alpha = 0.705$).

Two-way communication was measured using a 5-point Likert scale where the respondents were asked to indicate the responses using 1 for strongly disagree and 5 for strongly agree. There are 5 items and sample items include “I use telephone service to communicate with our customers by whom I can collect various responses.”, “My Company provides a communication channel that employees can use to convey their feedback.” and so on. The reliability of the items was measured by computing the Cronbach’s alpha ($\alpha = 0.860$).

Organizational performance was measured using a 5-point Likert scale where the respondents were asked to indicate the responses using 1 for strongly disagree and 5 for strongly agree. There are 5 items and sample items include “I deal with customer complaints faster than my competition.”, “I have long term partner relationship with my suppliers and customers.”, and so on. The reliability of the feature was measured by computing the Cronbach’s alpha ($\alpha = 0.828$).

The following section describes the independent variables used in this study along with hypothesis formulation.

Effective communication

An effective communication strategy is a process through which the organizational works are supported by transmitting information to each other for having better outcomes and performance (Arab and Muneeb, 2019). Effective communication has vital role in organizational performance, and it is all because of technological change, diversification, various polices and competitiveness in the marketing place in the current time and as the businesses are expanded all over the world (Ali, 2016). Zhang and Venkatesh (2013) stated that effective communication channels organizations can ensure their employees' respond, adjust, receive and improve information flow within an organization. Similarly, Kibe (2014) found that communication strategies play a central role in high-performance. Based on it, the study develops the following hypothesis:

H₁: There is a positive relationship between effective communication and organizational performance.

Verbal communication

Verbal communication refers to communication using words. Nonverbal communication refers to communication that does not involve words but relies on the use of gestures, movement, facial expressions, and other means of communication (Pan *et al.*, 2018). Rhee and Fiss (2014) stated that skillfully framed language can influence a firm's stock price positively or the study showed a positive relationship between verbal communication and organizational performance. Similarly, LeBaron and Jones (2006) found that there is a positive relationship between verbal and non-verbal communication. Further, Garrett and Meyers (1996) showed that there is a positive relationship between consumers and service representatives. Likewise, Reinartz and Reinartz (1992) found a positive relation between overt behavior and the underlying cognitive processes. Joannette *et al.* (1990) showed that there is a positive relationship between verbal communication and right hemisphere. Bavelas and Chovil (2006) found a significant positive relationship between nonverbal and verbal communication. Based on it, the study develops the following hypothesis:

H₂: There is a positive relationship between verbal communication and organizational performance.

New business ideas

Entrepreneurship is the process through which in the absence of a

market for future goods and services, these goods and services come to be in existence (Shane and Venkataraman, 2000). Ideas are plentiful and unless an idea gets external support, it is difficult to commercialize it (Hills and Shrader, 1998). Gabriellsson and Politis (2012) found that a learning mindset that favors exploration is the strongest predictor of the generation of new business ideas. Further, Martins *et al.* (2019) showed that there is a positive relationship between business ideas and organizational performance. Likewise, Berlin (2004) showed that management system is continuously improved based on the experience, lessons learned. Based on it, the study develops the following hypothesis:

H₃: There is a positive relationship between new business ideas and organizational performance.

Network communication

A communication system in which client and server communication systems are coupled over a data network. A request to communicate with one of the server communication systems is accepted and based on an identification of the server communication system in the request; one of a set of transport layer protocols is selected for communication between the client and server systems (Manickam, 2001). Bista *et al.* (2012) showed that there is a positive relationship between network communication and organizational performance. Further, Larson and Starr (1993) showed a positive relationship between network communication and organization formation. Likewise, Contractor and Eisenberg (1990) showed a positive relationship between network communication and new media in organization. Based on it, the study develops the following hypothesis:

H₄: There is a positive relationship between network communication and organizational performance.

Two-way communication

Two-way communication is a development from conventional one-way communication which was commonly used in mass media communication (Mersham *et al.*, 2009). Organizations can foster two-way communications in social media to manage organizational reputation (Theunissen and Wan Noordin, 2011). Grunig and Hunt (1984) stated the aim of two-way asymmetric communication is to change public attitudes and behavior instead of changing the organization as a result of public relations. Martin *et al.* (2010) found that there is a positive relationship between two-way communication

and New Zealand organizations. Based on it, the study develops the following hypothesis:

H₅: There is a positive relationship between two-way communication and organizational performance.

3. Results and discussion

Correlation analysis

On analysis of data, correlation analysis has been undertaken first and for this purpose, Kendall's Tau correlation coefficients along with means and standard deviations have been computed, and the results are presented in Table 1.

Table 1

Kendall's Tau correlation coefficients matrix

This table presents Kendall's Tau coefficients between dependent and independent variables. The correlation coefficients are based on 121 observations. The dependent variable is OP (Organizational performance). The independent variables are EC (Effective communication), VC (Verbal communication), NC (Network communication), TWC (Two-way communication) and NBI (New business ideas)

Variable	Mean	S.D.	OP	EC	VC	NC	TWC	NBI
OP	3.672	0.690	1					
EC	3.600	0.516	0.515**	1				
VC	3.763	0.625	0.480**	0.435**	1			
NC	3.986	0.506	0.320**	0.325**	0.438**	1		
TWC	3.666	0.675	0.529**	0.467**	0.544**	0.328**	1	
NBI	3.583	0.636	0.549**	0.518**	0.507**	0.284**	0.667**	1

Note: The asterisk signs (**) and (*) indicate that the results are significant at one percent and five percent levels respectively.

Table 1 shows the Kendall's Tau correlation coefficient of dependent and independent. The study shows that effective communication is positively related to organizational performance indicating that effective communication leads to increase in the level of organizational performance. The result also reveals that verbal communication is positively correlated to organizational performance. It implies that better verbal communication leads to increase in the level of organizational performance. Moreover, network communication is positively correlated to organizational performance indicating that higher the network communication, higher would be the organizational performance. Likewise, two-way communication has a positive relationship

with organizational performance. It indicates that two-way communication leads to better organizational performance. Further, the result shows that there is a positive relationship between new business ideas and organizational performance. It reveals that valuable new business ideas increases organizational performance.

Regression analysis

Having indicated the Kendall’s Tau correlation coefficients, the regression analysis has been carried out and the results are presented in Table 2. More specifically, it presents the regression results of effective communication, verbal communication, network communication, two-way communication and new business ideas on organizational performance in Nepal.

Table 2

Estimated regression results of effective communication, verbal communication, network communication, two-way communication and new business ideas on organizational performance

The results are based on 121 observations using linear regression model. The model is $OP = \beta_0 + \beta_1 EC + \beta_2 VC + \beta_3 NC + \beta_4 TWC + \beta_6 NBI + \varepsilon$ where the dependent variable is OP (Organizational performance). The independent variables are EC (Effective communication), VC (Verbal communication), NC (Network communication), TWC (Two-way communication) and NBI (New business ideas)

Model	Intercept	Regression coefficients of					Adj. R_bar ²	SEE	F-value
		EC	VC	NC	TWC	NBI			
1	0.716 (2.036)	0.821 (8.492)**					0.372	0.547	72.108
2	1.274 (4.038)		0.627 (7.707)**				0.327	0.566	59.397
3	1.316 (2.908)			0.591 (5.250)**			0.181	0.624	27.564
4	1.028 (4.155)				0.721 (10.869)**		0.494	0.491	118.126
5	1.232 (4.374)					0.681 (8.799)**	0.389	0.539	77.431
6	0.225 (0.645)	0.575 (5.355)**	0.424 (4.760)**				0.451	0.511	50.194
7	0.562 (1.708)		0.424 (4.760)**	0.632 (3.256)**			0.427	0.522	45.706
8	0.733 (2.373)			0.329 (3.348)**	0.475 (4.926)**		0.437	0.517	47.641
9	0.009 (0.023)	0.543 (4.832)**	.339 (3.457)**	0.109 (0.961)			0.447	0.513	33.363

Notes:

- i. Figures in parenthesis are t-values.
- ii. The asterisk signs (**) and (*) indicate that the results are significant at one percent and five percent level respectively.
- iii. Organizational performance is the dependent variable.

The regression results show that the beta coefficients for effective communication are positive with organizational performance. It indicates that effective communication has a positive impact on organizational performance. This finding is similar to the findings of Arab and Muneeb (2019). Likewise, the beta coefficients for verbal communication are positive with organizational performance. It indicates that verbal communication has a positive impact on organizational performance. This finding is consistent with the findings of Garrett and Meyers (1996). In addition, the beta coefficients for network communication are positive with organizational performance. It indicates that network communication has a positive impact on organizational performance. This result is consistent with the findings of Larson and Starr (1993). Further, the beta coefficients for two-way communication are positive with organizational performance. It indicates that two-way communication has a positive impact on organizational performance. This finding is consistent with the findings of Lee (2018). In addition, the beta coefficients for new business ideas are positive with employee performance. It indicates that new business ideas have a positive impact on organizational performance. This finding is similar to the findings of Gabrielsson and Politis (2012).

4. Summary and conclusion

Business Communication is a field of communication, which is clearly determined by the professional areas of its applications in an economically performing environment. Historically, it has its traditions in communications sciences. Communication can be used in every single steps of success like planning, organizing, leading, controlling, monitoring and implementing phases. Communicating clearly and concisely would help organizing one's own thoughts, thereby avoiding misunderstandings.

This study attempts to examine the influence of business communication on organizational performance in context of Nepal. The study is based on primary data with 121 observations.

The study also showed that effective communication, verbal communication, network communication, two-way communication and new business ideas has positive relationship with organizational performance. The study concluded that proper effective communication, verbal communication, network communication, two-way communication and new business ideas have a significant role in increasing organizational performance. The study also concluded that the most influencing factor is two-way communication followed by verbal communication and effective communication that influences the organizational performance.

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