

Assessing the Mediation Effect of Employee Work Attitude and Employee Satisfaction in Relation to Organizational Communication and Employee Performance of Everpure and Transpee Drinking Water Ltd.

Woode Ebenezer¹ Richmond Adu-Poku^{2*} Rhoda Animah Tawiah² Michael Fosu³

1.Department of Registry, Akenten Appiah-Menka University of Skills Training and Entrepreneurial Development, Kumasi, Ghana

2.Department of Management Studies Education, Akenten Appiah-Menka University of Skills Training and Entrepreneurial Development, Kumasi, Ghana

3.Department of Mathematics Education, Akenten Appiah-Menka University of Skills Training and Entrepreneurial Development, Kumasi, Ghana

* E-mail of the corresponding author: richmondapoku@gmail.com , RCID ID: <http://orcid.org/0000-0001-8549-1678>

Abstract

The study examined the mediation effect of employee work attitude and employee satisfaction in relation to organizational communication and employee performance. This study used a descriptive survey because it adopted the use of questionnaires. The sample size for the survey was 250 out of population of 670 employees from the two Sachet water company. The technique was based on simple random approach. The study data was analyzed using Structural Equation Modelling (SEM). The study concludes that, both Employee work attitude and employee satisfaction had a partial mediating effect on the relationship between organizational communication and employee performance. Also, organizational communication had a direct significant positive effect on employee performance. This study broadly looks at organizational communication as a tool to influence employee performance, without considering the necessary barriers to its implementation in the organization. Also, the study limited our perspective only to pure water producing companies. Employers should *use proper interview procedure* to understand the right needs of employees and ensure appropriate measures in achieving them to enhance work performance. The value of this study focuses on the mutual effects of employee work attitude and employee satisfaction. Meanwhile, some literature have looked at the direct effect of employee work attitude and employee satisfaction on employee performance, yet the mutual effect of these two variables has not been properly researched in literature.

Keywords: Organizational Communication; Employee Work Attitude; Employee Satisfaction and Employee Performance.

DOI: 10.7176/EJBM/14-16-07

Publication date: August 31st 2022

1. Introduction

Performance and productivity enhancement is a key subject in the current organization certain. Employee performance is seen as one of the most researched topics in Human Resource HR and Organizational Behaviour Management (Pradhan and Jena, 2017). The term “employee performance” suggests the success a worker obtains when completing a specific duty or work which depicts the frame of involved profile and persistent supervisors. (Jana and Pradhan, 2017). The performance of every employee is attributed to management leadership in the organization. About this, it is important employees acquire a good work attitude, this would be done effectively if management communicate the mission and vision of the organization. Good employee performance depends on a deliberate, persistent, and collective association between work supervisors and employees. Ideally, for an organization to work efficiently and effectively there is a greater need to measure and manage employee performance. (Boselie and Paauwe, 2004).What makes some organizations excel than others and their workers get listed as the most liked employees? Research findings depict essential schemes for motivating employees to perform at their maximum. Again, some are also of the practical view that financial incentives may not affect worker outcome. The employee performance ideology variation arises as results of myriad knowledge emerge after globalization (Fay et al., 2010). If monetary packages are not potent enough to ensure an increase in employee performance, what are the necessary mediating factors that can enhance employee performance? Employees require sufficient ability to handle thoughts, attitudes, and emotions to ensure high performance. Employees obey and follow communicated values and goals from management. Organizational communication is a key factor in employee performance. Employees need clear communication on the organization’s vision from supervisors. (Hee et al., 2016). For this purpose, leaders must create a communication strategy that would allow them to acquire the required work attitude in the workplace. Effective

communication aids in improving performance. In addition, since organizational leadership is mostly about the ability of management to project the vision of the organization and see to develop an effective employee attitude towards it, management however considers an Organizational Climate Survey (also called Employee Attitude Survey), this is to measure the suggestions and opinions of employees in the organization. (Bindl et al., 2010). Most Researchers opt for the organizational survey because of its relevance in serving as a direct and comforting tool for measuring communication in unit management and departments. Research illustrates that the use of the Employee attitude survey tool informs employees on how management requires the inputs for the decision-making process and integration. This belief is understood to give employee satisfaction and also increase motivation, morale, and employee performance. The use of an employee attitude survey to measure work attitude is not something new, it is said to be used after World War II and some organizations keep using it Hinrichs (1991). Employee attitude survey acts crucial in organizational communication, this is especially useful for establishing upward communication from lower-level employees to top management (Cox et al., 2011).

Again, the study also looks at how employee satisfaction has been very relevant in ensuring higher performance in the organization, it has gained dominant attention from several researchers (Matzler and Renzl, 2007). Researchers suggest the need to pay key attention to the needs and wants of employees. Employee satisfaction serves as a pivot in the service industry as a result of its nature (Lam et al., 2001). Creating a conducive work environment in the organization is likely to ensure employee satisfaction, making them have loyal attitudes and be able to provide customers with the best and most memorable service, as indicated by the “the service-profit chain”. Customers become appreciative of the service rendered to them and develop a sustainable affection and ultimate value and need for organizational products. These positive work attitudes will result in advanced market share and profitability in the workplace. (Heskett et al., 1997). Many topics have argued about the relationship between organizational communication and employee performance, a veritably limited study has anatomized the interceding part of both employee work attitude and employee performance on the below variables. Hence, this study tries to fill the exploration gap and enrich the body of knowledge related to the influence organizational communication has on employee performance by evaluating the effect of upwards organizational communication strategy on employee performance intermediates by employee work attitude and employee satisfaction. Figure 1 represents the conceptual framework of the study.

2. Literature Review

2.1. Organizational Communication and Employee Performance

Organizational communication is known to be the pivot in every organization and is key in ensuring employee performance. According to (Myers et al., 2010), organizational communication is defined as “the crucial elements that allow harmonization among people and thus permits for organized attitudes” however, Taylor (2013) claim that organizational communication does not just see to the harmonization between people but it also aids in understanding human behavior and thought. (Lings and Greenley 2005) and Rafiq and Ahmed (2000) review that a business plan relies on effective communication inside the organization. Efficient communication in the workplace entails not only a high flow of information but also a high rate of transmission, allowing information to be delivered to the end-user as fast as possible, as well as speedy resolution of problems that happen daily. Communication within the company is just as crucial as communication with the outside world in terms of its development. Your customers, clients, and stakeholders want you to communicate with professionalism and clarity. Through organizational communication, the finest company leaders cultivate open and honest working relationships and develop trust. But it's not just about your consumers when it comes to workplace communication. It's also about your employees. Employees are performing at their best. In a workplace, the ability to express oneself, share ideas, and trust the information received is a must (Miller, 2015). Communication is becoming more difficult than ever for the majority of us. Many teams are working away from the office as a result of widespread remote work. Face-to-face communication seems to be fading away, and we're increasingly relying on email, instant messaging, and social media to communicate. As a result, all teams must employ the greatest technology available to guarantee that communication doesn't fall short. (Miller, 2015). According to (Robbins et al., 2013) Employee attitudes replicate the emotions about something which can be either beneficial or unfavorable, behaviours are commonly followed using the attitudes. However, (Robbins et al., 2013; Harrison et al., 2006) believe that mindset is the way we suppose, behaviour is the way we act. According to (Sageer et al, 2012) the growth of any company depends on the satisfaction of the employees who works for the company, such embedded skills are needed for the progress of the company. Organizational communication is defined as “the crucial elements that allow harmonization among people and thus permits for organized attitudes” (Myers et al., 2010). Again, organizational communication is the act of sending information to subordinates, either through symbols, text, or face to face, with this, the ability of the receiver to understand becomes the key motivator of the sender. (Kenan, 2013). There is the need for every organization to decide on the convenient direction of communication, it is especially useful for establishing upward communication from lower-level employees to top management, in other to enhance employee performance According to (Kenan.,

2013) upwards communication is the most suitable way top management can efficiently and effectively analyze the flow of communication in the organizational environs. Upward communication helps employees to easily share important messages, be actively involved in the decision-making process, cooperate with the top decisions, and ensure given task performance (Stavrons, 2020). Based on this we hypothesized that;
H1: Organizational communication has a direct positive effect on employee performance.

2.2. Organizational Communication and Employee Work Attitude

Organizations work best when there is a balance between effective communication and work attitude. When a positive attitude is promoted, employees tend to understand what is required of them. Employee happiness in task execution mostly depends on communication. (Proctor, 2014). Great communication scholars believe that employee attitude and happiness are achieved at the workplace in the analysis of organizational culture and emotion. (Waggoner et al., 2013). More so, such positive attitudes as happiness in the workplace come as a result of effective organizational communication. Employees feel better about selflessly engaging in challenging tasks that would put the company in a productive view. (Proctor, 2014). Employees' positive attitude will make an organization better, and vice versa. A study conducted by (Proctor, 2014) suggested that the vision and missions of the organization become achievable when communication has been positively conveyed. With the above explanation, we can presume that;

H2: Organizational communication has a positive effect on employee work attitude.

2.3. Employee Work Attitude and Employee

To understand employee attitude organization, management needs to study the traits that make a good employee. The five-factor model of personality is used in many firms to understand the attitude of employees, and how they can be modified to suit growth and performance. (McCraen, et al., 2009). The five-factor model of personality is listed chronologically in the works of (Proctor, 2014) to include; Openness, Agreeableness, Extraversion, Conscientiousness, and Neuroticism. Openness is characterized by an employee who is available for every experience or activity, they enjoy the volume of performance, including; listening to music, traveling, learning about customs, and unfamiliar cultures. People who exercise a low level of openness tend to have challenges with a new experience which makes them feel uncomfortable and uneasy. High intelligence is associated with an individual who practices openness. (Proctor, 2014). Agreeableness is said to characterize individuals who are more friendly and affectionate. Agreeable people do not entertain arguments and more confrontations. Nonagreeable persons tend to dislike the interest of others but act in their self-interest. Management can place these kinds of employees in areas they can perform best. (Proctor, 2014). Extraversion: Individuals who perform well on extraversion are very sociable, outgoing, and assertive. Wilde et al., (2011). The overreaction of this trait becomes negative, rightful job position and moderation of character trait should be ensured by employers in other to employee performance. (Proctor, 2014). Conscientiousness is exhibited by individuals who have a full picture of their actions and their implications. They are well organized in thought and practice, full of positive motivation, and aim to achieve success in every aspect of life. Its believe that hereditary and environmental factors affect the level of conscientiousness. (Proctor, 2014). Employers who aspire to grow more conscientious workers should practice affection from the beginning of the appointment to duty. (Watson, et al., 2006). Neuroticism characterizes a person with constant worry, as a result of fear, over-thinking, and high exaggeration. They tend to be more focused on negativity than positivity. This trait can affect co-workers and employee performance. Employers in other to ensure a high level of performance must apply to motivate workers who may show this trait. (Proctor, 2014). The above analysis explains the fact that;

H3: Employee work attitude has a positive influence on employee performance.

2.4. Mediation Role of Employee Work Attitude and Employee Satisfaction in the Relationship Between Organizational Communication and Employee Performance

From the literature, we have established that employee work attitude and employee satisfaction mediate the relationship between organizational communication and employee performance. Because positive attitudes like happiness in the workplace come as a result of effective organizational communication. Employees feel better about selflessly engaging in challenging tasks that would put the company in a productive view, hence increasing employee performance at the workplace. (Proctor, 2014). Also, Employees are satisfied through the provision of a good work environment, well pay package, security and proper reward system, which leads to employee performance. Every satisfied employee performs better. There is the need to consider the need of the employee first since they are directly connected with customers. Clear communication of specific tasks of every worker will enhance performance. (Muna, 2017). Also, the works by (Muna, 2017) state that, Employees are satisfied through the provision of a good work environment, well pay package, security and proper reward system, which leads to employee performance. Every satisfied employee performs better. From the above explanation, we can presume that;

H4: Employee work attitude and employee satisfaction mediate the relation between organizational communication and employee performance.

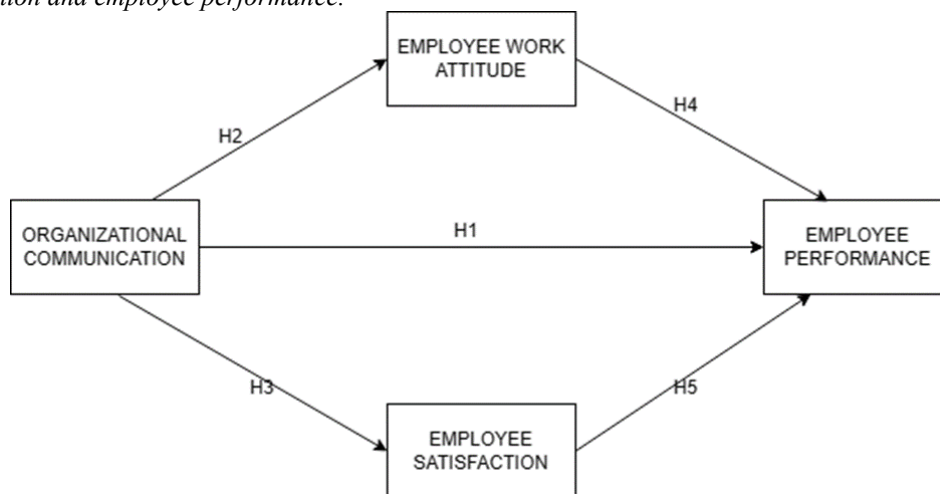


Figure 1. Conceptual Framework

3. Methods

3.1. Research Design

Saunders et al. (2007), states that research design indicates research questions and solution. It also explains how the whole research is conducted. It signifies data collection, measurement and the analysis of the data. Broni (2012), descriptive research presents the exact or the accurate meaning of an event and tries to highlight the views of the people relating to the data generated. It gives the in-depth information or meaning to explain an existing article. This study used a descriptive survey because it adopted the use of questionnaires to help in evaluating the effect of organizational communication strategy on employee performance intermediated by employee work attitude and employee satisfaction in both Everpure Drinking Water Company and Transpee Drinking water Ltd.

3.2. Collecting Data

The study was focused on Two different Sachet Water Producing Companies, Everpure Drinking Water and Transpee Drinking water Ltd located in the Ashanti Region, Ghana. The first company has 5 departments, which were the Marketing department, Finance department, Quality department, Safety department, Security department with 150 employees while the second company has 5 department Similar to Everpure Drinking Water Ltd, with 100 employees. The researcher used purposive sampling in selecting key informants who were vested in knowledge on the subject matter researched (Dogbe et al., 2021). The sample size for the survey was 250 out of population of 670 employees from the two Sachet water company. The number of sample be used for the study was in line with the suggestion from Yamane (1973) who revealed a formula for calculating the idea sample size for any survey design. The technique was based on simple random approach.

At the initial stage of the data collection a letter, was sent demanding consent to involve employees of the two selected companies as respondents to the questionnaire. Structured Questionnaire was developed into five sections, with Section A as demographic data, such as Departments, Age, Gender, Marital Status, Religion and Education. Section B was based on Organizational communication, it consisted of five measurement items. The measurement items were adapted from Spaho (2013). Section C addressed Employee attitude at work place. The measurement items were adapted from Prottas (2013). Section D addressed the Employee Satisfaction in the workplace, its measurement item was adapted from Bamfo et al. (2018) and Lastly, section E considered Employee performance in the organization. The measurement item was adapted from Meyer & Smith (1991). The Section B to E were measured based on 5-Likert scale grading from 5(Strongly Agree) to 1 (Strongly Disagree). The questionnaire were administered by the researcher and two internship personnel found at the workplace with background in research work. For easily accessibility the researcher used printed questionnaire. Respondents answered the questionnaire during work break time under the supervision of the researcher. The data collection lasted for 14 working days in each company, this was done to ensure that every employee participated.

Table 1. Profile of Respondents

Profile of Respondents	Frequency (N)	Percentages (%)
Gender	250	100.0
Male	154	61.6
Female	96	38.4
Age	250	100.0
15-30	50	20.0
31-45	183	73.2
46-64	16	6.4
Above 64	1	.4
Department	250	100.0
Marketing department	19	7.6
Safety department	72	28.8
Security personnel	24	9.6
Finance department	117	46.8
Quality department	18	7.2
Marital Status	250	100.0
Married	171	68.4
Single	79	31.6
Education	250	100.0
High School	87	34.8
Bachelors Degree	82	32.8
Masters Degree	81	32.4
Religion	250	100.0
Christianity	221	88.4
Muslim	20	8.0
Traditional	6	2.4
Others	3	1.2

From Table 1, the visibility of the study is clearly demonstrated. Outcome shown illustrated that the Financed Department achieved the top representation in this study (46.8%), while the Quality department scored the least representation of 7.2%. High School Graduates also topped the study, with 34.8%. Male respondents constituted 61.6%, showing the highest gender group. Finally, it could be realized that respondents aged 31– 45 years were 73.02%, followed by respondents aged 15–30 years with 20.0%.

3.3. Data Validity and Reliability

The researcher first run an Exploratory Factor Analysis (EFA) in SPSS (v.23), to check how properly the measurement items loaded onto their corresponding latent variables. There were four latent variables in this study, these consist of organizational communication, Employee Attitude, Employee Satisfaction and Employee performance in the chosen organization. The EFA measurement items which loaded poorly (less than 0.5) or cross-loaded on different construct were deleted from the construct (Amoako et al., 2020). This was done according to this principle, two measurement items were deleted from organizational communication: two from employee work attitude, one from employee Satisfaction and two from employee performance. The results from the EFA demonstrated a total variance extracted (TVE) of 69.139% which was higher than 50%. Kaiser–Meyer–Olkin (KMO) was checked in other to measure the sample adequacy, and was recorded at a score of .745, greater than the minimum expected score of 0.6. To assessed the correlation level among the measurement items Bartlett’s Test of Sphericity tested and was statistically significant at ($X^2 = 1470.045$; $p < 0.01$), this shows that there was enough correlation among the measurement items to qualify for CFA. This study had a determinant of 0.002 which was greater than zero (0) indicating that the datasets has achieved positive definiteness.

The researcher used the retained variables from the EFA to run Confirmatory Factor Analysis (CFA) using Amos (v.23), The standardized factor loading from the CFA was achieved in this study at a minimum of 0.5, as Shown in (Table 2). The minimum factor loading under organizational communication was .785, employee work attitude also recorded .640, and that of employee satisfaction was .631, employee performance also recorded .769 proving that all measurement items significantly explained their respective variables. Cronbach's Alpha (CA) was calculated with SPSS (v.23) using the retained variables, this was achieved for all the four latent variables, since they recorded above the expected alpha score of 0.7 demonstrating a high internal consistency (reliability) among the measurement items (Pomegbe et al., 2020).

The researcher used Average Variance Extracted (AVE) to assessed the Convergent validity among the measurement items. According to Fornell and Larcker (1981), Average Variance Extracted (AVE) minimum

score was supposed to be 0.5 of which was this study achieved. Composite reliability (CR), was also achieved for all the latent variables above 0.7. The researcher when conducting CFA, assessed the model fit indices, to determine if the dataset appropriately fits the model estimated. As part of model fit indices, CMIN/DF is estimated to be less than 3, TLI and CFI should be larger than 0.9, while RMSEA and SRMR should also be less than 0.08 (Hair et al., 2010). This study achieved for all the latent variables in its dataset.

Table 2: Confirmatory Factor Analysis

Model Fit Indices: $CMIN = 166.586$; $DF = 58$; $CMIN/DF = 2.872$; $CFI = .924$; $TLI = .897$; $RMR = .004$; $RMSEA = .087$.

	Std. Factor Loading
Organizational Communication AVE=0.679; CR=0.893; CA=0.848;	
I get the information you need when you need it	E*
I understand the goal of the organization	.840
I respond quickly to decisions by management.	.890
I perform the tasks given to you very well	.785
I understand your organizational organogram	E*
Employee Attitude AVE=0.588; CR=0.805; CA=0.686;	
I constantly receive positive feedback on my work.	E*
When changes that affect my job are made, I am always informed.	.640
I have everything I need to complete my job successfully	.896
My work appears to be valued.	.827
I suppose my company, cares about me like a hand.	E*
Employee Satisfaction AVE=0.602; CR=0.810; CA=0.760	
I am more supportive and enthusiastic about my job	.889
I am provided with the right tools for work done	.631
I feel safe working with my supervisors	.714
My current workplace is close to my idea job	E*
I am satisfied with my workplace	.693
Employee Performance AVE=0.50; CR=0.785; CA=0.77;	
I take my job seriously	E*
I get work done within a reasonable time frame	E*
I am open to receiving feedback	.769
I accept responsibility for my actions	.844
I am open to new ideas and suggestions	.829

E* ~ Items deleted due to poor factor loadings

Studies such as Dogbe et al. (2021) among others suggest that in assessing the discriminant validity of the measurement items. The squared-root of the AVEs (\sqrt{AVE} s) is compared with the inter-correlation scores. To achieve discriminant validity, the least \sqrt{AVE} was expected to be greater than the highest correlation score. From (Table 3), the least \sqrt{AVE} was 0.707, while the largest correlation score was 0.48. This study is therefore said to achieve the discriminant validity (Sarsah et al., 2020). More so, it can be said that there was no multicollinearity in the dataset, as the highest correlation coefficient of 0.48 did not exceed 0.8.

Table 3: Discriminant Validity

Variables	ORGC	EWAT	EMSAT	EMPRF
ORGC	<u>0.824</u>			
EWAT	0.48**	<u>0.768</u>		
EMSAT	0.31**	0.37	<u>0.776</u>	
EMPEF	0.33	0.30	0.38**	<u>0.707</u>

** ~ P-value significant at 1% (0.01)

\sqrt{AVE} are bold and underlined

4. Results Discussion and Theoretical Implication

The researcher estimated the path analysis using the Structural Equation Modelling (SEM) run in Amos (v.23), with results presented in (Table 4) and (Figure 2). With an estimation of 5000 Bootstrap samples, and Bias-Corrected Confidence Interval of 95%. This study controlled for six variables, which includes Departments of employee, Gender, Age of the employee, Religion, Marital Status and level of Education of the employees. The results as presented indicated that high school under education had a significant positive effect on employee performance ($CR = 2.393$; $p < 0.05$). Under Education, employees who had completed high school shown 87 out of 250 employees representing 34.8% this outnumbered those with Degree and Masters in the organization. Departments of employee, Gender, Religion, Age of the employee, and Marital Status recorded positive even though the effects were not statistically significant ($p > 0.05$). In relation to the main paths analysis, as discussed in

some literature one major factor that influence employee performance is organizational communication. Regarding the study conducted by the researcher, organizational communication was statistically significant which concord with by a lot of research works is. For instance, the works of (Bindl et al., 2010) assessed the impact of organizational communication on employee performance and concluded on a strong view that organizational communication have a greater positive effect on employee performance.

Again, from the results of this study, it is indicated that employee satisfaction had positive statistically significant effect on employee performance ($CR=4.015$; $p<0:01$). This means that satisfactory level of an employee is important when it comes to performance in an organization. This also proved that 34.8% who were High school lever were more satisfied with the work they do than employees with Graduate and Masters Certificate. This support the research work by (Muna, 2017) which state that, Employees are satisfied through the provision of a good work environment, well pay package, security and proper reward system, which leads to employee performance. Every satisfied employee performs better. The effect of organizational communication on employee work attitude was statistically significant ($CR=4.533$; $p<0:01$). This is to show that effective organizational communication will automatically generate positive influence in employee performance. However, the effect of employee work attitude on employee performance was not significant, this is to prove that employee work attitude is inspired in an organization by effective communication to easily motivate employee performance.

More so, this study as well considered the mediation effect of employee work attitude and employee satisfaction in the relation between organizational communication and employee performance. The indirect path of the study was assessed using Sobels test. The mediation effect was hypothesized by indirect effect. This indirect effect was estimated using the Sobel test Baron and Kenny (1986) From path a analysis (ORC → EAT → PERF) which is given by 0.033 and the path b analysis in table 5 (ORG → EST → PERF) is 0.064. We multiple the Path a and Path b to get co efficient of the indirect effect (mediation effect). The direct path to the indirect effect of organizational communication which is reported as correlation coefficient of 0.039. From the Sobel test, we compare the direct effect against the indirect effect (path a*b). This helped us realized that the correlation co efficient of the indirect effect has a greater coefficient than the direct effect and therefore we deduced that there is a partial mediation.

Table 4: Path Summary

Direct Path	UnStd. Estimate	C.R.	P- Value
GENDER → EMPERF	0.012	.807	0.420
AGE → EMPERF	-0.013	-0.860	0.390
EDUCATION → EMPERF	0.509	2.393	0.000
RELIGION → EMPERF	0.016	1.106	0.269
DEPARTMENT → EMPERF	0.011	1.627	0.104
ORGC → EMPERF	0.109	2.063	0.039
EMSAT → EMPERF	0.214	4.015**	0.000
EWAT → EMPERF	0.056	1.266	0.206
ORGC → EMSAT	0.301	4.533**	0.000
ORGC → EWAT	0.588	5.632**	0.000

Model Fit Indices: $CMIN = 166.586$; $DF = 58$; $CMIN/DF = 2.872$; $CFI = .924$; $TLI = .90$; $RMR = .004$; $RMSEA = .087$.

** ~ P-value significant at 1% (0.01); * ~ P-value significant at 5% (0.05)

Bootstrap Bias-Corrected Confidence Interval at 95%

Table 5. Indirect Effect

Paths	Direct Effect		Indirect Paths				Indirect Effect (a*b)	Sobel's Test
			a		b			
	Est.	C.R.	Est.	C.R.	Est.	C.R.		
ORC → EAT → PERF	0.109	2.063	0.588	5.632**	0.056	1.266	0.033	1.324**
ORG → EST → PERF	0.109	2.063	0.301	4.533**	0.214	4.015**	0.064	1.977**

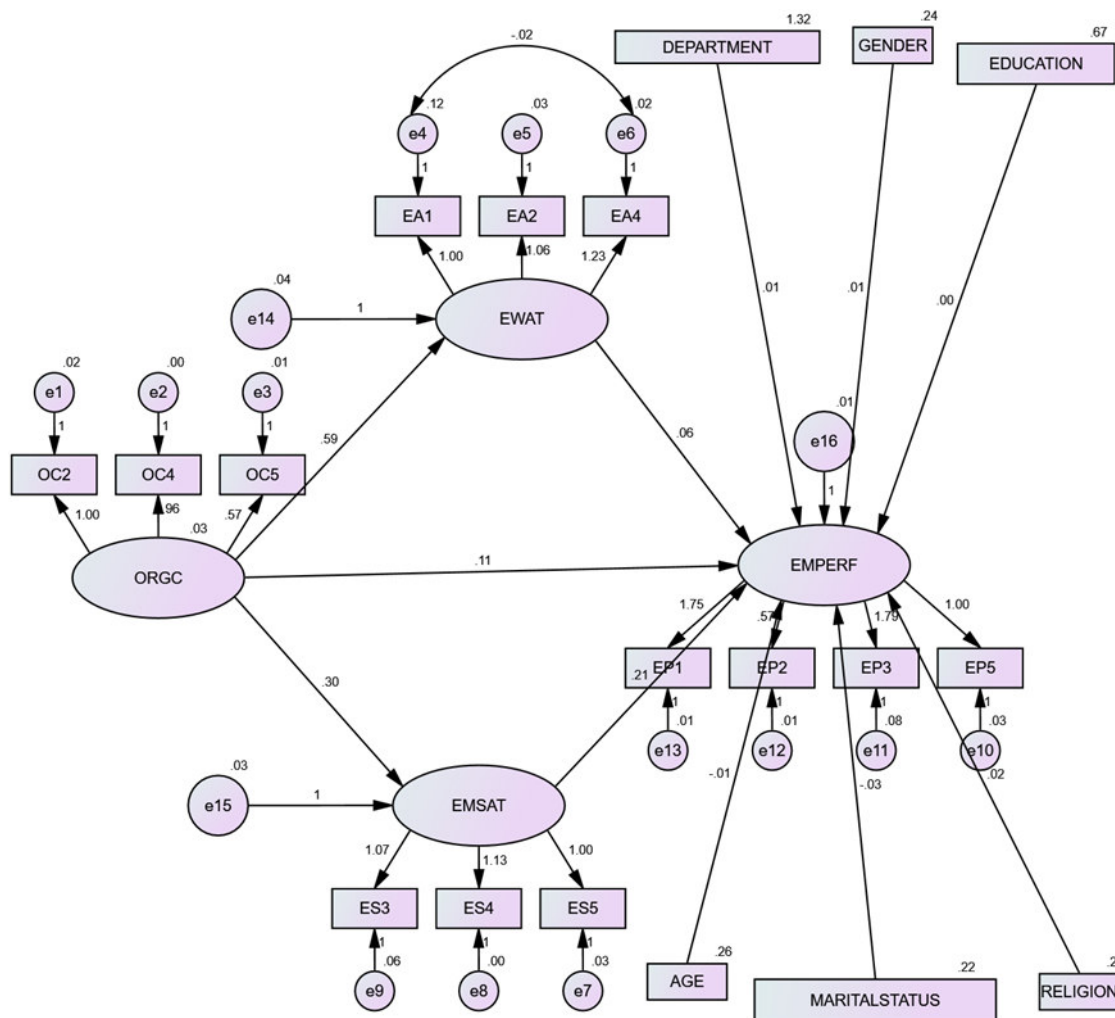


Figure 2. Diagrammatic presentation of Structural Equation Model

5. Managerial Implications

Based on findings of the study the researcher proposes the following recommendations for managers. The goal to every successful organization growth depends much on employee performance. Management should develop or adapt an easy way of communication in the organization. The adoption of upward communication channel will enhance employee performance, this is because it is the communication type that allows subordinates to reach management easily. The study found effective organizational communication to be a key driver for employee performance of Drinking Water Company. Since sachet water business profit maximization somehow depend on whether and very competitive in Ghana, Management must ensure that employees get informed on every change in price and also educate well how sales men communicate such change easily. Again, Employers when use proper interview procedure will understand the right needs of employees, it was realized from the study that an unsatisfied employee, even though cannot lead him/her to develop poor attitude at work but can drive such individual to perform very less.

From the study, it was shown that a higher employee education level has a proportional influence on employee performance, therefore, equal chances should be given to willing employees to further their education. Employee when encouraged to take short courses will help them perform very well. Finally, from the study, it was shown that a higher employee education level has a lesser influence on employee performance, this means that employee performance does not necessary depend on the level of education. Therefore, management create structure remuneration base on level of education but be based on task performance of employees in other to motivate those with low qualification and also ginger higher qualification holders to perform better. However, since the study pointed out that education influence employee performance, therefore, equal chances should be given to willing employees to further their education. Employee when encouraged to take short courses will help them perform very well.

6. Conclusion

In all, the study sought to assess the mediation effect of employee work attitude and employee satisfaction in the relationship between organizational communication and employee performance of Everpure Drinking Water Company and Transpee Drinking Water Company in the Ashanti region, Ghana. The study concludes that organizational communication, employee satisfaction has a direct positive effect on employee performance with significance figure below 5%. The study also indicated that employee work attitude partially mediates between organizational communication and employee performance. Also, employee satisfaction also mediates between organizational communication and employee performance

7. Limitations and Suggestions for Future Research

The study was to assess the mediation effect of employee work attitude and employee satisfaction in the relationship between organizational communication and employee performance of Everpure Drinking Water Company and Transpee Drinking Water Company in the Ashanti region, Ghana. There is much relevant in the results of this study, and add to our knowledge, however, there are few limitations. This research broadly looks at organizational communication as a tool to influence employee performance, without considering the necessary barriers to its implementation in the organization. More so, the study limited our perspective only to pure water producing companies. Advanced studies should focus not only on the importance of organizational communication but also suggest an appropriate implementation plan for it. Also, advance studies should expound the research in other organization.

Declaration of Interest

We declare that there was no potential or real conflict of interest that could affect the reliability of the study.

References

- Ab Hamid, M. R., Sami, W., & Sidek, M. M. (2017, September). Discriminant validity assessment: Use of Fornell & Larcker criterion versus HTMT criterion. In *Journal of Physics: Conference Series* (Vol. 890, No. 1, p. 012163). IOP Publishing.
- Afful-Broni, A. (2012). Relationship between motivation and job performance at the University of Mines and Technology, Tarkwa, Ghana: Leadership Lessons. *Creative education*, 3(03), 309.
- Amoako, T., Huai, S. Z., Dogbe, C. S. K., & Pomegbe, W. W. K (2020). Effect of internal integration on SMEs' performance: the role of external integration and ICT. *International Journal of Productivity and Performance Management*. <https://doi.org/10.1108/IJPPM-03-2020-0120>
- Bamfo, B. A., Dogbe, C. S. K., & Mingle, H. (2018). Abusive customer behaviour and frontline employee turnover intentions in the banking industry: The mediating role of employee satisfaction. *Cogent Business & Management*, 5(1), 1-15. <https://doi.org/10.1080/23311975.2018.1522753>
- Blake, N., Leach, L. S., Robbins, W., Pike, N., & Needleman, J. (2013). Healthy work environments and staff nurse retention: The relationship between communication, collaboration, and leadership in the pediatric intensive care unit. *Nursing Administration Quarterly*, 37(4), 356-370.
- Cox, B. G., Binder, D. A., Chinnappa, B. N., Christianson, A., Colledge, M. J., & Kott, P. S. (Eds.). (2011). *Business survey methods* (Vol. 214). John Wiley & Sons.
- Den Hartog, D. N., Boselie, P., & Paauwe, J. (2004). Performance management: A model and research agenda. *Applied psychology*, 53(4), 556-569.
- Dogbe, C. S. K., Bamfo, B. A., & Pomegbe, W. W. K. (2021). Market orientation and new product success relationship: The role of innovation capability, absorptive capacity, green brand positioning. *International Journal of Innovation Management*, 25(03), 2150033. <https://doi.org/10.1142/S136391962150033X>
- Fornell, C., & Larcker, D. F. (1981). Evaluating structural equation models with unobservable variables and measurement error. *Journal of Marketing Research*, 18(1), 39-50. <https://doi.org/10.1177/002224378101800104>
- Franzini, L. D., Teixeira, A. A. M., Mesquita, D. O., de Araújo, J. A., & Teles, D. A. (2017). Predation of *Norops fuscoauratus* (Duméril & Bibron, 1837) by *Kentropyx calcarata* (Spix, 1825) in a remnant of Atlantic Forest. *Herpetology Notes*, 10, 249-250.
- Hair, J. F., Black, W. C., Babin, B. J., & Anderson, R. E. (2010). *Multivariate data analysis: A global perspective* (7th Ed.). Pearson Education.
- Hee, O. C., Cheng, T. Y., Yaw, C. C., Gee, W. V., Kamaludin, S. M., & Prabhakaran, J. R. (2016). The influence of human resource management practices on career satisfaction: Evidence from Malaysia. *International Review of Management and Marketing*, 6(3), 517-521.
- Koys, D. J. (2001). The effects of employee satisfaction, organizational citizenship behavior, and turnover on organizational effectiveness: A unit-level, longitudinal study. *Personnel psychology*, 54(1), 101-114.
- Lam, T., Zhang, H., & Baum, T. (2001). An investigation of employees' job satisfaction: the case of hotels in

- Hong Kong. *Tourism management*, 22(2), 157-165.
- Lings, I. N., & Greenley, G. E. (2005). Measuring internal market orientation. *Journal of service research*, 7(3), 290-305.
- López-Gálvez, N., Wagoner, R., Canales, R. A., de Zapien, J., Calafat, A. M., Ospina, M., ... & Beamer, P. (2020). Evaluating imidacloprid exposure among grape field male workers using biological and environmental assessment tools: An exploratory study. *International journal of hygiene and environmental health*, 230, 113625.
- Markovits, Y., Davis, A. J., Fay, D., & Dick, R. V. (2010). The link between job satisfaction and organizational commitment: Differences between public and private sector employees. *International Public Management Journal*, 13(2), 177-196.
- Matzler, K., & Renzl, B. (2007). Assessing asymmetric effects in the formation of employee satisfaction. *Tourism Management*, 28(4), 1093-1103.
- McCrae, R. R. (2009). The five-factor model of personality traits: Consensus and controversy. *The Cambridge handbook of personality psychology*, 148-161.
- Miller, K., & Barbour, J. (2014). *Organizational communication: Approaches and processes*. Cengage Learning.
- Murugesan, S., Raja, P. N., & Kanan, M. (2013). Perceived organisational climate correlates organisational citizenship behaviour: A study among the software professionals. *American International Journal of Research in Humanities, Arts and Social Sciences*, 3(2), 209-216.
- Myers, K. K., & Sadaghiani, K. (2010). Millennials in the Workplace: A communication perspective on millennials' organizational relationships and performance. *Journal of business and psychology*, 25(2), 225-238.
- Newman, D. A., Joseph, D. L., & Hulin, C. L. (2010). Job attitudes and employee engagement: Considering the attitude "A-factor". In *Handbook of employee engagement*. Edward Elgar Publishing.
- Njagi, C., & Muna, W. (2021). Performance Management Strategies And Employee Productivity In The Ministry Of Water And Irrigation In Nairobi City County, Kenya. *European Journal of Human Resource*, 5(2), 1-18.
- Parker, S. K., Bindl, U. K., & Strauss, K. (2010). Making things happen: A model of proactive motivation. *Journal of Management*, 36(4), 827-856.
- Pomegbe, W. W. K., Li, W., Dogbe, C. S. K., & Otoo, C. O. A. (2020). Enhancing Innovation Performance of Small and Medium-sized Enterprises Through Network Embeddedness. *Journal of Competitiveness*, 12(3), 156-171. <https://doi.org/10.7441/joc.2020.03.09>
- Pradhan, R. K., & Jena, L. K. (2017). Employee performance at the workplace: Conceptual model and empirical validation. *Business Perspectives and Research*, 5(1), 69-85.
- Pradhan, R. K., & Jena, L. K. (2017). Employee performance at workplace: Conceptual model and empirical validation. *Business Perspectives and Research*, 5(1), 69-85.
- Proctor, C. R. (2014). *Effective organizational communication affects employee attitude, happiness, and job satisfaction* (Doctoral dissertation, Southern Utah University. Department of Communication. 2014.).
- Prottas, D. J. (2013). Relationships among employees' perception of their manager's behavioral integrity, moral distress, and employee attitudes and well-being. *Journal of Business Ethics*, 113(1), 51-60.
- Rafiq, M., & Ahmed, P. K. (2000). Advances in the internal marketing concept: definition, synthesis and extension. *Journal of services marketing*.
- Sageer, A., Rafat, S., & Agarwal, P. (2012). Identification of variables affecting employee satisfaction and their impact on the organization. *IOSR Journal of business and management*, 5(1), 32-39.
- Sarsah, S. A., Tian, H., Dogbe, C. S. K., Bamfo, B. A., & Pomegbe, W. W. K. (2020). Effect of entrepreneurial orientation on radical innovation performance among manufacturing SMEs: the mediating role of absorptive capacity. *Journal of Strategy and Management*. <https://doi.org/10.1108/JSMA-03-2020-0053>
- Saunders, M. N. (2012). Web versus mail: The influence of survey distribution mode on employees' response. *Field Methods*, 24(1), 56-73.
- Spaho, K. (2013). Organizational communication and conflict management. *Management-Journal of Contemporary Management Issues*, 18(1), 103-118.
- Stavron, J. D. M., Ardiles, V., Fratantoni, M. E., Uad, P., Clariá, R. S., de Santibañes, M., ... & Mazza, O. (2021). Laparoscopic one-step approach for the management of acute biliary pancreatitis: 10 years experience in a high volume center.
- Taylor, F. (2013). *The Economics of Advertising (RLE Advertising)*. Routledge.
- Watson, D., & Humrichouse, J. (2006). Personality development in emerging adulthood: integrating evidence from self-ratings and spouse ratings. *Journal of Personality and Social Psychology*, 91(5), 959.
- Wilde, D. J. (2011). *Jung's personality theory quantified*. Springer Science & Business Media.
- Yamane, T. (1973). Research Methodology/Sample Size. *Florida: University Of Florida*.