

# ROLE OF MANAGEMENT IN ORGANIZATIONAL PERFORMANCE

## A Study of Tanzania Railways in Morogoro Region

### ABSTRACT

Organizations perform various activities to establish and accomplish their organizational objectives. The aim of this study was to find out the role of management in organizational performance. The study is based on the following objectives: to find out whether workers' motivation influences organizational performance in Morogoro Railway Station, and to determine whether effective communication can influence organizational performance. The study used a survey design because it allows the researcher to use a representative sample from the population. The sample size of the study was 40 respondents. In this report both quantitative and qualitative data methods were used. The findings show that Cooperation among workers was 85.7%, followed by 89.5% where Communication strategies introduced in Tanzania Railways Corporation will be successful 89.5% and 66.7% of staff seem to work as a team while 66.7% have great significant toward organizational performance. Finally, the Government should continue to revamp Tanzania Railways Corporation in order to cater services in a wide range and nearby countries and, recruit more employees for efficiency job performance. On the other hand, employees should be committed to accomplish their daily routine activities, utilize time effectively for the success of the organization, and Management should continue providing information to employees in order to make them aware of what is going on.

*Keywords: Organizational Performance, management, effective communication, motivation*

## 1. INTRODUCTION

### 1.1 Background Information

In today's dynamics, rapid changing workplace, and globalized economy, the development of organizational performance is associated with the development of personal performance, skills, knowledge, and experience. However, the ability to achieve and maintain high performance and productivity in organizations is a key facing management today Mohamed & Al-Khoury [1]. Also, Armstrong [2] posits that organizations have to be ready to manage the means to bring about, accomplish, have charge of, be responsible for, and conduct any necessary changes. Management was all about the process of deciding what to do and then getting it done.

Moreover, achieving organizational performance depends largely on the effective use of resources. It is about what managers do to make things happen. They define goals, determine the resources – people, finance, work systems, and technology – required to achieve the goals, allocate those resources to opportunities and planned activities, and ensure that those activities take place as planned in order to achieve predetermined objectives. Other sources Horga [3] assert that performance refers to “the degree to which an organization, as a social system, with certain resources and means, achieves its objectives.

Furthermore, Sole [4] added that there are two kinds of factors that influence the performance management system in a public organization: Internal and external. Internal factors include internal management commitment, internal resources, performance-oriented culture, leadership, employee engagement, and maturity of the performance management system. External factors include elected officials, citizens, legal requirements, and labour unions.

Performance is a very complex concept that needs to be considered and assessed so that it can achieve the goals in the future better and more effectively by achieving actual results Jyoti [5]. Improving organizational performance was the focus of each manager and his/her success in improving organizational performance was very important for organizations to establish a comprehensive measurement index set by the company Tseng and Lee [6].

Competent employee performance is a crucial factor in organizational performance because it is a key factor driving the company's wheels to face competitive challenges Almatroosh et al.,[7]. Organizational performance was a key aspect in many studies in the management literature because it plays an important role in developing, implementing, monitoring strategic plans, and setting future directions Teeransirikool et al.,[8]. Organizational growth and progress are being achieved only through continuous improvement in performance Mehralianet [9].

Many believe that organizations can operate in a competitive world and survive based on the fact that an optimal organizational performance is superior to that of the rivals, use proper opportunities, and win benefit from threats. In addition, as was posited by Sole [4], factors affecting the performance of organizations are divided into external and internal. External factors include economic, social, political, cultural, and legal. While internal organizational factors include social capital, intellectual capital, organizational culture, structure, technology, strategies, and organizational learning process. The role of these factors is clear in the organization more than ever Ghorbanizadeh et al., [10].

Pulakos [11] asserts recommendations for in his research guidelines for establishing effective performance goals. Recommendations include; providing feedback effectively, documenting employee accomplishments, and addressing legal requirements. Armstrong [12] contends that there are four principal normative concerns of performance management. The first is to improve performance, second it endeavours to develop employees, third it seeks to satisfy the expectations of the various organizational stakeholders, and finally communication and involvement are imperative due to the ideology of arriving at jointly agreed goals and objectives. Armstrong [12] Organizations perform various activities to establish and accomplish their organizational objectives. It is these repeatable activities that utilize processes for the organization to be successful. Therefore, these must be quantified to ascertain the level of performance and for management to make informed decisions on where, if needed, within the processes to initiate actions to improve performance. Kube [13], on the other hand, the effects of communication strategies on organizational performance at Kenya Ports Authority. Objectives included finding how open-door policy of communication influences organizational performance, assessing how group effort enhances organizational performance, analyzing how organizational structure can improve organizational performance, and identifying the roles of formal communication channels on organizational performance. The research concluded that for any organizational performance to be effective, the communication should be an open communication environment in which all members of the organization feel free to share feedback, ideas, and even criticism at every level. Inclusive – was one in which explicit steps are taken to decisions that affect their day-to-day work. Organizations with a secretive communication environment shut people out, which can stifle involvement and result in lost ideas and opportunities. Companies whose managers successfully engage employees in conversations about their work, their ideas and perspectives on issues related to products, services, customers, and the business environment develop a culture of inclusiveness that generates results. Result-driven - business communications should be measurable results. Organizations need to think about what employees need to know to do their jobs effectively, to interact with customers effectively, and to serve as ambassadors outside of the organization Kube [14].

Leader influences the performance of the organization in many ways like; ensuring that effort was made to achieve the proposed objectives, coordinating employees' efforts,

building on their own experience, not necessary on formal procedures, to achieve the goals, and enthusiastically motivating employees to achieve the results. Performance levels include cultivating a pleasant work environment, positive relationships and communication within organizations, and highlighting a positive sense of work Horga [15].

To improve organizational performance, staff must be hired, fired, promoted, and transferred on basis of merit principles. But employees without motivation (intrinsic and/or extrinsic) will not work towards fulfilling organizational mandates. In addition, the organization's management must help to structure work in an appropriate manner, to encourage cooperation, communication, and meaningful jobs for the employees DIIS [16].

### **1.2 Statement of the Problem**

Managing and improving employees' performance was essential for achieving competitive advantage. Managers should pay attention to the quality and quantity of employees' productivity and evaluate employees' performance in order to recognize the errors in production, as well as the factors that reduce employee performance, and to manage organizational performance effectively Krapfl & Kruja [17].

The challenge of performance management was to demonstrate outcomes resulting from the resources that the program, agency, or organization has consumed to appropriate managers, stakeholders, clients, and citizens. Performance Management also strives to improve performance over time by using performance information to identify and correct deficiencies in the production process. The exact users of performance information vary from setting to setting, and so will their information needs, as well see throughout the work. This implies that performance management systems need to be custom designed according to the purposes they serve. Over time, performance measurement has become further integrated into decision making, with data collected at various points suited to providing meaningful reports to support these purposes at the appropriate times Moynihan [18]. Moreover, Poister [19] advocates three overlapping transitions: from strategic planning to strategic management, from performance measurement to performance management, and from using such tools independently toward better integration of strategic management and performance management.

Although the routing operations of the movement of cargo and passengers are the fundamental task of central railway line still the delay of information to customers towards waiting time in queue exists. This research aims to find out the roles of management in organizational performance.

### **1.3 Theoretical framework**

The study is guided by the Expectancy theory based on the fact that, the intensity of a tendency to perform in a particular manner was dependent on the appeal of the outcome to the individual Vroom [20].

The employee's motivation was an outcome of how much an individual wants a reward (valence). The assessment that the likelihood effort led to expected performance (Expectancy) and the belief that the performance led to reward (Instrumentality). The theory works on the assumption that people will choose to maximize pleasure and minimize pain. This means that people will behave in a way that results in the best outcome or reward. The theory is dependent on the idea that the more an employee values the outcome, the more effort he/she puts in to succeed, the more certain he/she is of getting that satisfying reward. To make connection between motivation, effort and performance, expectancy theory brought the following variables:

Motivational Force (MF) = Expectancy(E) x Instrumentality (I) x Valence (V).

if either E, I, or V are zero, then the equation fails, and this indicates that motivation is low or non existent TSW [21].

## 1.4 Conceptual Framework

Figure 1: Study framework  
Source: Field Research, 2022

Organizational performance is a dependent variable because its occurrence varies as a result of the independent variables. The independent variables are evaluated with respect to how they affect the dependent variable. The independent variables are work experience, effective communication, staff motivation, working environment, and training development. Intervening variables influence the relationship between dependent and independent variables. And the intervening variables in this study were goal setting, engagement with the process, accurate data, and reward & recognition.

## 2. RESEARCH METHODS AND METHODOLOGY

The study adopted the use of a survey design because survey design allows the researcher to make use of the representative samples from the study population so as to generalize the results from the samples to a larger study population. Both quantitative and qualitative research approaches were used. A total of 40 respondents were selected i.e., ten managers and thirty employee technicians within Morogoro Railways were selected. Hardwick Research's [22] published resources were reviewed. Table 1 shows that in the case of a population size of ~ 1,000, a confidence level of 95% [ $\alpha=5\%$ ], and seeking acceptable reliability of about  $15\pm 2\%$ , the sample size would be about 40. Therefore, the resultant sample size of 40 would be about  $\pm 15\%$  at the 95% confidence level. This means in 85 out of 100 repetitions of the survey the results will not vary more than  $\pm 15\%$ . Such reliability would be acceptable in exploratory research like this one Younis et al., and Hashem et al., [23, 24].

Both questionnaires and interviews were introduced in data collection in order to determine the role of management in organizational performance. The validity of the data collected was tested using a pilot study, while reliability was tested using Cronbach's Alpha Coefficient whose value was 0.8. According to Chehimi et al. [25], "This indicates a very good strength of association and proves that the selection of the questions is suitable for the questionnaire purpose. The quantitative data were analyzed using IBM's Statistical Product and Service

Solutions (SPSS) software Hejase [26]. Descriptive statistics were reported including frequencies, and percentages tabulated for ease of analysis. Qualitative data were analyzed using thematic analysis for interpretation.

**Table 1. Statistical Reliability versus sample size at 95% confidence**

SOURCE: HARDWICK RESEARCH, 2022.

### 3. RESULTS AND DISCUSSION

The first objective of this study was set to investigate the workers motivation as an influencing factor in the organization performance. The respondents were asked to indicate whether they agree, disagree or neutral on the statements presented in the Likert scale. Table 2 presents the respondents' views on whether motivation has influence on organization performance.

**Table 2: Workers Motivation as an influence in organization performance (n=33)**

Item	Agree F (%)	Neutral F(%)	Disagree F(%)	Total F(%)
My employer care about 14(100%) my welfare	11(78.6%)	1(7.1%)	2(14.3%)	14(100%)
There is cooperation among Workers	12(85.7%)	0(0%)	2(14.3%)	14(100%)
Improving the level of employee job satisfaction	10(71.4%)	3(21.4%)	1(7.1%)	14(100%)
Your Organization has a safe 14(100%) working environment	5(35.7%)	5(35.7%)	4(28.6%)	14(100%)
There are training and personal development to my job	8(57.1%)	2(14.3%)	4(28.6%)	14(100%)
Defining the desired performance 14(100%) expectations of organizations and their perception to employees	8(57.1%)	6(42.9%)	0(0%)	14(100%)
I am satisfied with the personal development opportunity available at work	8(57.1%)	3(21.4%)	3(21.4%)	14(100%)

**Source: Field Research, 2022**

Table 2 shows that 12(85.7%) of the employees agreed that there was cooperation among workers in an organization and only a few (14.3%) disagreed. A team is a group of people working together towards a common goal. Team-work is an integration of resources and the goals achievement of goals Fajana [27]. The majority of the respondents have shown that team-work is fundamental in terms of departmental wise for example mechanical technicians and electricians normally cooperate together because there are components which need a short meeting before disassembling the intended component.

It also emerged that 78.6% of employers care about employee's welfare. Employee welfare in general, refers to the benefits that an employee must receive from his/her industry, like allowances, housing for those companies who provides, transportation, medical, insurances, food and some other way where the employee has rights to demand Armstrong [28]. Salary is conceptually, a fixed amount of money paid to workers usually measured on monthly and annual basis, not hourly, as opposed to wages Idrees and Xiping [29]. This idea correlated with the findings of Umar [30] that, Wages are very important for the industry because it reflects the industry's efforts to defend human resources in order to have a high loyalty and commitment to the industry. Effective wages strategy is expected to contribute to

maintaining the viability of the work force, the realization of the vision and mission, as well as for the achievement of work objectives. Therefore, the majority of the respondents have agreed that wages and salary have been paid on time and they feel motivated in such a way that the level of appreciation a worker feels can have a direct impact on his/her overall motivation.

The findings show that 71.4% have agreed with improving the level of job satisfaction and satisfaction with work space at the office this was an indicator that employees at TRC have agreed that there is an improvement level of job satisfaction and working space at the office. Only leaving 1(7.1%) who disagree about the situation. This is in agreement with Aksoy, Sengun, and Yilmaz [31] that, our employees realize that the company values them and considers them important, as manifest by offering rewards, bonuses, and promotions according to their skills and performance, they will be highly motivated, committed, and satisfied. Similar to the work of Raziq and Maulabakhsh [32] reported that employees need a flexible work environment that allows them to work freely and without problems.

The data also indicate that the majority have agreed that the provision of training opportunities increases employee's performance 8(57.1%), leaving others 4(28.6%) who disagree with the statement. Training for staff constitutes a process that gives specific knowledge and skills, and also behaviour in purpose to let the staffs be skilled and be able to perform their responsibilities better relevant with the work standards [33]. The view was similar to Oluseyi's [34] that Organizational management requires certain skills for effectiveness and efficiency in resource utilization for results. organizations across the world, work productivity, improved performance, and competitive advantage have become issues of concern among the stakeholders and immediately ascertained whether workers training programs have a direct positive influence on job security, increased productivity, improved workers performance among workers and if these have boosted the employee's morale at the workplace, respectively. Findings of this research showed that TRC provides training to employees for the sake of preparations for the incoming new technology in SGR within and abroad therefore most of the employees have got a chance to sharpen their knowledge and skills to cope with the current situation and for this reason, employees feel recognized and hence maximize their productivity in the organization.

Majority of the respondents at TRC are satisfied with the personal development opportunity available at work 8(57.1%), They accepted motivation as a major sense of personal satisfaction, Defining the desired performance expectations of organizations and their perception to employees 8(57.1%) few were neutral 6(42.9%), also 8(57.1%) have agreed that there are training and personal development to their job. This is an agreement with several scholars Risambessy et al., [35] that organizations today have realized the importance of motivated and satisfied employees as important contributors toward long-term objectives. It has made organizations cater to the expectations and needs of the employees and could expect a similar response. Motivation also positively influences performance at individual and group levels ultimately affecting the organizational performance Sheeba [36]. Respondents, also agreed that most organizations development programs are worth investing so much into, as the success factor for organizations consider the progress of the workforce and therefore invest in their training in order to increase skills and competencies that improve morale and productivity. Findings from the research have shown that employees have a desire in fulfilling organizational expectations, and develop their skills in terms of training and development. TRC should continue with an offer to employees in the three categories listed above.

The findings of the study as summarized in Table 2 show that (35.7%) of workers in the organization have a safe working environment. Singh [37] supports this view by arguing that

a healthy work environment is characterized by physical and psychological conditions, procedures, structures, relationships, and policies that positively influence employees'

satisfaction, motivation, and performance in the workplace. The findings were correct due to the fact that each section visited has specialized employees in the respective area of daily activities and other procedures were followed including meeting before attending services of machines and other related activities.

Table 3: Epidemiological study

Item	Agree F (%)	Neutral F(%)	Disagree F(%)	Total F(%)
Carrier achievement	4(21.1%)	8(42.1%)	7(36.8%)	19(100%)
Promotion	6(31.6%)	4(21.1%)	9(47.4%)	19(100%)
Provision of non-cash facilities, such as staff bus increases employees' performance	6(31.6%)	2(10.5%)	11(57.9%)	19(100%)
The organization has been effective in provision of guidance, sharing information, providing support in order to complete a task	12(63.2%)	4(21.1%)	3(15.8%)	19(100%)
The organization has recognition for employees who perform better which is an encouragement which leads to self -confidence.	7(36.8%)	6(31.6%)	6(31.6%)	19(100%)

**Source: Field Research, 2022**

Table 3 shows that (63.2%) of employees have agreed that their organization has been effective in the provision of guidance, sharing information, and providing support in order to complete a task. Sharing of information from supervisor to subordinates is very important as far as one of the causatives of accidents is human error which highly comes from poor communication. This view correlates with Chandrasekar's work [38] that in the relationship between work, the workplace, and the tools of work, the workplace becomes an integral part of work itself. Increasing workplace understanding is built on the recognition that space has different characteristics. It performs different functions and there are different ways people work. People work individually and interact with others and this requires different workplace solutions. Therefore, it can be suggested that, the organization should continue being effective in providing guidance, sharing information, and providing support in order to complete a task so as to increase organizational performance.

From Table 3, it can be observed that 7(36.8%) have agreed that, the organization has recognition for employees who perform better which is an encouragement that leads to self confidence. In fact, Imran et al. [39] argued the same that, employees' recognition has been identified to be a strong motivational tool that enriches employees' energies towards the accomplishment of organizational goals and objectives. The TRC has a tendency of selecting the best performing employee annually who will be announced and awarded a prize at the workers' day ceremony. The appreciation of employees' performance always motivates others to work hard in order to be appreciated by the organization. Similar to 7(36.8%) have agreed to extra duty allowance and leaves majority 8(42.1%) who were neutral towards extra duty allowance in organization. This showed that same employees got allowance for some reason and in other way they won't get the extra duty allowance, the situation was true for the response because once happen extra activities beyond the normal time, employee will be considered if situation won't happen employees won't be paid.

Table 3 also shows that 6(31.6%) employees agreed that promotion, and provision of non-cash facilities such as staff bus increases their performance. However, the majority 9(47.4%) and 11(57.9%) disagreed and others were neutral towards promotion and provision of non-cash facilities, respectively. This is contrary to the study of Ali, Bin, and Ali [40] who investigated the significance of motivational factors on IT park company employees. Their correlation and regression analysis showed that the performance of the employees was influenced by motivational factors. Consequently, reasonable salary and wages, job security and enlargement, supplementary financial, and incentives were revealed as key determinants of employee motivation and stimulated job satisfaction. Similarly, Khan, Ahmed, Paul, Alam, and Syed [41] assessed factors influencing employees' motivation in the context of performance in Pakistani

The motivational level was observed to be increased by a number of factors including recognition, rewards, empowerment, job environment, and benefits. The data from the respondents have shown that a very small number of employees got promotions leaving a majority who haven't been promoted. This situation will bring demoralization of others in performing their daily activities and hence lower productivity. Therefore, the management should continue to look for other employees who are in need to be promoted based on qualifications and other criteria.

From Table 3, 4(21.1%) of the employees agreed about having a career achievement, leaving a majority who disagree (36.8%). This is contrary to Heslin's work [42] who argued that individuals' subjective career success depends not only on the self-referent criteria set by themselves but also on the other referent criteria, based on the status of one's career success relative to others. Career achievement is always stimulated by personal will, sometimes due to changes in technology then, they are forced to be trained to develop their career.

The second objective of this study was set to investigate effective communication as an influencing factor in organizational performance.

The respondents were asked to indicate whether they agreed, disagreed, or remain neutral on the sub-items presented in the Likert scale. Table 4 presents the views on whether effective communication has an influence on organization performance.

**Table 4: To determine whether effective Communication influences organizational performance**

Item	Agree F (%)	Neutral F(%)	Disagree F(%)	Total F(%)
Providing an appropriate framework 14(100%) for communication between supervisors and employees	12(85.7%)	1(7.1%)	1(7.1%)	
Establishing a participatory decision 14(100%) making at all level of the organization so that the goals and wishes of the organization can be easily communicated to the employees.	9(64.3%)	3(21.4%)	2(14.3%)	
Providing an appropriate opportunity 14(100%) for staff to continually evaluate, direct and encourage supervisors to achieve the organizational goal.	11(78.6%)	2(14.3%)	1(7.1%)	
The expectations of the employees' 14(100%) are easily communicated to the supervisors and management of the organization.	9(64.3%)	0(0%)	5(35.7%)	
Establishing a system of reward and 14(100%) compensation that is optimal and communicated with the performance of the staff	7(50%)	5(35.7%)	2(14.3%)	

**Source: Field Research, 2022**

Table 4 shows that the majority (85.7%) of the respondents have agreed that the organization provides an appropriate framework for communication between supervisors and employees. Internal correspondence acts as the coordination tool among individuals and hierarchical capacities, back-to-back correspondence is a standout amongst the most significant parts of a complete employee relations system. Intuitive correspondence both giving and receiving messages accordingly constructs trust among employees and supervisors Daniel [43]. This is in agreement with Greenberg and Baron [44] that, the contribution of employees to jobs is the most important factor for development and excellence in the organization because the fulfillment of necessities in terms of satisfactory and correct information regarding the organization and their roles to be accomplished can enhance performance. According to the above views, the organization is advised to continue framing the proper means of communication between supervisors and employees to create mutual friends so that employees will explore their difficulties without fear.

Also, results show that (78.6%) of workers agreed that, the organization does provide an appropriate opportunity for staff to continually evaluate, direct, and encourage supervisors to achieve the organization's goals. The official communication in an organization involves formal communication in running most of the operation of the organization using oral or written communication from superior to subordinate and, from a subordinate to superior. External and informal communication grow out of the social interactions among people who work together. In view of the response above, employees in TRC have accepted that, there is an appropriate opportunity for staff to continue to evaluate and, direct in order to achieve

organizational goals. This view resembles Mazzei [45] that internal communication activities increase employees' awareness of how communication contributes to organizational goals and what their communicator role is, internal communication is especially valuable for promoting active communication behaviours such as knowledge sharing, collaboration, and creativity. Kahn [46] also suggested that all the states of employee engagement have a positive and significant relationship with the prosperity of the employer and the organization. Moreover, all these states are dynamic and can fluctuate according to the circumstances and situations.

Table 4 further shows that 64.3% and 64.3% of the respondents agreed about two items including establishing a participatory decision making at all levels of the organization so that the goals and wishes of the organization can be easily communicated to the employees and expectations of the employees are easily communicated to the supervisors and management of the organization, respectively. These facts will assure everyone in the organization is collaborating in his/her position at right time. Through good collaboration between employees at the workplace and their supervisors' employees' expectations are easily communicated. Bodie and Crick [47] reported that, the management should consider people first.

Management deals with the coordination of their employees' activities. Managers plan, organize, and coordinate pre-established objectives, budget management, and control assessments. Therefore, a manager who is in charge of carrying out the functions of management will always use the process of communication in order to make things clearer and coordinate business activities, make appropriate decisions, and implement them, concluding partnership and cooperation agreements Beattie [48]. Argenti and Howel [49] agreed that, specific inclusion of communications as part of strategy implementation is normally referred to as strategic communication. This is where communications help align activities to an organization's overall strategy, as a means to enhance its strategic positioning.

Furthermore, Table 4 shows that 50% of the respondents agreed that their organization encourages establishing a system of reward and compensation that is optimal and commensurate with the performance of the staff. Rewards and compensation make employees feel appreciated and increase their motives in the working process. Managers and supervisors should create the appropriate means, either quarterly or annually, to make sure employees who are committed or who create something new should be appreciated even by a shake of the hand with higher authority leaders. By doing so, others will be forced intrinsically to work hard in order to be appreciated. This is in agreement with Ong and The [50] that intrinsic rewards encourage and enhance both employees and employers. Employees will be challenged to accomplish new tasks and cooperate with others to work in an environment of harmony. Apart from that, intrinsic rewards enable the employees to have greater concentration and keep them energized and self-managed Yasmeen et al., [51]. It is true for TRC employees access a compensation fund (WFC) once injured beside other benefits that are included and paid.

**Table 5: Responds regarding Communication strategies**

Item	Agree F (%)	Neutral F(%)	Disagree F(%)	Total F(%)
Varied communication leads styles 19(100%) by management cause Barriers to organizational performance	8(42.1%)	8(42.1%)	3(15.8%)	
Ineffective communication leads 19(100%) to a lack of transparency and trust in work environment	9(47.4%)	2(10.5%)	8(42.1%)	
Effective communication reduces 19(100%) conflicts at workplace	14(73.1%)	1(5.3%)	4(21.1%)	
Reliable information from other 19(100%) Departments has a positive effect on organizational performance.	9(47.4%)	4(21.1%)	6(31.6%)	
Communication and conflict 19(100%) management training must be given to all employees to address common problems	13(68.4%)	2(10.5%)	4(21.1%)	
Timely delivery of information from 19(100%) management must be practiced which reduces pressure on employees	13(68.4%)	2(10.5%)	4(21.1%)	
Communication strategies plays a central 19(100%) role on high -performance	17(89.5%)	0(0%)	2(10.5%)	
For organizational performance to be 19(100%) effective, the communication should be an open communication environment	15(78.9%)	0(0%)	4(21.1%)	
Organization with a secretive 19(100%) communication environment shut people out.	9(47.4%)	8(42.1%)	2(10.5%)	

**Source: Field Research, 2022**

Table 5 shows that 89.5% of the respondents agreed that communication strategies play a central role on high performance. This is in agreement with Jones [52] that communication can be applied as a mean or a tool throughout the strategy implementation process, the main purpose being to ensure consistency and alignment of the implementation process and activities to the key values outlined in the strategy document. Hence In order for a strategy to be meaningful, have an impact, and ensure change, support for its implementation in terms of means should be adequate, with enough capacity and capability; otherwise, the entire process will achieve less Hunter [53]. The respondents' responses

showed acceptance of the communication strategy as a key factor or role on the high performance of the organization. The afore-mentioned is due to the fact that the authority from the top is always directed horizontally or vertically to which each employee's concern is to get information by any means. Therefore, it is due to communication strategies that an organization's output is improved.

Other results from Table 5 show that 78.9% of the respondents agreed to the statement 'for organizational performance to be effective, the communication should be an open communication environment. And effective communication has a positive effect on organizational performance'. This is in agreement with Morley, Shockley, and Cesaria [54] that organizations that develop effective communication processes are more likely to both have a positive work environment and be more effective in achieving their objectives—In this way, communication contributes to increased job satisfaction for employees and better bottom line benefits for the organization.

In addition, 73.1% of the respondents agreed that effective communication reduces conflicts at the workplace. This is in agreement with Jones [52] that communicating a strategy is both an internal and external process, where successful organizations effectively communicate whatever they want to achieve and the key activities to be undertaken. Such organizations enlist the support of their people by getting them motivated and involved, bringing down obstacles that might be embed in the organizational culture, and which may lead to failure. In TRC organization, the respondents showed that they did not experience conflicts in the workplace due to the presence of an effective communication between supervisors, subordinates, and higher management, this smoothens the works condition and create harmony between employees.

Moreover, results in Table 5 illustrate that 69.4% of the respondents agreed that timely delivery of information from management must be practiced in order to reduce pressure on employees. Another 68.4% agreed that communication and conflict management training must be given to all employees to address common problems. People need to be informed – to be provided with feedback – about how well they are doing in order to carry on doing it to good effect or to understand what they need to do to improve. They take action and then they learn through the information that is fed back to them how effective that action has been Armstrong [2]. Organizational conflict can be defined as the problem that happens when the goal-directed behaviour of one group blocks or thwarts the goals of another groups Rout and Vandewalle [55]. This finding is in agreement with research by Ashford and Vandewalle [56] that employees do not passively wait for feedback during annual performance reviews, but proactively seek feedback during daily interactions at work. Similarly, Berner-Rasmussen [57], posits that feedback-seeking is an important step in proactive performance improvement. High levels of Feedback-seeking behaviour within organizations seem to impact the number of employees who are actively aiming to improve their performance. In view of the above authors, it seems that effective communication is very fundamental and it needs the capability of a leader within an organization to manage different information delivery to employees and evaluate the progress of production services whilst controlling conflicts because it is an endless task. Actually, sometimes conflict may stimulate the success and progress of an organization or the failure of an organization's performance.

Table 5 shows that 47.4% of the respondents agreed that Ineffective communication leads to a lack of transparency and trust in the environment. Ineffective communication frustrates and confuses employees at a large extent because it lacks listening, commitment, and respect. Ineffective communication demoralizes workers therefore, the respondents agreed that ineffective communication leads to a lack of transparency and trust in the work environment. This idea is supported by the Hierarchy structure [58] that effective communication is strategic for organizational goal achievement. However, ineffective communication in an organization may result in uncertainly, apprehension, and dissatisfaction; these result in poor productivity. It is therefore necessary that managers

communicate with employees effectively. The extent to which a manager accomplishes corporate goals depends on his/her ability to communicate effectively.

Furthermore, Table 5 shows that 47.4% of the respondents agreed that reliable information from other departments have a positive effect on organizational performance and another 47.4% of the respondents also agreed that an organization with a secretive communication environment shut people. This is supported by Heide and Johnson [59] that every organization has a management hierarchy where everyone makes each other responsible and answerable to their actions. The power structure in a management hierarchy defines every organization's member. Leaders of the organization are responsible for ensuring that available organizational documents are followed, understood, and applied in practice by all the employees Heide and Johnson [59]. And various data and information must be available to all the employees and support the work assignments. Such data must flow and be stored in the channels such as the internet and the management-system of the organization. The information flow creates transparency and credibility in the workplace necessary for successful communication and organization George [60]. The TRC has more than four departments all with the target of smoothening movement of freight cargo and passengers from DSM to upcountry via the central Railway line, therefore, reliable information from other departments is very essential. For example, the civil department is capable to ensure that the track is in a good condition to permit the operations department to allow the locomotives to pass through. In addition, the mechanical department is capable to service wagons and locomotives in order to be in good condition for the transportation process. Therefore, all departments intervene and make information via meetings or telegrams in order to avoid accidents and other failures which might happen during the movement of locomotives.

Finally, Table 5 shows that 42,1% of the respondents agreed that varied communication leading styles by management cause barriers to organizational performance. This idea matches with Namseh [61] that many executives still do not understand what communication is and its role in the success of the enterprise. Similar to Patoko N. & Yazdanifard [62] who posit that communication is a composite and often a very hard process for managers and employees. However, communication barriers come from both the managers and the employees which hinder or deviate the real meaning of a message and frustrate clear, open and satisfactory communication in the organization. It was true many managers and supervisors vary in terms of communication style therefore once a leader has changed in position different communication styles occur which confuses employees in working place activities. Therefore, many managers should make sure they know well their employees in terms of characters and other manners hence remove the contradiction in terms of decision making.

#### **4. CONCLUSION**

Form the study it can be concluded that views by respondents' shows cooperation among workers 85.7% and 89.5% communication strategies introduced in Tanzania Railways Corporation. Therefore, communication strategies have great significant toward organizational performance in working activities among workers. Hence the study revealed that customers can be motivated to use railways transportation if there is cooperation among workers and introduction of communication strategies throughout the system hence increase organizational performance.

#### **4.1 SUGGESTIONS FOR FURTHER STUDIES**

1. The effects of social activities in railways track.
2. Challenges facing central railways transportation system.

## REFERENCES

- [1] Al-Khouri AMS, Improving Organizational Performance. The Association on Employment Practices and Principles (AEPP): Eighteenth Annual International Conference. 2010; 29 (4), 390394.
- [2] Armstrong M, *Management and Leadership: a guide to managing for results*, 2<sup>nd</sup>edn, London, UK; 2009.
- [3] Horga G, Leadership is performance organizational, expert Publishing, Bucurest;2012.
- [4] Sole F, "A management model and factors driving performance in public organizations", *Measuring Business Excellence*. 2009; Vol. 13(4), 311. Emerald Group Publishing Limited, Italia. <https://doi.org/10.1108/13683040911006747>
- [5] Jyoti J, Dev M. The impact of transformational leadership on employee creativity: The role of learning orientation. *Journal of Asia Business Studies*. 2015; Vol. 9 No. 1, pp. 78-98. <https://doi.org/10.1108/JABS-03-2014-0022>
- [6] Tseng SM, Lee PS. The effect of knowledge management capability and dynamic capability on organizational performance. *Journal of Enterprise Information Management*. 2014; Vol.27 No.2, pp. 158-179. <https://doi.org/10.1108/JEIM-05-2012-0025>
- [7] Almatrooshi B, Sigh Sk, Farouk S, (2016). Determinants of organizational performance. A proposal framework. *International Journal of Productivity and Performance Management*, Emerald Group Publishing. 2016; Vol. 65(6), pages 844-859. <https://www.emeraldinsight.com>
- [8] Teeratansirikool L, Siengthai S, Badir Y, Charoenngam C. Competitive strategies and firm performance: the mediating role of performance measurement. *International journal of productivity and performance management*. 2013; Vol 62 Iss: 2 pp. 168-184. <http://dx.doi.org/10.1108/17410401311295722>
- [9] Mehralian G, Nazari J. The effects of corporate social responsibility on organizational performance in the pharmaceutical industry, Iran; 2016
- [10] Ghorbaniadeh V, & Aghaverdi B. The role of human resource cognitive empowerment in organization excellence. *Bi-quarterly of Human Resource Research*. Imam Hossein University.2013; Vol 5. 87-106.
- [11] Pulakos E. "Performance Management (A roadmap for developing, implementing and evaluating performance management systems)" SHRM foundation. USA;2004.
- [12] Armstrong M. "A Handbook of Human Resource Management ", Kogan page Limited, London;1999.
- [13] Kube K L. Effective Communication on Organization Performance: A case Study of Kenya Port Authority. *European Journal of Business and Management*. 2014; 6, 6-10.

- [15] Horga G. Leadership is performance organizational, expert Publishing, Bucurest; 2012.
- [16] Danish Institute for International Studies, Staff Management and Organizational performance in Tanzania and Uganda, University of Copenhagen; 2007.
- [17] Krapfl JE, Kruja B. Leadership and Culture, Journal of organizational behavior, Williamsburg, USA; 2015.
- [18] Moynihan, DP. The dynamics of performance: constructing information and reform. Georgetown University Press. Washington DC; 2008.
- [19] Poister TH. The future of strategic planning in the public sector: linking strategic management and performance. Public administration review. USA; 2010.
- [20] Vroom V. Work and Motivation. Malabar, Florida: Robert E. Krieger Publishing Company. USA; 1964.
- [21] Training service Wales, Apprenticeship, Traineeship, and Jobs Growth Wales program, European Social Fund. 2022; UK. From <https://www.tsw.co.uk>
- [22] Hardwick Research. Determining Sample Size. Hardwick Research Resources. 2022. Retrieved August 19, 2022, from [https://www.hardwickresearch.com/resources/determining-sample -size/](https://www.hardwickresearch.com/resources/determining-sample-size/)
- [23] Younis JA, Hejase HJ, Dalal HR, Hejase AJ, Frimousse S. (2022). Leaderships' Role in Managing Crisis in the Lebanese Health Sector: An Assessment of Influencing Factors. Research in Health Science. 2022;7(3):54-97. <http://dx.doi.org/10.22158/rhs.v7n3p54>
- [24] Hashem M, Sfeir E, Hejase HJ, Hejase AJ. (2022). Effect of Online Training on Employee Engagement during the COVID-19 Era. Asian Business Research. 2022;7(5), August. In Press.
- [25] Chehimi GM, Hejase AJ, Hejase NH (2019) An Assessment of Lebanese Companies' Motivators to Adopt CSR Strategies. Open Journal of Business and Management. 2019;7:1891-1925. <https://doi.org/10.4236/ojbm.2019.74130>
- [26] Hejase AJ, Hejase HJ. Research Methods: A Practical Approach for Business Students (2nd edition). Philadelphia, PA, USA: Masadir Incorporated; 2013.
- [27] Fajana S. Human Resource Management: An Introductory, Labofin and Company, Lagos; 2002.
- [28] Armstrong M. Human Resource Practices 8<sup>th</sup> edition. University of Michigan. USA; 2001.
- [29] Idrees Z, Xinping X. Effect of salary, training and motivation on job performance of employees. Journal of Business and Management. American; 2005: (In Press)
- [30] Umar A. Effect of wages, motivation, and job satisfaction on the performance of workers in the manufacturing industry in the city of Makassar, Indonesia; 2012.

- [31] Aksoy C, Sengun HI, Yilmaz Y. Examination of the relationship between job satisfaction levels and organizational commitments of tourism sector employees: research in a South Eastern Anatolia region of Turkey: *Elektronik Sosya Bilimler Dergisi*. 2018;17(65):356365. <https://doi.org/10.17755/esosder.343032>
- [32] Raziq A, Maulabakhsh R. Impact of work environment on job satisfaction. *Procedia Economics and Finance*. 2015; 23: 717-725. [https://doi.org/10.1016/S2212-5671\(15\)00524-9](https://doi.org/10.1016/S2212-5671(15)00524-9)
- [33] Man B. Performance appraisal systems, productivity, and motivation: A case study *Public Personnel Management*. 2002; Vol. 31, 141-159.
- [34] Oluseyi AS. Influence of workers training programs on conflict reduction in industrial organizations in Nigeria. *African Journal of Business Management*.2010; 4(7), 12401246.
- [35] Risambessy A, Swasto A, Astuti ES. The Influence of Transformational Leadership Style, Motivation, Burnout towards Job Satisfaction and Employee Performance, *journal of Basic and Applied Scientific Research*. 2012; 2(9): 8833-8842. University of Brawijaya, Malang of Indonesia.
- [36] Sheeba H. "A study of Effectiveness of Training and Development Programs of UPSTDC, India- An analysis" *South Asian Journal of Tourism and Heritage*. 2011; Vol 4(1): (In Press).
- [37] Singh S. Effects of employee involvement in a business organization. *Research gate*; 2011. <https://doi.org/10.2139/ssrn.1852018>
- [38] Chandrasekar K. Workplace environment and its impact on organizational performance in public sector organization. *Internal Journal of Enterprise Computing and Business System*, 1(1); 2011: (In Press).
- [39] Imran A, Ahmad S, Nisar QA, & Ahmad U. Exploring relationship among rewards, recognition and employees' job satisfaction: A descriptive study on libraries in Pakistan. *Middle- East Journal of Scientific Research*. 2014; 21(9), 1533-1540.
- [40] Ali A, Bin L, Ali Z. The Impact of Motivation on the Employee Performance and Job Satisfaction in IT Park (Software House) Sector of Peshawar, Pakistan. *International Journal of Academic Research in Business and Social Sciences* .2016; 6(9),297-310.
- [41] Khan A, Ahmed S, Paul S, Alam K, Syed H. Factors Affecting Employee Motivation Toward Employee Performance: A Study on Banking Industry of Pakistan. In *international Conference on Management Science and Engineering Management*, Cham: Springer. 2017.
- [42] Heslin PA. Conceptualizing and evaluating career success. *Journal of Organizational Behaviour*. 2005; 26, 113-136.
- [43] Daniel T. Tools for Building a Positive Employee Relations Environment, employee relations,

USA. 2003; (In press). [www.interscience.wiley.com](http://www.interscience.wiley.com)

- [44] Greenberg J & Baron RA. *Behavior in Organizations*, upper Saddle River, (9th ed.), USA. 2008.
- [45] Mazzei A. Promoting active communication behaviour through internal communication", *Cooperate communications: An international journal*.2010; Vol.15 No.3, pp. 221-234. Emerald Group Publishing Limited.  
<https://doi.org/10.1108/13563281011068096>
- [46] Kahn WA. The essence of engagement. In Albrecht, S.L (Ed.), *Handbook of employee engagement*. 2010; (In Press).  
Available: <https://www.e-elgar.com/shop/handbook-of-employee-engagement>.
- [47] Bodie G, & Crick N. *Theory of communication action*. Vol. 1: Reason and the rationalization of society. Beacon Press. Boston; 2014.
- [48] Beattie G, & Ellis A. *The psychology of language and communication*. Psychology Press. London;2014.
- [49] Argenti PA, Howell RA. *The strategic Communication Imperative*. MIT Sloan Management Review, Spring; 2005.
- [50] Ong S, and The H. *Reward System and Performance Within Malaysian Manufacturing Companies*, University Putra Malaysia, Malaysia; 2012.
- [51] Yasmeen R, Farooq U, Asghar F. *The impact of rewards on Organizational performance*, Pakistan; 2013.
- [52] Jones P. *Communicating strategy*. Hampshire, Gower UK; 2008.
- [53] Hunter D. *Managing for Health*. Routledge. London; 2007.
- [54] Morley D, Shockley Z, Cesaria R. *Organizational Influence Processes: perceptions of values, Communication and effectiveness, studies in communication Sciences*. 2002; 2, 69-104.
- [55] Rout EL, and Omiko N. *Cooperate conflict management*, Prentice Hall of India Pvt. Ltd, New Delhi; 2007.
- [56] Ashford S, and Vandewalle, D. *Reflections on the looking glass: a review of research on feedback -seeking behavior in organizations"* *Journal of Management*. 2003; vol 29 No. 6 pp 773-99.
- [57] Barner-Rasmussen W. *Determinants of the feedback-seeking behavior of subsidiary top managers in multinational corporations"* *International Business Review*. 2003; vol. 12 no 1. Pp. 41-60.
- [58] *Hierarchy structure. Levels of corporate hierarchy*. 2018; (In Press).  
Retrieved from <https://www.hierarchystructure.com/levels-of-corporate-hierarchy/>
- [59] Heide M, Johnson C. *Kommunikationoch organization*. Liber, 2005.

[60] George, D. Trust and growth in the workplace: an analysis of leadership in flat organizations. University honors theses. 2016; (In Press).

Retrieved from <https://pdxscholar.library.pdx.edu/cgi/viewcontent.cgi?article=1410&context=honorthese>.

[61] Namseh M. *The role of communication in Business Success*. Journal of Management Research. 2009; 1. Nigeria.

[62] Patoko N. & Yazdanifard, R. The impact on using Many Jargon words, while communicating with the organization employees. American Journal of Industrial and Business Management. 2014; 4, 567-572. <https://www.scrip.org/journal/ajibm>