

Original Article

Impact of Communication on Employee Performance in the Telecommunication Sectors in Afghanistan

Ghousddin Noorzad¹, Dr. Joseph P.D.², Sayed Anwar Hussaini³

^{1,3}Ph. D Scholar, Department of Business Administration, TTM, Mangalore University, India

²Associate Professor, Department of Business Administration, TTM, Mangalore University, India

Abstract

Effective communication is a crucial component of employee performance within any organization. It is believed that effective communication is a crucial component of organizational development. For most businesses and organizations, increasing sales and fostering business expansion depend on good communication with clients and employees. Ineffective or poor communication often leads to organizational mismanagement and unfavorable business outcomes. This research aims to investigate the impact of communication on employee performance in the telecommunications sector in Afghanistan. The researcher employed a mixed-methods approach in the current study, adopting a descriptive and explanatory research design to achieve the research objectives. Random sampling was employed in this study, with a sample size of 316 employees from the telecommunications sector in Afghanistan. The data collection technique employed in this study was a questionnaire, which was used to analyze the data and test the hypothesis using SPSS. The finding showed that effective communication has a positive impact on employee performance. Effective communication enhances employee performance and improves it when employees are motivated by their supervisor within the organization.

Article
History

Received:
26.11.2025

Accepted:
04.12.2025

Published:
20.12.2025

Keywords

Communication, Employee Performance, Telecommunication Sectors, Afghanistan.

1. Introduction

An essential component of an organization's operations is effective communication, which influences various factors, including teamwork, decision-making, problem-solving, employee morale, and overall organizational success. Effective communication within an organization involves exchanging information, ideas, and feedback among its members. Here are key elements and considerations related to communication in an organizational context. In an organization, effective communication is a dynamic and continuous process that requires consideration of several key factors. Prioritizing communication within an organization makes teams more engaged and productive, which in turn improves overall performance.

According to Al-Tokhai (2016), communication is sometimes defined as conveying messages via various channels, typically verbal or nonverbal. Femi (2014) states that effective communication is crucial to organizational operations. Through effective communication, businesses can better meet their needs and allocate resources. Bucker, et al. (2014). Maintaining solid working relationships and reaching high-performance standards depend on effective communication. If all employees take the time to communicate clearly, trust can be developed among them. Good communication strengthens bonds among coworkers and increases productivity. In addition to improving worker performance and fostering a sense of teamwork, it lowers staff turnover within the company. On the other hand, poor communication within the company will result in a decline in trust and inefficient operations. Thomaz (2010) states that Poor communication hinders an organization's performance, while those with excellent communication excel. According to Atambo et al. (2016), communication has a significant and beneficial impact on performance. Riel et al. (2012) state that the information a business provides to its clients is a form of communication. These clients can be internal or external,

including stakeholders, employees, agencies, media, government, industry bodies, institutes, the general public, and the educational system.

The study conducted in Afghanistan aims to examine the impact of communication on employee performance in the telecommunication sectors in Afghanistan. Since 2002, Afghanistan's telecommunication sector has grown significantly, moving from a market with limited connections to a more advanced and competitive one. Numerous significant telecommunication providers, including Roshan, MTN Afghanistan, Etisalat Afghanistan, Afghan Wireless Communication Company (AWCC), and Salaam Telecom, have played a crucial role in expanding internet and mobile services nationwide.

Afghanistan's telecommunications sector has room to grow, particularly in the development of improved fibre-optic networks, the expansion of 4G and 5G services, and the rise of digital financial services, such as mobile banking. The need for dependable connectivity may also be fuelled by the drive for digital transformation, which includes e-government projects. However, stability, ongoing investment, and legislative changes are necessary for long-term growth.

2. Literature Review

Gautama et al. (2018) found that effective communication facilitates timely information sharing and efficient work coordination, allows management to provide clear instructions to lower-level staff, gives employees a voice in matters that impact their performance, and enables management to receive performance feedback from staff members. Additionally, effective communication fosters teamwork, which in turn raises performance standards. Hee et al. (2019) noted that the results of this study provide management with empirical support to ensure efficient horizontal and downward communication within the company. To make this happen, management might focus on developing soft skills and enhancing workers' ability to express themselves and communicate effectively. Management could plan more interdepartmental meetings and other events to foster strong bonds between superiors and subordinates. Establishing an effective training and development plan is essential to fostering effective communication within the organization. Redmond et al. (2016) discovered that performance is significantly impacted by effective communication between leaders and subordinates. Nabi et al. (2017) noted that effective communication is a necessary and essential activity for individuals, groups, organizations, and communities in all human cultures. Four essential components of good communication, empathy, openness, support, and social skills, as well as their relationship to measures of job satisfaction and motivation, are covered in this study. Due to shifts in employee requirements, workplace environments nowadays should be engaging and fulfill far more than merely basic physiological and safety needs. According to Otieno et al. (2015), effective employee communication is a crucial component of organizational performance. It promotes openness and cooperation by facilitating the sharing of knowledge and viewpoints. Effective communication supports operational efficiency, connects employees with company goals, and enhances overall performance.

El-Zeiny (2012) states that employee performance is an employee's behavior when performing a job or task. According to Fuertes et al. (2020), employee performance is linked to each worker's accomplishments in compliance with the company's or employer's many policies, guidelines, or demands. According to Jiang et al. (2020), the characteristics of each employee's organizational performance reveal their respective skills and abilities. Ahmad et al. (2011) asserted that an employee's apparent performance reflects their overall beliefs about their behavior and contributions to the company's success. They also said that pay parity. Employee performance is determined by policies, performance reviews, and promotional activities. Alagaraja et al. (2015) sought to identify the prevailing perspectives on organizational structure and employee engagement. They contend that employee performance can be improved through training and development.

According to Verghese et al. (2017), the company's performance is reflected in how it communicates with its people. Employee productivity and efficiency within a business can be increased through effective communication. Sampe et al. (2023) Found That Employee performance in the Bandung Regency Public Works and Spatial Planning Office is

significantly impacted by communication. Agustriyana (2021) notes that improving internal communication is one method that makes the firm more valuable. Because it fosters a sense of job satisfaction, effective communication has a significant impact on employee performance. In this manner, workers will pursue their work in compliance with the designated task without any confusion. Several factors influence employees' job satisfaction, including compensation, the quality of work they complete, the accuracy of the information they receive, and positive working relationships with coworkers and supervisors.

A. Scope

The study focuses on the impact of communication on employee performance in the telecommunication sectors in Afghanistan. Effective communication enables employees to clearly understand their roles and expectations, facilitates smooth information flow, and fosters coordination, ultimately enhancing productivity. Strong communication practices also improve employee engagement, morale, and overall performance.

Therefore, the study aims to examine how communication influences employee outcomes and to provide insights for leaders and HR practitioners on improving communication systems to boost performance in this fast-paced industry.

3. Theoretical framework



Fig-3: Impact of Communication on Employee Performance

The conceptual framework for this study focuses on examining the impact of communication on employee performance in the telecommunication sectors in Afghanistan. Communication is identified as the key independent variable due to its essential role in ensuring clarity, coordination, and transparency within organizations. Effective communication reduces misunderstandings, supports collaboration, and enhances employees' ability to perform their tasks efficiently.

Employee performance serves as the dependent variable, representing how well employees meet job expectations and contribute to organizational goals.

The model developed for this study illustrates the relationship between organizational communication and employee performance, guiding hypothesis development and empirical analysis.

A. Research Question

1. What is the impact of communication on employee performance in the telecommunication sectors in Afghanistan?

B. Objective of the study:

- To determine the impact of communication on employee performance in the telecommunication sectors in Afghanistan.

C. Hypothesis

H₁: Communication and employee performance are significantly correlated in the telecommunication sectors in Afghanistan.

4. Methodology

The study used a mixed-method approach, combining both quantitative and qualitative techniques. The study population comprises all employees working in the four telecommunication sectors in Afghanistan, with a sample size of 316 respondents. The sectors were Roshan, AWCC, Etisalat, and MTN, and simple random sampling techniques were used to select the employees. The data were collected through a structured questionnaire, which was analyzed using SPSS version 25. Also, the study employed descriptive, correlation, and regression analysis to analyze the collected data.

5. Analysis

Table 1: Demographic Analysis

Variables	N/ Valid Case	Median	Std. Deviation
Gender	316	191 Male	0.489
Age	316	20 – 30 Years old	1.005
Marital status	316	199 Married	0.497
Education	316	195 Bachelor	0.802
Experience	316	108 5 – 10 Years	0.873
Income	316	21,000 to 30,000	1.066
Designation	316	126 Customer Care Agent	1.481
Organization	316	95 Etisalat	1.050

Source: Survey Data

The demographic data of the 316 respondents showed that 192 (60.4%) were male, and 136 (43.0%) were aged 20–30 years. Most respondents are married (199, 62.9%) and hold a bachelor’s degree (195, 61.7%). Regarding work experience, 108 (34.1%) have 5–10 years of experience, while 78 (24.1%) earn a monthly income of 21,000–30,000. In terms of designation, 126 (39.8%) are customer care agents, and 95 (30%) are employed at Etisalat.

Table 2: Descriptive Statistics

Items	N	Mean	Std. Deviation
Communication	316	32.5728	3.69269
Employee Performance	316	26.0854	3.00618

Source: Survey Data

The above table shows the descriptive statistics of the variables for the present study, communication as an independent variable and employee performance as a dependent variable. The mean for the communication is 32.5728, and the standard deviation is 3.69269. The mean for employee performance is 26.0854, and the standard deviation is 3.00618.

(a) Pearson Correlation Test

The study aimed to establish the relationship between the study variables: training and development, and employee performance, in the telecommunications sector of Afghanistan. The Pearson correlation test (correlation coefficient) established the relationship between variables. It is worth noting that the Pearson correlation (r) tests the relationship between variables and indicates their mutual effects. The table below presents the results.

Table 3: Correlation Matrix of the Variables

Items	Communication	Employee Performance
Communication	1	.368**
Employee Performance	.368**	1

Note: Correlation is significant at the 0.01 level (2-tailed).

Source: Survey Data

The table above indicates the correlation coefficient (r) value between communication and employee performance, $r = 0.368$, which suggests a low positive relationship between the two variables. The P value is < 0.05 , which means the relationship is statistically significant. Therefore, it suggests that an increase in employee communication can also enhance performance, thereby reject the null hypothesis and accept the alternative hypothesis.

(b) Regression Analysis

Table 4: Model Summary

Model	R	R Square	Adjusted R Square
1	.368 ^a	.135	.132

Source: Survey Data

i. Predictors: (Constant), Communication

The regression results show a low positive correlation ($R = 0.368$) between communication and employee performance. The adjusted R^2 value of 0.135 indicates that communication accounts for 13.5% of the variation in employee performance, while the remaining 86.5% is influenced by other factors not included in the model. This suggests that, although communication has a meaningful impact, additional variables should be examined to gain a more comprehensive understanding of what drives employee performance. Future research is recommended to identify and analyze these other contributing factors.

Table 5: ANOVA^a

Model	Sum of Squares	df	Mean Square	F	Sig.
1	Regression	384.744	1	384.744	49.071
2	Residual	2461.949	314	7.841	
3	Total	2846.693	315		

Source: Survey Data

i. Dependent Variable: Employee Performance

ii. Predictors: (Constant), Communication

The ANOVA results show a statistically significant relationship between communication and employee performance ($F = 49.071$, $p < 0.01$). This suggests that the model accurately explains the differences in employee performance based on communication levels. The R-squared value of 0.135 suggests that improvements in communication account for 13.5% of the variation in employee performance. This finding highlights the importance of effective communication practices in enhancing overall employee performance within the sector.

Table 6: Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	16.337	1.401		11.665	.000
	Communication	.299	.043	.368	7.005	.000

Source: Survey Data

i. Dependent Variable: Employee Performance

The coefficient model indicates that communication has a significant predictive value for employee performance. The intercept of 16.337 represents the expected average employee performance when the communication rating is zero, indicating a strong baseline performance level even without communication-related improvements. This intercept is highly significant ($t = 11.665$, $p < 0.01$).

Communication has a coefficient of 0.299, with a substantial t -value of 7.005 and $p < 0.01$, along with a standard error of 0.043. This indicates that for every one-unit increase in communication, employee performance increases by an estimated 0.299 units. The positive standardized coefficient (Beta = 0.368) further confirms the strength and direction of this relationship after accounting for measurement scales.

These results highlight the essential role of effective communication in enhancing employee performance within the sector.

6. Result & Discussion

The findings of this study demonstrate that communication has a significant and positive impact on employee performance in the telecommunication sectors in Afghanistan. The regression results reveal a low but meaningful positive correlation between communication and employee performance ($R = 0.368$). Although the relationship is not strong, it is statistically reliable and indicates that employees tend to perform better as communication improves.

The model's adjusted R^2 value of 0.135 indicates that communication explains 13.5% of the variance in employee performance, while the remaining 86.5% is influenced by other factors not included in the model. This suggests that communication is a significant contributor to performance, but performance is also influenced by additional organizational and individual variables that warrant further investigation.

The ANOVA results confirm the statistical significance of the relationship between communication and employee performance ($F = 49.071$, $p < 0.01$). This significance indicates that the regression model is appropriate for predicting employee performance based on communication levels. In other words, variations in communication practices have a meaningful influence on variations in employee outcomes.

The coefficient analysis further emphasizes the strength of communication as a predictor. The communication coefficient ($\beta = 0.299$) with a strong t -value ($t = 7.005$, $p < 0.01$) shows that employee performance increases as communication improves. The standardized coefficient (Beta = 0.368) also indicates a positive and moderate effect when accounting for measurement differences. The intercept value of 16.337, which is highly significant, reflects a solid baseline level of employee performance even when communication is minimal, suggesting that other performance-enhancing factors are present in the workplace.

Overall, these results highlight the critical role of effective communication in enhancing employee performance. Clear, transparent, and consistent communication fosters a better understanding of job roles, reduces misunderstandings, enhances coordination, and promotes a more cohesive work environment. Although communication alone does not fully explain performance outcomes, it remains a key determinant in improving productivity and organizational effectiveness.

Future studies should investigate additional factors, such as leadership styles, motivation, organizational support, and workplace conditions, to develop a more comprehensive understanding of the drivers of employee performance in the telecommunication sector.

7. Conclusion

The study reveals that effective communication has a significant positive impact on employee performance in the telecommunications sector in Afghanistan. Although communication explains only part of the performance variation, it remains an essential factor that enhances clarity, coordination, and productivity. Strengthening communication practices

can therefore improve employee outcomes; future research should also explore additional factors that influence performance.

8. References

- [1] Agustriyana, D. (2021). Effect of Communication on Employee Performance in the Middle of the Pandemic covid-19. *Turkish Journal of Computer and Mathematics Education (TURCOMAT)*, 12(8), 1370-1375.
- [2] Ahmad, S., & Shahzad, K. (2011). HRM and employee performance: A case of Azad Jammu and Kashmir (AJK) university teachers in Pakistan. *African journal of business management*, 5(13), 5249.
- [3] Alagaraja, M., & Shuck, B. (2015). Exploring organizational alignment-employee engagement linkages and impact on individual performance: A conceptual model. *Human Resource Development Review*, 14(1), 17-37.
- [4] Al-Tokhais, A. (2016). The relationship between communication effectiveness and multicultural employees' job outcomes (Doctoral dissertation, Kent State University).
- [5] Bücken, J. J., Furrer, O., Poutsma, E., & Buyens, D. (2014). The impact of cultural intelligence on communication effectiveness, job satisfaction, and anxiety for Chinese host country managers working for foreign multinationals. *The International Journal of Human Resource Management*, 25(14), 2068-2087.
- [6] El-Zeiny, R. M. A. (2012). The interior design of the workplace and its impact on employees' performance: A case study of the private sector corporations in Egypt. *Procedia-Social and Behavioral Sciences*, 35, 746-756.
- [7] Femi, A. F. (2014). The impact of communication on workers' performance in selected organizations in Lagos State, Nigeria. *IOSR Journal of Humanities and Social Science*, 19(8), 75-82.
- [8] Fuertes, G., Alfaro, M., Vargas, M., Gutierrez, S., Ternero, R., & Sabattin, J. (2020). A conceptual framework for the strategic management: a literature review – descriptive. *Journal of Engineering*, 2020, 1-21.
- [9] Gautama So, I., Djunggara, A. A., Fahrobi, R., Simamora, B. H., & Ruangkanjanases, A. (2018). Effect of Organisational Communication and Culture on Employee Motivation and Its Impact on Employee Performance. *Pertanika Journal of Social Sciences & Humanities*, 26(2).
- [10] Hee, O. C., Qin, D. A. H., Kowang, T. O., Husin, M. M., & Ping, L. L. (2019). Exploring the impact of communication on employee performance. *International Journal of Recent Technology and Engineering*, 8(3), 654-658.
- [11] Jiang, X., Du, J., Zhou, J., & Cui, Y. (2020). The impact of negative informal information before a change on performance: A within-person approach. *International journal of environmental research and public health*, 17(2), 670.
- [12] Nabi, N. M., Foyso, K. M., & Adnan, S. M. (2017). The role and impact of business communication on employee performances and job satisfaction: A case study on Karmasangsthan Bank Limited, Bangladesh. *Arabian Journal of Business and Management Review*, 7(301), 2.
- [13] Redmond, V., Jameson, J. K., & Binder, A. R. (2016). How superior-subordinate relationship quality and conflict management styles influence an employee's use of upward dissent tactics. *Negotiation and Conflict Management Research*, 9(2), 158-176.
- [14] Sampe, F., Kusnady, D., & Supendi, D. (2023). The effect of leadership style and communication on employee performance. *Jurnal Ekonomi*, 12(01), 207-217.
- [15] Thomaz, J. C. (2010). Identification, reputation, and performance: Communication mediation. *Latin American Business Review*, 11(2), 171-197.
- [16] Van Riel, C. B., & Fombrun, C. J. (2007). *Essentials of corporate communication: Implementing practices for effective reputation management*. Routledge.
- [17] Verghese, A. K. (2017). Internal Communication: Practices and Implications. *SCMS Journal of Indian Management*, 14(3).