
THE INFLUENCE OF EFFECTIVE COMMUNICATION STRATEGIES ON THE ORGANIZATIONAL PERFORMANCE OF BEARING MANUFACTURING FIRMS IN KENYA

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ABSTRACT

Statement of the Problem: Ineffective communication significantly affects the performance of bearing manufacturing firms in Kenya, posing a practical and substantial challenge for management.

Purpose of the Study: This study aimed to investigate the influence of effective communication strategies on the organizational performance of bearing manufacturing firms in Kenya.

Research Methodology: The study employed an explanatory research design. The target population consisted of all bearing manufacturing firms in Kenya, with a sample of 305 participants selected from 1,278 employees across various departments using stratified random sampling. Data collection involved structured questionnaires, and data analysis employed both descriptive and inferential statistics. The primary method for inferential analysis was simple regression, which examined the relationship between communication strategies and firm performance.

Findings: Results indicated that effective communication strategies had a significant positive effect on firm performance ($\beta = 0.676$, $P = 0.001$). The regression model explained a significant portion of the variance in firm performance ($Y = 0.204 + 0.676CS + \epsilon$), where CS represents communication strategies.

Conclusion: Effective communication strategies are essential in enhancing performance in bearing manufacturing firms. Clear, timely, and comprehensive communication significantly contributes to improved operational efficiency and overall organizational success.

Recommendations: Invest in diverse and robust communication channels to ensure information reaches all levels of the organization effectively.

Keywords: *Effective Communication Strategies, Organizational Performance, Bearing Manufacturing, Firms, Kenya*

BACKGROUND TO THE STUDY

Performance is the ultimate indicator of a company's business goals and objectives achievements (Cameron, 2019). This evaluation uses fiscal and non-financial indicators beyond financial metrics. These metrics show the firm's efficiency, profitability, growth, and competitiveness in a changing market (Clara, 2021). High-performing firms excel in innovation, sustainability, and resource optimisation as well as financial performance. Kenyan bearing manufacturing trends show a complex story of organisational performance. Global economic shifts, increased competition, and technological advances have caused significant sector fluctuations over the past decade. Automation and technology are transforming manufacturing worldwide. Kenyan bearing manufacturers have struggled to keep up with these changes, often late to adopt new technologies due to employee resistance. This resistance has slowed performance improvement, as shown by declining productivity, inefficiencies, and inconsistent profitability (Mavundia, 2020). Due to infrastructural and resource constraints, African bearing manufacturers have struggled to compete. Many companies, including Kenyan ones, have struggled to modernise and improve manufacturing processes due to internal resistance. This trend has slowed growth and made it hard to capitalise on regional expansion opportunities (Washington, 2018). Thus, Kenyan bearing manufacturers have struggled to maintain profitability, revenue growth, and operational efficiency. Resistance to change has caused performance issues for Kenyan bearing manufacturers, particularly in adopting new technology and restructuring operations to boost productivity. Firms that struggle to overcome change resistance often perform poorly, with lower output, delayed process implementation, and lower competitiveness (Reen, 2017). Due to increased competition from international manufacturers, which have better integrated innovative practices into their operations, local firms are losing market share.

The inconsistent performance of Kenyan bearing manufacturers emphasises the need for comprehensive organisational change management. If ignored, change resistance can hurt firm performance, resulting in operational inefficiencies and lower profits. Understanding this trend helps identify areas for improvement and develop strategies to address resistance's root causes. Management must evaluate and respond to performance trends to maintain competitiveness and resilience, according to Yan (2020). The Kenyan bearing manufacturing sector needs proactive change management strategies to engage employees, improve communication, and align goals

with market demands to reverse its performance decline. Organisational performance reflects financial results and how well a company adapts to market challenges and opportunities. To stay competitive and grow, Kenyan bearing manufacturers must embrace change. Regular performance metrics monitoring and analysis help firms navigate a changing business environment and overcome adversity.

Good communication strategies boost manufacturing company performance. They ensure role clarity and understanding, align employees with organisational goals, facilitate change management by communicating the need for change and fostering acceptance, promote employee engagement and empowerment through two-way communication, and facilitate problem-solving and decision-making through open dialogue. This fosters good communication, collaboration, innovation, and performance (Odukoya, 2017). Effective communication is key to change management (Ajzen, 2018). Language barriers, limited access to information and technology, and hierarchical communication structures in some organisations can hinder change initiative information dissemination. Kenya is a multicultural nation with many ethnic groups and their own customs. Cultural norms and traditions affect how people view and accept change. Some cultures prefer stability and avoid uncertainty, so they resist change initiatives that disrupt the status quo. Trust between employees and management is crucial for successful change implementation. However, mistrust may persist in some Kenyan organisations due to broken promises, lack of transparency, or perceived favouritism in decision-making (Molina, 2016). Kenyan organisations may resist Western-imposed change due to globalisation. Resistance to foreign or culturally incompatible changes may stem from a desire to preserve local customs. Kenyan organisations have limited financial, technological, and human resources. Given resource constraints, resistance to change may stem from doubts about new initiatives' viability. Employees may doubt the company can support and sustain change.

Addressing resistance to change in Kenyan organizations requires a tailored approach that takes into account the specific cultural, economic, and organizational dynamics at play. Open communication, involving employees in the change process, building trust through transparency and consistency, and providing support and resources to facilitate the transition can reduce resistance and increase change implementation success. Leadership is essential to organisational change. Some Kenyan organisations have autocratic or paternalistic leaders who make decisions

without employee input (Lauvas, 2016). Kenya, like many developing nations, faces economic instability. In such environments, employees may resist risky or career-threatening change. Fear of job loss or financial insecurity can fuel organisational change resistance.

Kenyan bearing manufacturers have restructured operations and adopted advanced technology. These competitiveness and efficiency changes have been met with varying degrees of employee resistance. Washington (2018) suggests that employee fears about job security and unfamiliarity with new systems often cause resistance to such changes. This resistance has hindered change implementation, reducing firms' productivity and efficiency. NSK Ltd. has struggled with employee change resistance. Despite its commitment to precision engineering and innovation, NSK's employees have resisted organisational changes and new technologies. This resistance has slowed the organization's efficiency-boosting and innovation efforts. Consequently, NSK has faced challenges in maintaining its competitive edge in the local market and meeting customer expectations for quality and reliability (NSK, 2023).

STATEMENT OF THE PROBLEM

Bearing manufacturing firms in Kenya are facing significant challenges related to ineffective communication strategies, which poses a threat to their operational performance and competitiveness. Despite the industry's push towards modernization, characterized by investments in advanced technologies and automation, a considerable proportion of employees have resisted these changes, largely due to inadequate communication from management regarding the benefits of technological advancements. According to recent statistics from the Kenya National Bureau of Statistics (2023), only 40% of employees in the manufacturing sector express confidence in adopting new technologies, which highlights a concerning gap in employee readiness and adaptability that may be attributed to ineffective communication.

The lack of effective communication strategies in these firms contributes to various issues, including uncertainty about roles, fear of job loss, and discomfort with new processes. For instance, a survey conducted by the Kenya Manufacturers Association (2022) revealed that 65% of employees feel uncertain about their roles in the wake of technological innovations, suggesting a failure in clearly communicating change processes and their implications. This communication gap hinders the successful implementation of changes necessary for improving efficiency, productivity, and ultimately, organizational performance.

While empirical studies by Ishikawa (2019), MacLean (2018), Park (2019), and Chen (2019) have examined the relationships among effective communication strategies, organizational culture, leadership styles, and employee attitudes towards change in various contexts, the specific communication challenges within Kenya's bearing manufacturing firms present unique issues. The prevalence of foreign ownership in these firms often leads to communication barriers, particularly among local staff who may perceive technological advancements as threats to their job security due to insufficient or unclear communication. This study, therefore, sought to examine the specific influence of effective communication strategies on the performance of bearing manufacturing firms in Kenya.

OBJECTIVE OF THE STUDY

The study examined the influence of effective communication strategies on performance of manufacturing firms in Kenya.

RESEARCH HYPOTHESES

H₀₁: There is no significant influence of effective communication strategies on the performance of manufacturing firms in Kenya.

LITERATURE REVIEW

This section presents the literature on the variable of study, theoretical review and conceptual framework.

THEORETICAL LITERATURE REVIEW

This study draws its theoretical foundation from the Theory of Planned Behavior that support and underpin the research.

The study used the theory of planned behavior which was developed by Icek (1985) the Theory of Planned Behavior (TPB) sheds light on human behavior and decision-making, particularly in goal-directed actions. The theory posits that behavioral intentions are influenced by three key factors: attitude, subjective norms, and perceived behavioral control (Ajzen, 2018). Attitude represent an individual's evaluation of performing a behavior and its outcomes. Subjective norms involve perceptions of social pressure or expectations related to the behavior. Perceived

behavioral control assesses the ease or difficulty of executing the behavior. These factors collectively influence an individual's behavioral intention, guiding their actual behavior.

The Theory of Planned Behavior (TPB) is highly relevant to the study on resistance to change and performance of manufacturing firms, particularly in the case manufacturing firms in Kenya. In the context of the TPB, employee attitude towards change can significantly influence their behavioral intentions regarding the proposed changes at the manufacturing firms. Understanding how employees perceive the changes and their attitude towards them can provide valuable insights into potential resistance and its impact on organization performance (Ndlovu, 2016). Positive attitude and intentions towards change are more likely to lead to successful implementation and improved performance.

Communication strategies play a crucial role in influencing subjective norms, which involve perceptions of social pressure or expectations related to the behavior (in this case, embracing change). Effective communication strategies can create a shared understanding of the need for change and build support among employees, reducing resistance and enhancing the likelihood of successful change implementation and organization performance (Bass, 2019). Moreover, the leadership style employed within these manufacturing firms can affect employees' perceived behavioral control, which assesses their perception of the ease or difficulty of embracing change. A supportive and empowering leadership style can increase employees' confidence in their ability to adapt to change, reducing resistance and positively influencing organization performance.

2.2.3 Transformational leadership theory

Developed by Benard (2016), Transformational Leadership Theory focuses on inspiring and motivating followers to achieve exceptional outcomes beyond self-interests. Transformational leaders display four key components: idealized influence (charisma), inspirational motivation, intellectual stimulation, and individualized consideration. By serving as role models with high moral standards, articulating compelling visions, encouraging creativity, and valuing each follower's unique needs, transformational leaders create a positive work environment. This leadership style has been associated with increased employee job satisfaction, motivation, commitment, and performance, fostering organizational success, innovation, and a collaborative culture (Truce, 2019).

The relevance of the Transformational Leadership Theory to the study on resistance to change and performance of manufacturing firms, such as Bearing manufacturing firms in Kenya, lies in its potential impact on managing change resistance and influencing overall organization performance. Considering the independent variables of communication strategies, organization work-culture, leadership style, and employee attitude towards change, the application of transformational leadership can play a vital role in addressing resistance to change. Transformational leaders are known for inspiring and motivating their followers, fostering trust and commitment. They can effectively communicate the need for change, create a compelling vision, and inspire employees to embrace and support the proposed changes, mitigating resistance and encouraging employees to overcome the challenges associated with change. Moreover, transformational leadership can promote a positive organizational culture, empowering employees and encouraging open communication strategies, innovation, and adaptability, which are essential for successfully managing and implementing changes in manufacturing firms (Nurel, 2021). By emphasizing individualized consideration and intellectual stimulation, transformational leaders positively influence employee attitude towards change. They empower employees, encourage their input, and promote a sense of ownership in the change process, increasing employees' commitment to the proposed changes and fostering greater willingness to adapt to new ways of doing things.

The impact of transformational leadership on employee job satisfaction, motivation, and commitment can directly contribute to improved organization performance. When employees are inspired and engaged, they are more likely to be productive, innovative, and proactive in achieving the organization's goals (NSK, 2023). This, in turn, can positively impact overall organization performance and enhance competitiveness in the manufacturing firm.

EMPIRICAL LITERATURE REVIEW

The empirical review section critically examines existing research studies

In Brazil, da Silva's (2021) research emphasized the importance of communication strategies in navigating cross-cultural challenges while managing employee resistance to global market dynamics. The study found that transparent communication fosters a shared vision, reducing uncertainties and resistance among employees during periods of international market expansion. However, it employed qualitative analysis, missing the quantitative aspects of research analysis

that the current study aims to unveil, particularly within the context of bearing manufacturing firms in Kenya.

Ishikawa's (2019) study in Japan aimed to understand communication strategies, accentuating the link between advanced communication practices and enhanced organizational performance. It shed light on how these strategies can play a pivotal role in mitigating employee resistance to rapid technological shifts. The descriptive study found that transparent communication fosters a sense of understanding and collaboration, easing the transition and positioning organizations as innovators amidst technological changes. However, it did not take place in a manufacturing firm, limiting its applicability to the current study's context.

Wang's (2020) study in China demonstrated that improved communication strategies were associated with higher operational performance, leading to improved production efficiency and reduced production costs. This study's findings align with the premise that effective communication enhances operational performance. However, it did not specifically address the element of employee resistance to change, which is a central focus of the current study.

Maguire's (2018) research in Singapore revealed that firms with better communication practices tend to experience higher levels of organizational performance, including improved productivity and profitability. Similarly, Balogun (2017) found in the United Kingdom that organizations with effective communication practices had more engaged employees and higher overall organizational performance. While these findings indicate a positive correlation between communication and performance, they may not reflect the unique challenges faced by bearing manufacturing firms in the developing economy of Kenya.

MacLean's (2018) exploration of the connection between internal communication strategies and organizational performance uncovered that companies with well-developed internal communication strategies enjoyed higher levels of performance, including increased innovation and customer satisfaction. However, this study did not explicitly consider the impact of employee resistance to change, which is critical to the current investigation.

In the context of the textile manufacturing sector in Pakistan, Saleem's (2017) findings indicated that organizations with effective communication practices demonstrated better financial performance and higher levels of customer satisfaction. Yet, like previous studies, it did not

specifically address the aspect of resistance to change by employees, highlighting a gap that the current study seeks to fill.

Ndlovu's (2016) research within the mining industry illuminated a scenario where effective communication practices improved safety protocols and operational efficiency while addressing employee resistance to changes in work processes. Clear communication channels created a sense of shared responsibility and understanding, reducing apprehensions associated with operational shifts. However, the mining industry context may not accurately portray the environment of bearing manufacturing firms.

These empirical studies consistently indicate that effective communication strategies positively correlate with various dimensions of organizational performance in manufacturing firms. The implementation of communication best practices appears to be a critical factor in driving success, from improved productivity and profitability to higher levels of employee engagement and customer satisfaction in manufacturing firms. Nevertheless, there are notable gaps in research design and focus areas, particularly regarding employee resistance to change, that this study aims to address to provide a more nuanced understanding of how communication influences the performance of manufacturing firms.

CONCEPTUAL FRAMEWORK

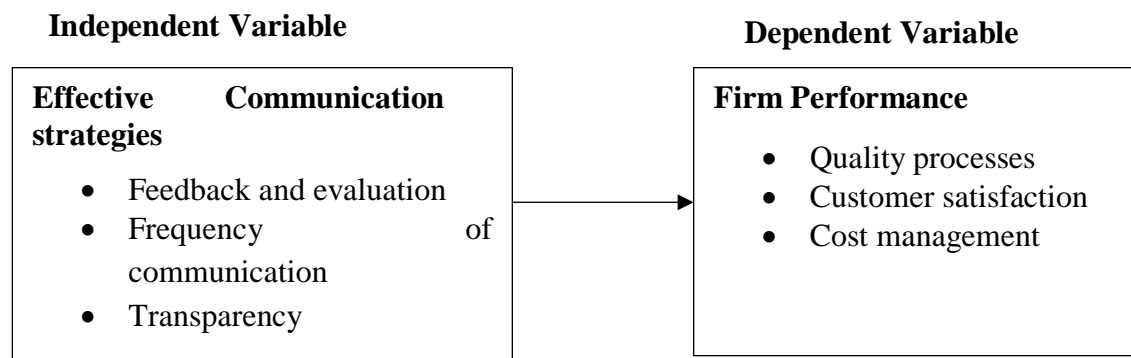


Figure 1: Conceptual Framework

RESEARCH METHODOLOGY

The study employed an explanatory research design to examine the influence of effective communication strategies on the performance of manufacturing firms in Kenya. The target population consisted of 1,278 employees from seven bearing manufacturing firms, with a sample

of 305 participants selected using stratified random sampling. Data on effective communication strategies was collected using a structured questionnaire, which was pilot-tested for reliability and validity. The analysis involved descriptive statistics, Pearson correlation analysis, and multiple regression analysis. The regression model $Y = \beta_0 + \beta CS + \varepsilon$ was used to analyze the relationship between communication strategies (CS) and organizational performance (Y). The study adhered to ethical considerations, including voluntary participation and confidentiality, and obtained necessary approvals from relevant authorities. This methodology aimed to provide a comprehensive understanding of how effective communication strategies influence organizational performance in the context of Kenyan bearing manufacturing firms.

RESEARCH FINDINGS AND DISCUSSIONS

The study achieved a robust overall response rate of 86.89%, with 264 out of 305 distributed questionnaires returned across seven bearing manufacturing firms in Kenya. Demographic analysis revealed a predominantly male workforce (72%) with a significant concentration in the 30-39 age range, accounting for 50% of respondents. The age distribution showed 22% below 30 years, 18% between 40-49 years, and 10% aged 50 and above. In terms of work experience, the majority (126 respondents) had worked for 1-5 years, followed by 66 with 6-10 years, 44 with 11-15 years, and 28 with more than 15 years of experience. This demographic composition, characterized by a younger, male-dominated workforce with varying levels of experience, provides valuable insights into the organizational structure of bearing manufacturing firms in Kenya and reflects broader industry trends that can inform human resource strategies and policy development.

DESCRIPTIVE STATISTICS

This section presents descriptive statistics, which summarize and provide insights into the key features of the dataset.

Effective Communication Strategies

The objective of the study aimed to determine the influence of Effective communication strategies on the Organization performance.

Table 1: Effective Communication Strategies

	N	Mean	Std. Deviation	Skewness	Std. Error	Kurtosis	Std. Error
	Statistic	Statistic	Statistic	Statistic	Statistic	Statistic	Statistic
1. Effective communication strategies employed align with our organizational goals.	264	3.92	1.077	-.778	.150	-.441	.299
2. The level of communication in our firm impacts our overall performance.	264	3.87	.986	-1.370	.150	2.244	.299
3. There is open communication channels among all levels of employees.	264	3.80	.870	-.813	.150	.781	.299
4. Feedback mechanisms in our firm are efficient	264	3.34	.974	-.389	.150	-.388	.299
5. The leadership in our bearing manufacturing firm actively promotes a culture of effective communication.	264	3.38	.944	-.358	.150	-.424	.299
Valid N (listwise)	264						

The study aimed to determine the influence of effective communication strategies on organization performance, with descriptive statistics presented in Table 1 providing an overview of employee perceptions regarding various aspects of communication within their organization. The alignment of effective communication strategies with organizational goals received a mean score of 3.92, indicating general agreement among employees, supported by a negative skewness of -0.778 and a flat distribution reflected by a kurtosis of -0.441. The impact of communication level on overall performance showed a mean of 3.87, with highly negative skewness (-1.370) and high kurtosis (2.244), suggesting strong consensus and a peaked distribution. Open communication channels among employees had a mean of 3.80, indicating agreement, with a skewness of -0.813 and kurtosis of 0.781, showing a distribution slightly more peaked than normal. Feedback mechanisms received a mean of 3.34, indicating moderate agreement, with skewness of -0.389 and kurtosis of -0.388 suggesting a fairly symmetric and normal distribution. The promotion of a culture of effective communication by leadership had a mean of 3.38, showing moderate agreement, with skewness of -0.358 and kurtosis of -0.424, indicating responses were relatively normally distributed. The average mean score of 3.662 across the five communication aspects indicates a generally positive perception of effective communication strategies within the organization.

These results reflect a generally positive perception of effective communication strategies within the organization, highlighting the importance of aligning communication with organizational goals and maintaining high levels of communication for positive performance impacts. However, areas like feedback mechanisms and leadership promotion of communication, with relatively lower means, suggest potential for improvement. High alignment of effective communication strategies with organizational goals indicates coherent and focused efforts towards achieving firm objectives, while high agreement on the impact of communication on performance underscores its critical role in driving success.

Open communication channels foster transparency and collaboration, and despite the high mean, continuous improvement can further enhance organizational effectiveness. The efficiency of feedback mechanisms, with the lowest mean, presents an opportunity for enhancement, as efficient feedback is crucial for continuous improvement and employee engagement. Moderate scores in leadership promotion of communication suggest room for more active and visible leadership engagement in fostering a culture of communication. The descriptive statistics from Table 4.6 indicate that effective communication strategies positively influence organization performance, with areas of lower scores highlighting opportunities for improvement, particularly in feedback mechanisms and leadership involvement, which can lead to stronger organizational performance by emphasizing the pivotal role of effective communication strategies.

Manufacturing Organization Performance

The study sought to establish the respondents' perception on the manufacturing organization performance in their organization.

Table 2: Manufacturing Organization Performance

	N	Mean	Std. Deviation	Skewness	Std. Error	Kurtosis	Std. Error
	Statistic	Statistic	Statistic	Statistic	Error	Statistic	Error
1. Resistance to change among employees affects our company's ability to consistently meet or exceed production targets	264	3.87	.766	-.537	.150	.232	.299
2. Resistance to change among employees has a significant influence on the financial performance of our company	264	3.93	.737	-.697	.150	.769	.299
3. Resistance to change among employees hinders our company's ability to maintain a strong market presence	264	3.88	.770	-.542	.150	.220	.299
4. Resistance to change among employees impacts the level of customer satisfaction with our products and services	264	3.64	1.015	-.716	.150	.018	.299
5. Resistance to change among employees affects our company's ability to effectively maximize efficiency in production processes	264	3.46	1.053	-.608	.150	-.161	.299
Valid N (listwise)	264						

The study sought to establish the respondents' perception of the manufacturing organization performance in their organization, with descriptive statistics presented in Table 4.10 providing an overview of employee views regarding how resistance to change affects various performance metrics. The item "Resistance to change among employees affects our company's ability to consistently meet or exceed production targets" received a mean score of 3.87, indicating general agreement among employees, with a negative skewness of -0.537 and a kurtosis of 0.232, suggesting a distribution skewed towards higher agreement with a relatively normal shape. The item "Resistance to change among employees has a significant influence on the financial performance of our company" had a mean of 3.93, reflecting positive perceptions, with a skewness of -0.697 and a kurtosis of 0.769, indicating responses are moderately skewed towards agreement with a slightly peaked distribution. "Resistance to change among employees hinders our company's ability to maintain a strong market presence" showed a mean of 3.88, indicating agreement, supported by a negative skewness of -0.542 and a kurtosis of 0.220, suggesting a distribution

skewed towards higher agreement with a relatively normal shape. The item "Resistance to change among employees impacts the level of customer satisfaction with our products and services" received a mean of 3.64, indicating moderate agreement, with a skewness of -0.716 and a kurtosis of 0.018, suggesting responses are skewed towards agreement with a near-normal distribution. Finally, the item "Resistance to change among employees affects our company's ability to effectively maximize efficiency in production processes" had a mean of 3.46, indicating moderate agreement, with a skewness of -0.608 and a kurtosis of -0.161, suggesting a distribution slightly skewed towards higher agreement with a relatively flat shape.

These results indicate a general agreement among employees that resistance to change has a notable impact on various aspects of manufacturing organization performance. High mean scores for items related to production targets, financial performance, and market presence reflect strong agreement that resistance to change significantly hinders these performance metrics. The particularly high mean and skewness for financial performance suggest it is a highly critical area affected by resistance to change, emphasizing the importance of addressing this resistance to maintain financial health. The moderate mean scores for customer satisfaction and efficiency in production processes indicate that while these areas are impacted by resistance to change, there may be more variability in employee perceptions, highlighting opportunities for improvement. Overall, the descriptive statistics from Table 4.10 suggest that resistance to change among employees negatively influences manufacturing organization performance, with high scores across most items reflecting strong employee agreement on the detrimental impact of resistance to change. Addressing resistance to change is crucial for improving production targets, financial performance, market presence, customer satisfaction, and efficiency in production processes, ultimately enhancing the overall performance of the manufacturing firm.

CORRELATION ANALYSIS

Karl Pearson's coefficient of correlation was employed to explore the relationship between the independent variable and the state of manufacturing organization performance cite. The test determines the statistical relationship and association between one or two variables.

Table 3: Pearson Correlation Results

		Manufacturing Organization Performance	Effective communication strategies
Manufacturing Organization Performance	Pearson Correlation	1	.462**
	Sig. (2-tailed)		.000
Effective communication strategies	Pearson Correlation	.462**	1
	Sig. (2-tailed)	.000	

Karl Pearson's coefficient of correlation was used to examine the relationship between effective communication strategies and manufacturing organization performance (Karl, 2018). The analysis revealed a moderate positive correlation ($r = 0.462$) between the two variables, which was statistically significant at the 0.01 level ($p = 0.000$). This finding indicates that as the effectiveness of communication strategies increases, there tends to be a corresponding improvement in manufacturing organization performance. The moderate strength of the correlation suggests that while effective communication strategies play an important role in enhancing organizational performance, other factors may also contribute to this relationship.

REGRESSION ANALYSIS

Regression analysis was conducted to examine the influence of effective communication strategies on organization performance in manufacturing firms. The analysis aimed to determine the extent to which effective communication strategies predict and explain variations in organization performance.

Table 4: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.759 ^a	0.577	0.57	0.37286

The model summary shows that effective communication strategies (CS) have a strong positive correlation ($R = 0.759$) with organization performance. The R Square value of 0.577 indicates that approximately 57.7% of the variance in organization performance can be explained by effective communication strategies. The Adjusted R Square (0.570) accounts for the number of predictors in the model.

Table 5: ANOVA Results

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	49.047	1	49.047	352.928	.000 ^{^b}
Residual	36.007	262	0.137		
Total	85.055	263			

The ANOVA results demonstrate that the regression model is statistically significant (F = 352.928, p = 0.000). This indicates that effective communication strategies significantly predict organization performance.

Table 6: Coefficients

Model	Unstandardized Coefficients	Standardized Coefficients	t	Sig.
	B	Std. Error	Beta	
(Constant)	0.204	0.234		0.87
CS	0.676	0.072	0.572	9.376

The coefficients table shows that effective communication strategies (CS) have a significant positive effect on organization performance ($\beta = 0.676$, $p < 0.001$). The standardized beta coefficient (0.572) indicates a strong relationship between CS and organization performance.

Based on these results, the regression equation for organization performance can be written as:

$$\text{Organization Performance} = 0.204 + 0.676(\text{CS}) + \varepsilon$$

This equation suggests that for every one-unit increase in effective communication strategies.

CONCLUSION

The study concludes that effective communication is essential for the success of change management initiatives, as it aligns employees with organizational objectives, reduces resistance to change, and fosters understanding. This conclusion aligns with Lewin's Change Management Theory, particularly the "Unfreeze" stage, which highlights the role of communication in preparing employees for change. The Theory of Planned Behavior further supports this finding by emphasizing how clear communication influences employees' behavioral intentions. Critics argue

that some models may oversimplify complex organizational dynamics, but the study affirms that communication plays a vital role in improving performance. Manufacturing firms must, therefore, invest in communication strategies to enhance transparency and ensure effective feedback mechanisms.

RECOMMENDATIONS

The study underscores the importance of effective communication in enhancing performance within bearing manufacturing firms. Policymakers should prioritize the development of frameworks that ensure transparent, consistent, and multi-directional communication within organizations. Regular communication training for both leadership and employees should be mandated to equip them with essential skills for clear and concise information sharing. Organizations should be encouraged, through policy, to adopt multi-channel communication platforms that facilitate timely and effective exchanges across all organizational levels. Furthermore, guidelines should mandate the establishment of formal feedback mechanisms that allow employees to share concerns and ideas, fostering a culture of collaboration and trust. These policies would ensure that communication is not only operational but also strategic in aligning organizational goals with employee needs.

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