

The Role of Organizational Communication in Enhancing Organizational Efficiency

Mohammad Zahid Bahand¹

Balkh University, Department of Public Relations, Journalism & Mass Communications Faculty, Balkh, AF

Received: July 05, 2025

Revised: Oct 05, 2025

Accepted: Oct 23, 2025

Published: Oct 31, 2025

Keywords

- Communication
- Organizational Efficiency
- Organization
- Rehabilitation

Abstract: Effective organizational communication is a fundamental pillar of any organization's success and plays a vital role in ensuring coordination, increasing motivation, and improving the performance of the organization's personnel. This research aimed to investigate the role of organizational communication in enhancing organizational efficiency by using a qualitative method involving semi-structured, in-depth interviews. The theoretical foundations of this research are based on empowerment theory. The study's statistical population included 21 heads of organizations, professors, and managers, selected from public and private departments and universities in Mazar-e Sharif. Individuals were sampled purposively based on their experience in organizational communications. The findings showed that organizational communication, especially formal, two-way, trust-based communication with regular feedback, plays a key role in improving organizational efficiency. Based on the findings, in organizations with a transparent, interactive communication structure, increased responsibility, intra-organizational coordination, work motivation, and personnel innovation are more evident. In contrast, in organizations where communication is limited, one-way, or authoritarian, organizational efficiency declines. Additionally, the lack of a regular feedback system, weak trust across organizational levels, unequal access to information, and the absence of an open communication culture constitute the main obstacles to organizational efficiency. The findings of this research can help public and private organizations and universities in Mazar-e-Sharif improve their internal communication systems, strengthen personnel motivation, and enhance overall organizational performance. Future research should examine these communication strategies in diverse organizational and cultural contexts and generalize the findings to all Afghan organizations.

To Cite this Article: Bahand, M. Z. (2025). The Role of Organizational Communication in Enhancing Organizational Efficiency. *Journal of Social Sciences & Humanities* 2(4), 227-247.

<https://doi.org/10.62810/jssh.v2i4.131>



Copyright © 2024 Author(s). This work is licensed under a Creative Commons Attribution-NonCommercial 4.0 International License.

INTRODUCTION

Organizations, as social and economic institutions, require coordination and cooperation among members and stakeholders to achieve their goals. One important tool for achieving coordination and cooperation is organizational communication. Organizational communication refers to the process of transferring information, experiences, and knowledge among organizational members, facilitated by various tools and channels. In addition to conveying guidelines and goals, this process plays an important role in strengthening

✉ Corresponding author E-mail: muhammadzahid.bahand123@gmail.com

organizational culture, increasing job satisfaction, and improving personnel performance (Karsikah et al., 2023, p. 4692).

Organizations are looking to increase productivity and efficiency to remain sustainable in the market. In the meantime, the role of organizational communications in improving organizational efficiency has received more attention than ever before. Effective communication within an organization can increase employee motivation, improve decision-making quality, and reduce errors caused by misunderstandings. However, poor organizational communication can lead to reduced efficiency, increased personnel dissatisfaction, and serious problems in organizations (Motsamai & Onyenankeya, 2025, p. 1)

One factor that can improve organizational efficiency is communication. Effective communication not only helps in the exchange of information, knowledge, and work experience and in better coordination among members of organizations, but can also lead to convergence and the strengthening of team spirit. However, many organizations in the country, especially those in Mazar-e-Sharif, have not yet fully exploited the potential of communications to increase efficiency. Even though we are in the era of the information and communication revolution, many organizations still face serious communication challenges. The inability to create effective communication systems can lead to reduced efficiency and, ultimately, reduced competitiveness for these organizations because their survival depends on their ability to communicate (Santiago, 2020, p. 74).

In an era of increased competition among organizations, achieving efficiency and productivity has become a strategic goal. Meanwhile, organizational communication, as a vital infrastructure of management, plays a fundamental role in facilitating task performance, improving performance, and increasing coordination among organizational members. Transparent communication can increase personnel job satisfaction and strengthen intra-organizational cohesion and the sustainability of a collaborative culture (Mazzei, 2014)

Despite the importance of organizational communication, most organizations in the country face serious communication barriers that lead to reduced transparency, staff dissatisfaction, and reduced efficiency. On the other hand, in today's competitive world, where new communication technologies are rapidly evolving, organizations are forced to review and optimize their communication methods (Monib, 2021). This research seeks to identify obstacles and challenges and provide scientific and practical solutions to overcome them. By focusing on the roles of technology and organizational culture in communication, this can provide managers with a clear perspective. Therefore, conducting this research is necessary not only theoretically but also practically and can play an effective role in improving organizational processes. The present research examines this issue in greater depth to determine how organizational communications can affect organizational efficiency and what actions can improve these communications and, consequently, efficiency.

Accordingly, the main research question can be formulated as follows:

- What role does organizational communication play in increasing the efficiency of organizations?

To more accurately answer the main question, the following sub-questions have been raised:

- What is organizational communication, and what role does it play in organizations?
- How can communication between managers and personnel affect organizational culture and overall organizational efficiency?
- How can the use of new communication technologies increase organizational efficiency?
- What are the obstacles and challenges of organizational communication in organizations?

Theoretical Framework

The theoretical framework of this research is based on the Rehabilitation Theory. Organizations need to empower their personnel, or workforce, to increase efficiency and achieve their desired goals. Based on the theory of rehabilitation, these organizations need to establish effective communication to empower personnel. The theory of empowerment refers to the process of increasing the power, self-sufficiency, and ability of individuals or groups to influence their environment and decision-making, which is discussed scientifically below:

Rehabilitation Theory

Rehabilitation means affirming identity, cultural values, and human rights. This concept is effective and sustainable when placed within a framework of universal human rights. Rehabilitation should not simply mean strengthening one group and excluding others. However, it should lead to the redefinition of identities and the reorganization of service systems with an emphasis on fundamental rights such as access to information and communication. Rehabilitation should serve society and aim to create accountable, just, and sustainable structures (Moradi & Afrasiabi, 2013, p. 130).

Rehabilitation within an organizational framework means creating platforms to strengthen personnel identity, respect individual and cultural values, and their participation in decision-making processes. Organizational communications, as a key tool, can play an effective role in this field. When organizations design communication structures that make personnel feel valued and have their human rights respected, a sense of belonging and responsibility among personnel increases, and, as a result, the organization's efficiency improves.

On the other hand, rehabilitation is only effective when accompanied by transparency and accountability. Organizational communications can act as intermediaries in creating information and service networks that not only meet personnel needs but also strengthen responsive, reliable systems within the organization. This helps improve organizational

efficiency because personnel will perform better in an environment where their needs are met (Moradi & Afrasiabi, 2013).

Rehabilitation at the organizational level means strengthening the capacities of organizational members to participate effectively in decision-making processes, increase motivation, and improve working relationships. According to this theory, when personnel feel they have the necessary capabilities to perform tasks and achieve organizational goals, organizational efficiency and productivity increase (Oksiutycz, 2022).

In this research, rehabilitation theory is examined, particularly in the context of organizational communication and personnel cohesion. Effective communication in organizations is recognized as one of the tools for personnel empowerment. Since organizational communications can make personnel aware of organizational goals, strengthen the spirit of cooperation, and encourage participation in decision-making, they play a fundamental role in organizational rehabilitation. Given the importance of rehabilitation in increasing organizational efficiency, this research examines how personnel empowerment, through effective communication and a collaborative environment, can lead to greater efficiency and productivity.

RESEARCH METHOD

Research Design

This research was conducted with a qualitative approach and using in-depth semi-structured interviews. To ensure key topics were covered, an interview guide was designed to structure the conversation and allow participants to express their personal opinions and experiences.

Statistical Population

The study's statistical population included 21 heads of organizations, professors, and managers, selected from public and private departments and universities in Mazar-e Sharif. Individuals were selected through purposive sampling to ensure only those with experience and knowledge of organizational communications participated in the research. Data collection was conducted through interviews with the research subjects, guided by the interview guide. The number of participants was determined by theoretical saturation, meaning data collection was stopped after multiple interviews and the repetition of similar concepts.

Participants

In this study, interviewees were divided into three main groups: organization heads: This category includes key decision-makers in organizations who determine and implement communication strategies and policies. University Professors: Professors play an important role in providing scientific and theoretical perspectives on organizational communication. Organizational Managers: Managers who participate in the implementation and management of organizations' daily communication processes.

Data Collection Tools and Procedures

Data collection was conducted through face-to-face interviews with participants, guided by an interview guide. All interviews were audio-recorded with participants' informed consent in a quiet environment, and the recordings were then wholly and accurately transcribed.

Data Analysis

The obtained data were systematically organized, and their key indicators were extracted and analyzed using a thematic analysis approach. This process allowed the researcher to identify recurring patterns and key themes about the role of organizational communication in improving organizational performance.

Ethical Considerations

The research's ethical principles were fully observed at all stages. Before the interviews began, participants provided informed consent, were assured of confidentiality, and were informed of their right to withdraw from participation at any time. All personal information and identifying details were removed from the report to protect individuals' privacy.

Credibility and Reliability

To increase the validity and reliability of the findings, steps were taken, including having the interviewees review the results, re-examining the codes in several stages by the researcher, and comparing the results with previous studies. Also, to explain the concepts and strengthen the theoretical framework, reputable scientific sources (articles and books) and prior research in communication and organizational management were used.

The collected data were systematically organized into key themes, the results of which are presented in the analysis below.

FINDINGS

Table 1: Key themes of organizational communication and their analytical order based on the interviewees' perspectives

No.	Key theme	Brief description
1	The concept of organizational communication	This topic examines respondents' understanding and perceptions of organizational communication, as well as how communication occurs in their organizations.
2	the role of organizational communication in improving efficiency	From the perspective of the interviewees, the analysis examines the role of communication in organizational coordination, motivation, and performance.
3	The impact of new technologies	Evaluates the impact of technological tools on communication effectiveness.
4	The impact of communication on personnel performance and motivation	Analyzes and examines the impact of organizational communication between managers and personnel on employee performance and motivation.
5	presenting the experiences of interviewees and positive examples of organizational communication	This topic presents practical examples and real experiences of interviewees in establishing organizational communication and highlights its positive effects on organizational productivity.
6	obstacles and challenges	Identifies barriers and challenges that hinder effective communication.

7	solutions to improve organizational communication	Provides suggestions and solutions for improving intra-organizational communications from the respondents' perspective.
8	presenting the positive aspects of organizational communication	Presents the positive aspects of organizational communication from the interviewees' perspective.
9	The role of feedback in decision-making.	Examines how feedback mechanisms influence organizational decisions and performance.

Source: Responses from research interviewees.

Understanding the Concept and Nature of Organizational Communication

Based on the interviewees' perspectives, the findings show that organizational communication is a channel for sharing information, knowledge, experiences, ideas, and feelings among members and employees of an organization, which facilitates coordination and the achievement of organizational goals. *According to one of the interviewees, Organizational communication is a communication channel through which we can share information, knowledge, experiences, and ideas, and achieve goals in a coordinated manner.*

Findings show that organizational communication in most organizations has a formal, hierarchical, and authoritarian structure. Decisions are made at the top levels of the organization and transmitted to lower levels through formal, specific channels. *Some respondents stated that communication in their organizations flows mainly from the top down, with employees rarely having the opportunity to express their opinions or feedback. In this type of communication, the flow of information is often controlled and limited to specific channels, and feedback from lower-level employees is less frequently considered.* Such a situation can create divisions within the organization and discourage employees deprived of information, negatively affecting the organization's efficiency. Establishing authoritative, hierarchical communication in organizations with a top-down view deprives ordinary employees and subordinates of the organization's views and suggestions, and prevents them from expressing their ideas and creativity to support the growth and development of the organization. Although in bureaucratic theory, Max Weber (1947) emphasized establishing communication based on work hierarchy in the field of organizational communication and considered it important for dividing employee duties, formalism, creating informal communication, and strengthening organizational order (Sarwari, 2011, p. 70), it is considered a limiting factor for growth and development in organizations. The reasons are the decline in innovation and creativity within the organization, which emphasizes adherence to constant laws and practices. Also, the existence of slow, complex processes that complicate rule implementation, low motivation, resistance to change and innovation, and extreme centralization, where all decisions are made at the top levels of the organization, can lead to inattention to the realities of the organization's environment. In today's modern world, organizations need flexibility to support growth and development, competitiveness, innovation, and greater efficiency.

In contrast, some respondents have pointed to horizontal, informal communication in organizations, which is mainly established among members at the same level and sometimes

outside formal channels. *In our organization, communication is horizontal and informal, taking place between members at the same level and sometimes outside formal channels (E.g., Between Professors and managers).* Establishing horizontal, informal communication creates an atmosphere of trust and better personnel performance, allowing them to express their problems and demands clearly and explicitly. Miles (1965), one of the theorists of human relations theory, unlike Weber, focuses on employees' positions and the human relationships among members of the organization in organizational communication and considers employees a fundamental factor in organizations. He believes that paying attention to working conditions, individual successes, and employees' living conditions makes them feel they belong to a larger structure (Sarwari, 2011, p. 72). According to human relations theory, informal, intimate, and humane communication between personnel plays a vital role in the performance and efficiency of the organization and encourages employees. Informal communication (outside formal channels) and horizontal communication (between colleagues at the same organizational level) are precisely the relationships that strengthen the sense of organizational support, boost personnel morale and motivation, and enable a more unrestricted flow of information and collaborative decision-making. So it can be said that by establishing such communications, the organization's efficiency increases and becomes a factor in its growth and development.

Overall, the research findings show that organizations that, in addition to formal communications, have more human, horizontal, and informal communications are more successful and can grow, innovate, and increase efficiency than organizations that rely solely on hierarchical communications.

The Role of Organizational Communications in Increasing Organizational Productivity

Based on the interviewees' perspectives, the findings show that organizational communication plays a fundamental and undeniable role in increasing and promoting organizational efficiency. Almost all respondents believe that effective and transparent communication not only promotes organizational coordination and cohesion but also provides a platform for increasing productivity, creativity, and innovation, fostering transparency, building good relationships, and boosting employee morale. Effective and transparent organizational communication is an important factor in fostering coordination, cohesion, and trust. It fosters productivity, creativity, innovation, transparency, positive relationships, and higher work morale among personnel (heads, professors, and managers).

Respondents considered organizational communications to improve coordination between different units of the organization, reduce misunderstandings, facilitate the flow of information, increase motivation, build trust, and strengthen organizational culture, all of which are key elements in improving organizational performance. In this context, the definition of trust provided by Lumineau, Schilke, and Wang (2023) is applicable. From their perspective, trust arises when an individual consciously exposes themselves to risk and expects that the other party will perform a specific and meaningful behavior for them, even in the absence of direct supervision or control (Lumineau, Schilke, & Wang, 2023, p. 22). In

organizations, employees trust management decisions and each other when there is clear information, adequate communication flow, and a positive interactive experience between the parties.

Organizational communications play a key role in the accurate, rapid, and distortion-free transmission of information —an issue that, from the perspective of interviewees, has been identified as a fundamental factor in reducing errors, enabling accurate decision-making, and improving efficiency. When messages and information are communicated adequately between different levels of the organization, personnel will feel more confident in the correctness of decisions, and the ground is prepared for effective participation.

At the same time, the analysis of responses shows that interviewees believe there is a significant difference between horizontal and vertical communication within the organization. While acknowledging the positive and constructive role of horizontal communication in building trust between personnel and creating an open space where personnel can raise their problems, suggestions, demands, and concerns without fear, he also pointed out the limitations of vertical communication, primarily top-down communication. These limitations include concentration of power, personal decision-making, one-way flow of information, and reduced transparency in information and communication. This shows that although vertical communication can be beneficial for organizational cohesion, when it is overly centralized and controlled, it can become a barrier to innovation, participation, and mutual trust in the organizational environment. This requires organizations to rethink traditional communication structures and focus on a balanced mix of formal and informal communication.

The role of organizational communications in fostering empathy, building good relations, maintaining order in work and activities, improving service quality, and ensuring the continuity of organizations' lives has also been emphasized by interviewees. Some respondents clearly emphasized that an open and adequate communication space in organizations not only enables the transfer of information, ideas, and experiences, but also creates an environment conducive to creativity and innovation. In an environment where personnel feel supported and their voices are heard, they are more motivated to take on new initiatives and offer suggestions for the organization's development, which directly leads to increased service quality and organizational growth. These findings show that organizational communication is not only a means of transferring information but also a strategic tool for fostering convergence, alignment, and increased productivity. Effective communication can foster cohesion among personnel, facilitate the flow of information, and pave the way for more accurate and coordinated decision-making at the organizational level —an issue essential to the sustainable development and competitiveness of organizations.

The Impact of Modern Technologies on Organizational Communication

Based on the respondents' perspective, the findings show that modern communication technologies play an effective role in improving organizational communication processes.

From the perspective of most respondents, these technologies have increased transparency and facilitated communication so that organizational interactions are no longer limited to a specific place and time, and work communications are carried out quickly and accurately. The use of new communication technologies advances structural transparency and responsive communication, which, from the perspective of rehabilitation theory, is considered an important step toward participation, awareness, and organizational justice.

Furthermore, participants emphasized the time costs and savings associated with the use of communication technologies in organizational communication. *Reducing time costs will enable organizations to find time to perform more activities.* The use of communication tools such as email, messaging platforms, and corporate digital systems, in addition to timely information transfer and speeding up work, has also enabled remote management and leadership. This transformation not only increases managers' productivity but also paves the way for personnel participation at various levels of decision-making. From the perspective of rehabilitation theory, such changes in the organization can pave the way for strengthening personnel's professional identity and their equal access to management processes.

At the executive and operational level, modern communication technologies play an important role in facilitating daily activities, reducing administrative corruption, and preventing time waste. *Interviewees noted that, with the digitization of processes, many bureaucratic structures have been reduced, and that timely access to information enables them to perform their duties more quickly and accurately.* This operational transparency demonstrates the realization of the principles of justice and structural accountability that are at the core of rehabilitation theory.

However, some interviewees expressed concerns about the negative impact of new technologies on the workforce. In their opinion, *the widespread delegation of tasks and activities, along with an overreliance on technology and digital tools, reduces interpersonal interactions, weakens informal communication, and limits personnel feedback, thereby damaging employees' professional standing in the long run.* Although this concern is limited, it is of great importance from the perspective of rehabilitation theory, which emphasizes the preservation of identity, participation, and human dignity in communicative contexts. Accordingly, the introduction of technology into organizations must be accompanied by culture-building, training, and the establishment of fair policies so that, instead of weakening personnel, it empowers human resources.

The Impact of Communication on Personnel Performance and Motivation

The findings show that the quality of communication between managers and personnel in organizations has a direct and significant impact on the performance, motivation, and overall atmosphere of the organization. Based on the data obtained from the interviews, these communications can be analyzed in three principal axes: type of communication (formal or informal), communication style (directive or collaborative), and communication outcomes (motivation, creativity, trust, or misunderstanding).

First, the indicators show that in most organizations, there is a mix of formal and informal communication. Formal communication is hierarchical and uses channels such as office correspondence, meetings, and written instructions. Informal communication is based on social relationships and everyday interactions, which play an important role in strengthening the intimate atmosphere, boosting morale, and motivating personnel. From the perspective of Miles' human relations theory, the mere existence of a formal structure is not enough to achieve organizational efficiency; it is also necessary to attend to personnel's social and emotional needs. This theory emphasizes the importance of human interaction, mutual respect, and attention to informal relationships, which can enhance job satisfaction and ultimately performance.

Second, a significant portion of the findings point to a formal, authoritative communication style, based on top-down, stereotypical, and one-sided commands. As trust theory suggests, this type of communication gradually reduces organizational trust. Lack of transparency, disregard for personnel feedback, and imposition of managerial pressures create an environment of distrust and misunderstanding. The consequences of this communication style include reduced motivation, suppressed creativity, and an increased tendency for personnel to leave the organization, which will be challenging and dangerous for the organization's future.

Third, positive indicators of sincere, respectful communication and the integration of formal and informal communication indicate that, in some organizations, managers have strengthened motivation by creating a humane, trust-building atmosphere. According to empowerment theory, valuing personnel's perspectives, involving them in decision-making, and trusting their abilities lead to a sense of responsibility, a sense of rehabilitation, and job commitment to the organization. This type of space paves the way for organizational development, increased productivity, and strengthened human capital.

At the same time, some indicators point to challenges such as the dominance of social relations over organizational regulations. Although social relations can create flexibility and closeness among individuals, if they replace organizational rules, regulations, and principles of merit, they reinforce injustice and arbitrary decisions in organizations. Therefore, it is necessary to create a reasonable balance between human relations and compliance with rules, regulations, and principles of organizational justice.

Positive Experiences and Practical Examples of Effective Organizational Communication

Findings show that establishing clear, effective communication plays an important role in strengthening and increasing organizational productivity. Interviewees mentioned the division of duties, delegation of responsibility along with executive authority, and personnel participation in decision-making as the most important factors affecting improving organizational efficiency and performance. They provided examples of formal and informal meetings. These examples show that effective communication not only reduces the time and financial costs of organizational projects and activities but also provides the basis for

enhancing capacities and improving the quality of individual and collective performance by strengthening the sense of belonging, trust, and empathy among personnel.

Based on the analysis of indicators, *workshops and training seminars have been recognized as an effective platform for improving personnel's scientific and professional capabilities through organizational communication and have played a significant role in increasing productivity, improving the quality of work, and enhancing the overall performance of the organization. Furthermore, the holding of consultative meetings and organizational gatherings in which the opinions and perspectives of members (from the lowest ranks to the highest) are collected has led to decisions being made based on collective wisdom and the practical realities of the workplace. In addition to increasing personnel job satisfaction and motivation, this has led to improved intra-organizational coordination and to tangible, positive results in organizational efficiency.*

Although positive organizational communication creates many opportunities to improve performance, it may also pose challenges if poorly managed. Excessive focus on formal structures and holding symbolic meetings reduces personnel dynamism and creativity, leading to a sense of exclusion among them. Therefore, the effectiveness of organizational communication depends on balancing formal and informal communication, fairly distributing opportunities for participation, holding genuine meetings (where members' opinions are heard and accepted), and fostering trust and transparency at all organizational levels.

As a result, the findings show that effective organizational communications, as one of the important pillars of modern management, can provide a suitable platform for developing capacities, strengthening personnel motivation, and increasing organizational efficiency and productivity.

Barriers and Challenges to Effective Organizational Communication

In addition to the positive role of organizational communications in improving organizational performance and productivity and increasing personnel motivation, which was mentioned in the previous sections, the findings show that there are also numerous challenges in the path to realizing these capacities and the positive impact of organizational communications, which, if ignored, can play a deterrent and negative role in the development of organizations. These challenges can be categorized into three major areas: structural barriers, cultural weaknesses, and lack of human resources and knowledge.

The findings show that at the structural level, factors such as lack of budget, lack of appropriate communication facilities, concentration of decision-making at high levels in which ordinary personnel of the organization are ignored, and lack of a transparent evaluation system (rewards and punishments) are among the obstacles that disrupt and challenge the process of organizational communication. This situation slows down the flow of information, reduces transparency, creates a climate of distrust, and makes lower levels of the organization passive in the decision-making process. In such a context, personnel will not be able to contribute effectively to achieving organizational goals.

On the other hand, findings show that cultural challenges also seriously affect organizational communications. A weak communication culture, malice, unhealthy intra-organizational competition, a lack of mutual trust, and a preference for personal relationships over legal principles are among the factors that weaken cohesion and collective spirit in the organization. These factors not only prevent the formation of a healthy communication environment but also severely affect personnel's motivation and sense of belonging.

Also, a lack of knowledge, experience, and communication skills among personnel, a lack of a common organizational language, and a lack of awareness of the importance of organizational communications are other obstacles that prevent the exploitation of this area's potential. These challenges are particularly significant in organizations with young and inexperienced personnel or non-systematic structures and require serious attention from management.

However, these challenges should not be seen as in conflict with the opportunities presented in the previous tables; instead, they can be viewed as weaknesses that can be improved.

To overcome these obstacles, adopting solutions such as reforming the decision-making structure, developing incentive and punishment systems (including rewards and punishments), updating communication tools, training in communication skills, and promoting an organizational culture based on trust and mutual respect can pave the way for better intra-organizational communication and improve organizational efficiency.

Suggestions and Solutions for Improving Organizational Communications

The findings show that improving organizational communication can directly and significantly impact an organization's efficiency and effectiveness. The interviewees of the study presented a set of solutions for promoting and improving organizational communications, which, for simplicity and more detailed analysis, are analyzed in three main sections:

From the participants' perspective, establishing clear communication channels, defining precise roles and responsibilities, designing two-way feedback systems, and building regular mechanisms to inform personnel are among the most important steps to reduce misunderstandings and improve the flow of information and communication in the organization. These specific structures enable timely and accurate information exchange across organizational levels through two-way communication; personnel can better understand their duties and responsibilities, and communication processes can be pursued and evaluated. However, suggestions such as creating communication channels, using two-way feedback systems, and designing regular communication programs for the research interviewees indicate that the need to structure and organize communication in organizations is strongly felt and should be addressed.

In addition, the existence of a system of punishment and rewards within formal mechanisms has been shown to be a key factor in enhancing transparency and accountability within the organization. This system ensures that positive actions are encouraged and that

incorrect behaviors are corrected or punished promptly, thereby strengthening discipline in the flow of organizational information and communication.

Interviewees believe that tools and structures will be practical when human resources have the necessary skills and competencies to use them. Training in communication and listening skills, improving individual capacities, fostering an open and supportive organizational culture, and prioritizing honesty and commitment over flattery and superficial behavior are among the measures that not only enhance communication quality but also strengthen personnel motivation and satisfaction. Furthermore, providing an open space for expressing opinions, problems, and suggestions and obtaining personnel feedback in decision-making processes institutionalizes real and effective participation in the organization.

Also, interviewees emphasized the importance of “delegating work to the right people.” This approach not only prevents the waste of organizational resources but also leads to more accurate and professional work communications. Staff who take responsibility commensurate with their abilities and competencies interact more effectively with their colleagues and managers, making communication processes smoother and more efficient.

The use of new communication technologies, digital platforms, and specialized personnel proficient in new technologies reflects the fact that, in today's modern world, effective communication will not be possible without technology. Technology can speed up organizational communications, reduce costs, and dramatically increase personnel access and engagement. Organizations that pay attention to and invest in technology while developing human skills will ultimately have faster, more transparent, and more efficient communications.

Positive Aspects and Benefits of Organizational Communications

The findings show that the interviewees emphasized improving transparency in communication, delegating work to the right people, creating a regular communication structure, strengthening the feedback system, and encouraging and appreciating personnel as the most important aspects of increasing organizational efficiency.

Based on the findings, one of the most important suggestions in the responses is to delegate work to the professionals and clarify communication processes. Considering the work and communication environments of Afghanistan's organizations, it can be seen that, in many organizations, task selection and division are not based on skills and competence, but rather on specific personal and social relationships.

Creating transparency in decision-making and ensuring that each person receives tasks based on their expertise and skills are among the most important steps towards the growth and development of organizations, which can significantly increase productivity. Creating transparency in decision-making and ensuring that each person receives tasks based on their expertise and skills are among the most important steps towards the growth and development of organizations, which can significantly increase productivity. Also, maintaining

transparency in communication processes prevents rumors, misunderstandings, and internal conflicts. Based on the findings, interviewees emphasized the importance of strengthening the feedback system and establishing a regular, formal communication structure. Although Afghanistan's organizations have formal communication structures and feedback channels (such as holding formal meetings, producing written reports, and implementing monitoring and evaluation systems), their main challenges are weaknesses in the quality of implementation and communication, a lack of seriousness about feedback, and a failure to translate their results into practical actions. In some organizations, feedback is collected but has little impact on decision-making; in others, it is ostensibly collected but, in practice, ignored. This situation shows that to increase the efficiency of organizations, it is necessary not only to design structures for receiving feedback but also for managers and personnel to pay attention to its results and, based on that, commit to making fundamental changes in the organization so that they can improve organizational communications and help increase the organization's productivity.

Designing an organized communication structure, including regular meetings, transparent channels for sharing information, and effective feedback mechanisms, can disseminate data more accurately and quickly within the organization, thereby improving decision-making. This measure is also effective and efficient in reducing misunderstandings, preventing resource waste, and increasing coordination across the organization.

Another part of the responses focuses on encouraging and appreciating personnel's abilities and positive contributions, as well as on strengthening the listening system (actively listening to problems and suggestions). In many Afghan organizations, the management culture remains hierarchical and command-oriented; that is, rather than listening to subordinates' problems and opinions, managers often issue orders and expect them to be implemented.

Strengthening a culture of appreciation (not just punishment), paying attention to staff's needs and problems, and valuing their opinions can increase work motivation and a sense of organizational belonging among personnel. Personnel who feel their voices are heard and their efforts are recognized are more creative and work harder to develop the organization than those who are viewed merely as executive tools.

The Role of Feedback Mechanisms in Organizational Decision-Making

Findings from the interviews show that respondents' views on the existence and effectiveness of the feedback system in organizations are diverse and heterogeneous. A group of respondents emphasized the effectiveness of feedback in their organization and considered it an important tool for identifying behaviors, positive and negative performance, and, especially, the hidden capacities of personnel. From this group's perspective, *the feedback system plays an important role in guiding individual and group activities, reinforcing desirable behaviors, and correcting ineffective behaviors*. The response of one interviewee in a studied educational and health services organization indicates that formal communication through

regular meetings and providing continuous feedback to personnel has helped improve the organization's performance. In such institutions, by continuously analyzing the activities of educational and health staff, managers have been able to identify both the positive capacities of personnel and their shortcomings in a healthy, tension-free atmosphere. This approach has increased transparency in tasks, fostered a sense of responsibility, and improved coordination across different parts of these organizations. Creating such systems lays a foundation for motivation, increases internal communication, and strengthens trust within the organizational structure, thereby improving work processes and increasing the overall efficiency of the organization.

For example, one respondent stated that *effective communication and internal feedback, while maintaining previous educational services, led to decisions to reduce student semester tuition, thereby increasing student enrollment. This experience shows that the feedback system can play a key role in positively guiding large-scale organizational decisions.*

However, from some perspectives, interviewees have acknowledged the apparent existence of the feedback system while pointing out its inefficiency. These people emphasize that *feedback is formally available in their organization, but in practice, it is not taken seriously.* The lack of effective responses to personnel suggestions and criticisms, managers' indifference to performance reports, and the failure to use feedback results in decision-making are among the factors that make this system empty and distant from its real content. In such a situation, feedback not only fails to improve personnel performance but also discourages them.

Several participants categorically denied the existence of a feedback system in their organization. *According to these people, the organizational environment is such that task implementation is driven mainly by pressure from higher authorities or by supervisory interventions from specific individuals.* Meanwhile, a group of managers at lower executive and supervisory levels primarily serves as an executor of higher-level policies and instructions. Generally, it does not play a decisive role in large-scale organizational decisions.

One of the main reasons for these claims is the significant communication gap between top and middle levels in the organizational structures studied, leading lower-level managers to feel excluded from decision-making, evaluation, and feedback processes. In fact, the feedback system in these organizations is mostly vertical, top-down, and lacks real two-way interaction. The feedback these individuals receive often takes the form of orders, supervision, or reprimands from higher-ups. At the same time, their views, analyses, or suggestions are rarely heard and even less often implemented.

DISCUSSION

The findings of this research showed that organizational communication is a key factor in organizational efficiency. Analysis of in-depth interviews with heads of organizations, professors, and managers revealed that transparent, two-way, trust-based communication

systems significantly improve accountability, motivation, creativity, and coordination across organizational levels. In contrast, when communication is authoritarian, one-way, and lacks an effective feedback mechanism, organizational effectiveness decreases. These results emphasize that communication is not just an operational tool but a strategic resource for organizational development.

The findings showed that in most of the organizations studied, the communication structure is mainly formal, hierarchical, and top-down. Although this type of communication contributes to task clarity and organizational cohesion, overreliance on vertical communication limits creativity, reduces personnel engagement, and reduces flexibility in responding to environmental changes.

The results indicated that transparent, two-way communication between managers and employees increases personnel trust and loyalty and directly affects their level of commitment and job satisfaction. Furthermore, new communication technologies play an effective role in improving the organizational communication process. The use of technology has enabled the timely transfer of information, accelerated work, transparency, and facilitated communication so that organizational interactions are no longer limited to a specific time and place.

After reviewing both internal and international sources on the relevant topics, this study's findings confirm that organizational communication is a critical factor in enhancing efficiency, aligning closely with prior research while also offering unique insights into the Afghan organizational context. Consistent with Stanikzai (2017), this study found that effective communication between managers and personnel significantly improves organizational performance by fostering trust, motivation, and accountability. Both studies emphasize that when employees feel their ideas are valued and considered in decision-making, their creativity and engagement increase. However, the present research extends Stanikzai's findings by demonstrating that, in the Afghan context, hierarchical communication structures often limit employee participation, thereby weakening motivation despite formal communication channels being in place.

Similarly, Wang (2020) emphasized that transparent, two-way communication builds trust and satisfaction among personnel. This study supports Wang's argument by showing that open and interactive communication makes employees more willing to participate and advocate for the organization. While Wang examined general organizational settings, the current research highlights that, in Afghanistan, vertical structures and limited feedback often challenge transparency. This makes participatory practices less common and deepens our understanding of barriers to trust-based communication in developing countries.

Another study titled *"The Role of Communication in the Efficiency of Managers or Organizations"* by Khosravi & Fazel (2015) stressed that managers' understanding of employee motivations and effective communication is key to achieving organizational goals. Similarly, the present study finds that managerial awareness of personnel needs and

capacities directly impacts efficiency. Both studies note that a significant portion of organizational time is devoted to communication, underscoring its crucial role in decision-making, coordination, and engagement. Nevertheless, unlike Khosravi and Fazel, who focused on structured communication, this study highlights the dual importance of informal channels. Informal communication motivates employees and fosters a participatory culture, especially where formal structures dominate.

Moreover, Monib (2021) highlighted the complementary roles of formal and informal communication in managerial effectiveness. The present study supports this, showing that informal communication can strengthen trust, openness, and collaboration, often more than formal channels in Afghan organizations. While Monib focused on sectoral ministries, this study adds by examining both managerial and employee views. It reveals that hierarchical systems often exclude lower-level personnel, reducing their sense of belonging and engagement.

Furthermore, these comparisons suggest that while the fundamental principles of effective organizational communication—transparency, two-way dialogue, and responsiveness—are universally recognized, the specific organizational and cultural context in Afghanistan shapes how these principles are implemented and experienced. This study emphasizes that in addition to establishing formal channels, organizations must actively cultivate informal communication practices, provide feedback mechanisms, and consider employee empowerment as a strategic priority. Also, innovative use of new communication technologies can increase information flow and transparency within an organization. As a result, these actions lead to greater efficiency, higher productivity, and sustainable organizational growth and development. Overall, this research indicates that effective organizational communication is a fundamental, undeniable, and strategic necessity.

The findings showed that in Afghan organizations, open, transparent, and participatory communication strengthens trust, motivation, and collective responsibility among employees. Both formal and informal communication, along with consideration of hierarchical structures and employee empowerment, are key to developing a participatory organizational culture and improving overall organizational performance.

In addition to these findings, the present study has the following limitations:

- This study included only organizations located in Mazar-e Sharif, and interviews in some organizations were not possible due to a lack of cooperation.
- This study, which uses a semi-structured in-depth interview method in organizations within a city, limits the generalizability of its results to other regions or institutions in the country.
- Time and resource constraints limited the number of samples to one city, reducing generalizability to other regions.

Suggestions for future research include the following:

- We suggest conducting similar research in other provinces of the country to assess the generalizability of the results to all of Afghanistan's organizations.
- Using mixed methods (quantitative and qualitative) to examine the impact of organizational communications more comprehensively.
- Exploring how new communication technologies (e.g., AI-based systems) impact personnel transparency and engagement.

The results of this research have theoretical and practical aspects. From a theoretical perspective, this study introduces the field of communication among Afghanistan's organizations to the academic literature, where little empirical research has been conducted. From a practical perspective, the findings suggest that organizational leaders should redesign their communication systems, establish feedback channels, and train managers and personnel in communication skills.

CONCLUSION

The findings of this study showed that organizational communication plays a fundamental role in improving organizational efficiency. The results of the interviews and the analysis of the indicators obtained from the interviewees' perspectives revealed that in organizations where there is effective, transparent, and two-way communication between managers and personnel, the level of motivation, trust, responsibility, coordination, accountability, and ultimately the overall efficiency of the organization increases. On the other hand, inefficient communication systems, gaps between organizational levels, ineffective feedback, and disregard for human capabilities and capacities are among the obstacles that weaken organizational performance and hinder their growth and development. The respondents' views also indicated that, in many of the institutions and organizations studied, the vertical and magistral communication structure has excluded middle managers and low-level personnel from the decision-making process, reducing their motivation to participate and their sense of belonging to the organization.

From the perspective of rehabilitation theory, these results show that effective communication not only speeds up the transfer of information but also empowers employees, strengthens identity, and fosters a participatory and inclusive organizational culture. By fostering a sense of belonging and responsibility, organizations can strengthen human capacities and encourage employee participation in achieving larger organizational goals. This study was conducted at a limited number of institutions in Afghanistan, particularly in Mazar-e-Sharif, and the sample size, although purposively selected, may not be representative of the field of organizational communication in Afghanistan. Since this research used a qualitative method, its results cannot be generalized to all organizations in Afghanistan. However, this study provided a detailed understanding of the communication processes and challenges in the organizations studied by examining the interviewees' in-depth experiences and perspectives.

The research proposes that leaders in organizations should redesign communication systems to ensure transparency, two-way dialogue, and the establishment of regular feedback channels. Training programs should be provided to managers and employees of the organization to teach communication skills, the intelligent use of modern communication technologies, and how to strengthen trust-based interactions, leading to increased efficiency, growth, and development of the organization. Also, future research could use mixed methods to measure the impact of communication on performance across different types of organizations and regions of Afghanistan. However, a close examination of the roles of digital communication tools and cross-cultural factors in Afghanistan's organizational communications can yield a deeper understanding and new dimensions of theoretical knowledge and practical solutions in this area. Overall, this research shows that effective organizational communication is not just an operational process but a strategic tool for empowering and strengthening personnel trust and the sustainable development of the organization.

ACKNOWLEDGEMENTS

I express my gratitude to the heads of organizations, university professors, and managers in Mazar-e-Sharif who contributed their time and valuable insights to this research. I also sincerely thank and appreciate the reviewers of the Journal of Social Sciences and Humanities of Kabul University for their guidance and constructive feedback.

FUNDING INFORMATION

No financial support was received for conducting this research or writing this article.

CONFLICT OF INTEREST STATEMENT

The author declares that there are no conflicts of interest regarding the publication of this article.

DATA AVAILABILITY STATEMENT

All data collected or analyzed in this research are published in this article. If needed, additional information will be available upon reasonable request from the author.

REFERENCES

- Daft, R. (2015). *Management* (A. Parsaian & S. M. Arabi, Trans.). Tehran: Cultural Research Office Publishing.
- Danesh Fard, K., & Mahjoub Roosh, S. (2009). Investigating the relationship between job satisfaction and organizational commitment with personnel performance. *Quarterly Journal of Educational Leadership and Management*, 3(4). Islamic Azad University, Garmsar Branch. [Link](#)

- Emery, E., Ault, P. H., & Agee, W. K. (1967). *Introduction to mass communication* (2nd ed.). New York: Dodd, Mead & Company.
- Khosrawi, A., & Fazel, E. H. (2015). *The role of communication in the efficiency of managers or organizations*. Tehran: Civilica Publications.
- Karsikah, R., Kambara, R., Ramdansyah, A. D., & Haryadi, D. (2023). Determinants of job satisfaction: Internal communication relationships in improving employee performance. *Enrichment: Journal of Management*, 13(2), 4692–4697. [Link](#)
- Lumineau, F., Schilke, O., & Wang, W. (2023). Organizational trust in the age of the Fourth Industrial Revolution: Shifts in the form, production, and targets of trust. *Journal of Management Inquiry*, 32(1), 21–34. <https://doi.org/10.1177/10564926221127852>
- Moqaddasi, A. (2009). Application of strategic and operational planning in organizations. *Industry and Entrepreneurship Magazine*, (55). Tehran. [Link](#)
- Motsamai, P. F. T., & Onyenankeya, K. (2025). The impact of poor organizational communication on employee satisfaction and performance. *Journal of Organizational Effectiveness*, 11(2), 1–11. <https://doi.org/10.1016/j.ssaho.2025.101589>
- Mazzei, A. (2014). Internal communication for employee enablement: Strategies in American and Italian companies. *Corporate Communications: An International Journal*, 19(1), 82–95. <https://doi.org/10.1108/CCIJ-08-2012-0060>
- Monib, F. A. (2021). Relationship between internal organizational communication and its effect on managers' performance (Case study of Afghanistan's sector ministries from 2010–2019). *SSRN Electronic Journal*, 1–15. <https://doi.org/10.2139/ssrn.4167209>
- Moradi, A., & Afrasiabi, M. S. (2013). *Communication and development*. Tehran: Media Studies and Planning Office Publishing.
- Oksiutycz, A. (2022). Power, empowerment, and organisational communication. *Communicare: Journal for Communication Studies in Africa*, 25(2), 25–41. <https://doi.org/10.36615/jcsa.v25i2.1741>
- Pawlowski, M., Piatkowski, Z., & Zebrowski, W. (2012). Management efficiency. *Foundations of Management*, 1(1), 95–110. <https://doi.org/10.2478/v10238-012-0007-x>
- Qaramalaki, A. F., & Hosseini, S. M. (2012). Efficiency and effectiveness in ethics training programs in organizations. *Quarterly Scientific Research Journal of Ethics*, 5(17). Tehran. <http://www.ensani.ir/fa/content/320182/default.aspx>
- Robbins, S. (2018). *Organizational behavior* (A. Parsaian & S. M. Arabi, Trans.). Tehran: Cultural Research Office Publishing.
- Rezaian, A. (2003). *Rules of management*. Tehran: Samat Publications.

- Stanikzai, B. A. (2017). Effective communication as a strategy for enhancing organizational performance: A study of Afghan Relief Committee, Kabul. *Texila International Journal of Management*, 3(1). <https://doi.org/10.21522/TIJMG.2017.05.01.Art003>
- Santiago, J. K. (2020). The influence of internal communication satisfaction on employees' organisational identification: Effect of perceived organisational support. *Journal of Economics and Management*, 42(4), 70–98. <https://doi.org/10.22367/jem.2020.42.04>
- Sarwari, A. Q. (2018). *Organizational communications*. Kabul: Hamid Resalat Publications.
- Sarwari, K. A. (2019). *Basics of organization and management* (1st ed.). Kabul: Aazam Publications.
- Wang, Y. (2020). Exploring the linkages among transparent communication, relational satisfaction and trust, and information sharing on social media in problematic situations. *El Profesional de la Información*, 29(3), 1–14. <https://doi.org/10.3145/epi.2020.may.07>
- Wood, J. T. (2017). *Mosaic of communications* (Y. Negah, Trans.; 8th ed.). Kabul: Afghan Professional Press Publishing.